



Deliverable 2.1.1
“Communication Plan”

Responsible Beneficiary:

LB- MANAGEMENT AND ADMINISTRATION AUTHORITY
TECHNOPSIS THESSALONIKIS SA



In the framework of the project “Greek Bulgarian Business Partnership by Assistance, Services, Solutions to Promote Open Regions Team” with the acronym “GR BG BUSINESS PASSPORT”
INTERREG V-A COOPERATION PROGRAMME
GREECE – BULGARIA 2014 – 2020

<https://businesspassport.eu>

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Introduction

This document aims to ensure that communication efforts will help deliver the project's goals, they are coordinated and effective. The key is to create a continuous formalized information flow to stakeholders so that awareness on the project is delivered and establish links with other projects and networks to multiply its effects. It also helps to clarify the necessary resources in order to achieve the visibility results. The Communication Plan provides an overall view on communication objectives and how the Project plans to meet them. The Communication Plan includes the communication objectives, the target groups, the communication activities, the indicators and achievements, the human and financial resources and finally, the timeline. Also, the Communication Plan identifies stakeholders, lists communication channels and provides a framework for disseminating project's results. The elaboration of the Communication Plan has been based on (a) Information & Publicity Guidebook, (b) the GR BG BUSINESS PASSPORT Application Form. This Communication Plan has been developed in close cooperation with PB3 and forwarded to all partners aiming all partners to be involved and committed in the communication activities.

The Programme "Greece-Bulgaria 2014 - 2020"

The Cooperation Programme "Greece-Bulgaria 2014-2020" was approved by the European Commission on 09/09/2015 by Decision C(2015)6283.

Greece and Bulgaria, two neighboring countries with a rich past, since the end of the 1990s have entered an era of closer co-operation, due to the INTERREG Programme "Greece-Bulgaria".

The main idea behind "INTERREG" is that countries have issues which can be better solved if they work together with their neighbors than if each one remains confined within its borders. So for this reason, in our Programme we promote activities that bring our people closer. One needs to look no further than the land and the rivers we share and move on to roads and then to culture, food and traditions. In every case what happens on the one side of the border affects the other side as well. The need for joint actions is gradually becoming the normal than the exception.

[General Information of the cross-border area](#)

The eligible area of the Programme consists of the Region of Eastern Macedonia and Thrace (Prefectures of Evros, Kavala, Xanthi, Rodopi and Drama) and the Region of Central Macedonia (Prefectures of Thessaloniki and Serres) in Greece and the South-Central Planning Region and South-West Planning Region (Districts of Blagoevgrad, Smolyan, Kardjali and Haskovo) in Bulgaria.



The Greece-Bulgaria cross-border cooperation area for the programming period 2014-2020 is identical to the current ETC programme. It extends to 40.202 km² and has a total population of 2.7 million inhabitants. It covers four territorial units at NUTS II level (Regions), and 11 territorial units at NUTS III level (Districts). The eligible area extends across the entire Greek-Bulgarian border and is neighbouring with Turkey (east) and FYROM (west), both countries aspiring to access to the EU. It is part of the most south-eastern non-insular area of EU, and it is situated between three seas: the Black Sea, the Mediterranean Sea and the Ionian-Adriatic Sea. Finally, it sits at the crossroad of strategic fossil fuel pipelines supplying the EU market and TEN transport axes. The settlement structure of the area is characterized by the presence of 10 medium-large cities (>50.000 inhabitants) which accumulate 38,2% of total population, and 25 small cities (10.000-50.000 inhabitants). Despite the historically relatively small

amounts of funds allocated, there is a long history of cooperation in the eligible area, which started with Community initiative INTERREG I (1989-1993).

The priority axes are:

PA 1: A Competitive and Entrepreneurship Promoting Cross-Border Area

PA 2: A Sustainable and climate adaptable Cross-Border area

PA 3: A better interconnected Cross-Border Area

PA 4: A socially inclusive Cross-Border area

PA 5: Technical Assistance

Budget

The total budget (ERDF and national contribution) for the European Territorial Programme "Greece-Bulgaria 2014-2020" is €130,262,836.00. The total financing consists of €110.723.408 (85%) ERDF funding and €19.539.428 (15%) national contribution.

General Level of Development

The Greece-Bulgaria cross-border cooperation area is one of the poorest in the European Union, as the GDP per capita is below 50% of the E28 average. This has not changed considerably in the last 10 years, even though short-lived improvements were noted during 2002-2004 and then again in 2006-2009. The CB area is also characterized by large internal disparities, especially as it concerns the dichotomy between Bulgarian and Greek territories. Bulgarian districts exhibit a much lower level of economic development (below ¼) than their Greek counterparts, mainly attributable

to the fact that Bulgaria has long been a transition economy. The 2006-2009 period was marked by economic growth on both sides of the border, as was the general trend all over Europe. After 2009, the global recession effects resulted in slowing down the growth rates in the Bulgarian part (0,25% annually) and in negative growth rates in the Greek part (-9% annually).

Economy

Even though the CB area has been gradually converting from an agricultural/industrial economy to an industrial/service economy, this conversion has been rather slow. Compared to EU28, the economy remains considerably more agricultural, less industrial, and more service-dependant. However, this is far from being homogeneous. The Greek CB-area is considerably less agricultural and industrial than the BG CB-area part, and more service-oriented. This heterogeneity is even more pronounced at district level. We can discern 2 types of districts in the BG part, and 3 types of districts in the GR part:

- Blagoevgrad/Haskovo: industry and trade dominated
- Smolyan/Kardzhali: industry and agriculture dominated
- Exros/Drama/Thessaloniki: public administration and industry dominated
- Xanthi/Rodopi: public administration and agriculture dominated, and
- Kavala/Serres: industry and public administration dominated.

More than half of GVA produced in the CB area (59%) is produced in the district of Thessaloniki. All other areas exhibit low percentages. Particularly low percentages are observed in the Bulgarian districts Haskovo, Smolyan

and Kardzhali (1-2%). Some of the noteworthy intra-territorial structural developments that have taken place recently include:

- A gradual conversion between the two parts in terms of the portion of GVA attributable to the primary sector. Still, there remains a large differential between the two sides, with the Bulgarian territories being more heavily agricultural than the Greek territories, and even more heavily agricultural than the national (BG) average.
- A significant diversion between the two parts in the secondary sector, mainly attributable to the considerable losses of industrial activity experienced in the Greek part after 2006 (mainly due to relocations of labour-intensive industries in cheaper neighbouring countries). Total labour productivity in the CB area is significantly lower than the EU28 avg. (approx. 1/5) and exhibits high differentials between the Greek (32800€/employee) and Bulgarian (5800€/employee) parts. CB area productivity is also below the respective national averages for both parts:
for the Bulgarian part: ranging from 60% to 78% of the BG national average, and
for the Greek part: ranging from 60% to 84% of the GR national average.

Tourism – and especially eco-tourism - has long been heralded as the “growth-industry” of the CB area, as it includes a significant number of pristine areas of high ecological value. Yet, it has a rather modest number of accommodation establishments compared to its population (43 establishments/100.000 inhabitants, when the EU28 average is 111), and unevenly distributed. The largest concentrations of accommodation

establishments and beds are in the districts of Kavala, Thessaloniki and Smolyan.

Innovation

Both Greece and Bulgaria have outlined national or regional strategies for innovation in the context of “smart specialization”. Yet, Bulgaria is lagging far behind the other EU countries and is listed as a “modest innovator” in the 2014 “Innovation Union Scoreboard”, while Greece, although in a somewhat better position, falls below the EU average and is listed as a “moderate innovator”. Yet, the CB area possesses significant research facilities currently which are however not collaborating with each other or with the business community. It also possesses similar productive systems, therefore exhibiting important opportunities for coupling entrepreneurship initiatives with innovation. The critical mass of research centres and other academic structures is located in Thessaloniki with the following fields of excellence: biotechnology, advanced production systems for chemical processes, energy and environmental technologies, information processing, virtual reality, security services, etc. R&D activities in East Macedonia and Thrace are concentrated in the public sector and particularly in the Demokritos University of Thrace (with a unique Genetics Department) and to a lesser degree in the Technical Education Institute (TEI) of Kavala. On the Bulgarian part, most important research infrastructure is located outside the CB area (mainly in Sofia and Plovdiv) and only Blagoevgrad seems to have any significant research structures. The South-West University “Neofit Rilski”- with nine faculties[1] – offers PhD programmes in many liberal arts fields (Education and Pedagogy, Literary Studies and Linguistics, History and Archaeology, Social Sciences, Law, etc. and Arts - with a specializations

in choreography and cinema). Of particular importance for the CB area are the programmes in Economics (with a specialization in Tourism), Geography and Environmental Sciences, and IT technologies. Also, in Smolyan there are branches of the In Smolyan there are branches of the "Paisii Hilendarski" University of Plovdiv with its Technical College and the Varna Free University "Tchernotisets Hrabar".

Climate change

According to the ESPON-CLIMATE project, the programme area is substantially more vulnerable to climate change both compared to EU 28 and the Greek and Bulgarian national levels as well. The districts with the highest vulnerability are Thessaloniki, Serres, Kardzhali and Haskovo. Climate change will have major negative impacts to the CB area. It is estimated that it will affect the majority of the urban centers, by rising the number of heat-wave days to more than 50 by 2071-2100. Natural hazards in the area include flood risk zones (mainly in the vicinity of Nestos/Mesta and Evros/Maritza rivers), wildfire risk areas (mainly in the mountain ranges) and erosion risk areas (especially on the coast). Floods and wildfires can quickly spread across borders and their effective management is of cross border importance. Finally the areas with the highest risk of landslides are located in the basin of Maritsa East and in the coal development area in the South-west region. The largest studied landslide is located in the district of Smolyan at the location "Smolyan's Lakes".

In addition, the combined adaptive capacity of the CB area to climate change is similar to the national levels and the lowest in Europe. On the Greek side the district of Thessaloniki and on Bulgarian side the district of Blagoevgrad show a rather high adaptive capacity relative to the national values but still lower than the EU28 average.

Environment

The CB area is characterized by many and important natural resources, including a large number of protected natural sites (86 Natura 2000 areas,

5 Ramsar wetlands, etc.), many of which are of pristine character. The CB landscape consists of densely forested mountains, straits of rivers, valleys, plains, lakes, coastal wetlands, seashores and river deltas. The area comprises the mountain ranges of Rila, Pirin and Rhodopi, featuring outstanding forests, the cross-border rivers Strymon (Struma), Nestos (Mesta), Ardas (Arda) and Evros (Maritsa) and more than 400 kilometers of coastline. These important natural resources have not been sufficiently exploited for development purposes in the past. In terms of the state of the environment, industry is among the major polluters on both parts of the border, and pollution hot-spots are concentrated in southwestern Bulgaria and near the Kavala urban area. Both cross-border rivers - Nestos and Evros - are polluted with urban as well as industrial effluents (e.g. BOD). The major problems in the management of urban wastewater result from the lack of sewage treatment infrastructure in settlements between 2,000-10,000 inhabitants. The problem is more acute on the Bulgarian portion of the CB area. In Bulgaria only 46% of the population is covered by wastewater treatment systems and most of the treatment capacity (71%) is located in the Danube and Black sea river basins (which are outside the CB area). On the Greek portion 88% of the population is covered by wastewater treatment systems.

Accessibility

The area possesses significant transport infrastructures. It is served by three ports of national/international importance (the Thessaloniki port, the double port of Kavala and the port of Alexandroupolis) and three main airports (the International Airport "Makedonia", at Thessaloniki, the Airport "Great Alexander" at Kavala and the Airport "Democritus" at

Alexandroupolis), all of them on the Greek side. The most important transport infrastructure is the road network and overall connectivity has improved significantly in the past:

- with the construction of the Egnatia motorway and several vertical axes connecting Greece to Bulgaria and
- The construction of large portions of motorways A3 and A4 in Bulgaria.

Nevertheless, lower-level roads are at various stages of disrepair (especially on the Bulgarian part) making interconnections difficult and reducing mobility especially in the mountain ranges. At the same time, several Egnatia vertical axes as agreed in the Transnational Agreement between Greece and Bulgaria in 1998 still missing or under construction (such as the connection of II-86 to the Greek transport system) and the motorways on the Bulgarian part are incomplete. The area is deficient in terms of railway and multi-modal infrastructure (despite the existence of important ports and airports). Both Greece and Bulgaria have been recently investing in the CB area railway network but it requires considerable investment which is outside the financial capabilities of the present programme. This heavy dependence on road transport also increases considerably the environmental footprint of transport activities in the area, especially at the border crossings (e.g. long lines of trucks) and especially during the tourist season. Last but not least, the area lacks accessible public transport for people with disabilities and cross-border public transport services.

Labour Market, Poverty and Social Inclusion

While in 2007 unemployment rates for the CB districts were on the average near or below the national rates and below the EU27 average rate, unemployment started to rapidly increase – especially in Greece - soon after the wake of the economic crisis in 2008 reaching record high levels in 2013. The Bulgarian districts succeeded to keep unemployment rates near or lower than the EU27 average. Currently, the high disparities among the CB districts have not dissipated. The latest data exhibit the following high unemployment rates (2013): Xanthi 37,5%, Drama 36,8%, Thessaloniki 32,1%, Serres 22,9%, Kavala 22,8%, Evros 22%, Smolyan 20,3% and Rodopi 16,8%. In addition, long term unemployment rates have increased sharply - especially for the Greek regions - after 2009, indicating a risk of large structural unemployment which in turn implies the existence of inefficient labour markets and a mismatch between labour market demand and the available skills and locations of the workers seeking employment. According to the ESPON DEMIFER project the CB area shows significantly higher values of long-term unemployed persons compared to the EU28. Youth unemployment rates display similar trends and are attributed to the lackluster economic growth, the rigid labour market, and the mismatch between potential employee skills and employers' needs in Greece and Bulgaria.

In addition, the CB area exhibits considerably higher than EU28 percentages of population at risk of poverty or social exclusion (3-4 times higher). The main reason for the large divergence is the comparatively higher long term unemployment rates, and the higher share of people living in areas with low work intensity and low income levels. With respect to the latter, the share of people living in areas with low work intensity has been rising since 2010 in Bulgarian and Greek territories alike.

The large number of people experiencing poverty and social exclusion in the CB area is also attributable to the presence of various vulnerable groups such as minorities, internal migrants, asylum seekers and foreign persons under subsidiary protection. The higher risk of poverty and social exclusion among these groups is primarily connected to long-term unemployment and economic inactivity.

The rising incidence of poverty has many social consequences, one of which is the deteriorating public health conditions. Even though the CB area enjoys the availability of basic health care resources (e.g. hospitals and doctors) at levels near, or even better in several cases, than the EU28 average, the average life expectancy is lower than EU28 levels and many epidemiological indicators record higher values. Overall, Greek districts have exhibited higher life expectancy than Bulgarian districts in the past, but since poverty forces more people to resort to hospital care (more than a 20% increase has been documented in Greece after 2010), it appears that Greek districts may be more at risk of deteriorating health care conditions in the near future, thereby lowering overall public health levels in the CB area.

Background of “GR BG BUSINESS PASSPORT”

The problem

The business environment in the cross-border area has weaknesses in providing liquidity to SMEs, either at the stage of their creation or at the level of existing ones that require labor capital. The constant changes and volatility of the businesses in conjunction with the introduction of new

technologies, regulations and processes related to development, production, marketing and the availability of products requires specialized and targeted support. The competitiveness of economies and businesses is judged by features related to quality, design originality and product innovation. These features refer to the ability to identify, adopt and disseminate new, ever-evolving productive technological knowledge, and are also the result of creative problem-solving and strategic choices. So there is a need to create an environment to promote innovation, the development of which depends on business cooperation, the establishment of technology transfer networks, infrastructures that provide services for the transmission of information, communication, training, etc.

The Idea

In this framework incubators provide a wide range of tools and support services to business teams aiming the acceleration of their developmental course. BUSINESS PASSPORT will face the need of creating an environment at a cross-border level, that promotes innovation and develop the formula for creation transfer technologies, by providing services for the dissemination of information, communication, education, etc. Since the creative thinking is necessary for the confrontation of the challenges of a rapidly changing world, it needs to find the place it deserves in business. The international competition, the constant changes in production conditions along with the changes in consumer patterns make today's innovation, the most important component of economic growth, but also a prerequisite for the competitive advantage of a business. The competitiveness of economies and businesses is judged by characteristics related to quality, design originality and product and service innovation.

The key is to create a framework that aims in providing support to specific thematic fields and at the same time stimulate business creation. This is why BUSINESS PASSPORT foresees the operation of laboratories in incubators and will be supported by research and training bodies ensuring that knowledge is interconnected and directly linked to production, resulting in the constant modernization of know-how and their transfer to stakeholders. The ability of businesses to innovate and grow is, in common, the primary force that leads to the development and improvement of living standards locally and regionally. Small innovative businesses are an essential part of this process as they succeed structural changes and create new jobs by replacing those lost and this is the main concern in the cross-border area.

The partnership

Partner	Country
Management And Administration Authority Technopolis Thessalonikis SA (LB)	Greece
Regional Municipalities Association "Maritza" (PB2)	Bulgaria
Research Account Of International University Of Greece (PB3)	Greece
Institute Of Robotics Bulgarian Academy Of Sciences Bulgaria (PB4)	Bulgaria

LB: Management & Administration Authority Technopolis Thessalonikis SA (hereafter "Technopolis") has already established a Business Incubator for high tech start-ups in Northern Greece since 2006. It is located and operates in a modern building within the Technopolis Thessaloniki ICT Business Park. The incubator offers a variety of services including: General Services (reception, telephone, photocopier, projector of multimedia,

interactive whiteboard, TVs, broadband Internet connection), Business support services (training of young entrepreneurs, developing professional skills etc.), Education and transfer of knowledge and experience (mentoring), Specialized services (preparing a business plan, strategic marketing), financial support and opportunities for domestic and international networking.

PB2: Regional Municipalities Association "Maritza" (PB2) supports the local authorities in their efforts for establishing sustainable, democratic and responsible for the citizens local government. Offers information, qualification and skills of the representatives of the local authorities, aiming at raising the quality of the offered municipal services. It supports, promotes and stimulate the local economy. It supports the development of entrepreneurship in the region of Haskovo; To achieve its objectives RMA "Maritza" develops projects, organizes and runs surveys analyses, training, technical assistance, public hearings, forums and conferences, presentations and marketing in the field of local government, economic restructuring, regional and local development, cross-border cooperation, civil society, partnerships and networking in the region.

PB3: Research Account of International University of Greece primary functions include the following:

- Laboratory Measurements / Tests / Analyzes
- System Design and Development
- Software Design and Development
- Preparation of Special Studies / Provision of Consulting Services

- Education and Development of Educational Material
- Product and Materials Development
- Design and implementation of scientific, research, cultural and developmental programs
- Provision of scientific, technological and artistic services
- Providing opinions, drafting specifications on behalf of third parties
- Entrepreneurship promotion services
- Participation in Spin-off

PB4: Institute Of Robotics Bulgarian Academy Of Sciences Bulgaria is a leading national scientific institution integrated into the European Research Area, conducts complex fundamental and engineering research leading to innovative technologies and inventions, and trains masters and doctoral students in robotics, mechatronics, sensors and systems with artificial intelligence. Through its development, expertise and project activity, IR-BAS works primarily for the benefit of national industry and society by consulting state and non-governmental organizations, companies and enterprises in these cutting-edge fields of science and technology. The institute disseminates knowledge and skills in robotics, sensors and mechatronics in high schools through its RoboAcademy, which was founded by the Institutes' researchers for young talents. The Institute is among the initiators before the European Parliament for extending the scope of robotics and artificial intelligence in public relations through the European Robotics Agency. IR-BAS is the national leader in inventions with assets of more than 140 patents in recent years in its dominant part transferred as technology in companies and enterprises. The citations of the papers published by the researchers from the institute exceed 15 000. The project activity of the

institute includes numerous contracts with the Framework programs of EU, Bulgarian National Science Fund, industrial companies, SME and others

Project's Objectives

The project's objectives are focused to the Programme's Priority 1 "A Competitive and Innovative Cross-Border Area" and the Special Target 1 "To Improve entrepreneurship SME support systems" and include the following:

- Interface of research and innovation with economic growth in new ways, such as business discovery,
- Development and creation of innovative products with features that will make them more competitive in international markets, will give even greater impetus to the selected business sectors and to the cross-border area in general,
- Creation and operation of specialized support structures for existing businesses and creation of new ones with a focus on cutting-edge technologies,
- Development of a new cross-border entrepreneurship model that will be based on start-ups businesses, capable to attract venture capitals and investments contributing to the growth of the economy as a whole,
- Formation of a cross-border business network that will be linked to international networks in the field of innovation and cutting-edge technologies,
- Improvement of extroversion and competitiveness of products and services both in the domestic and overseas markets,

- Creation of direct and indirect new jobs.

The whole project will be based on the operation of laboratories in incubators and will be supported by research and training bodies ensuring that knowledge is interconnected and directly linked to production, resulting in the constant modernization of know-how and their transfer to stakeholders.

[The Methodological Approach](#)

The aim of the proposed intervention is to create an integrated support framework for SMEs in the cross-border area, focusing on specific categories of enterprises (e.g. small and very small enterprises, Start-up companies) and important sectors according to the RIS3 strategies (e.g. Agri-food, Tourism, Social Enterprises), but also ideas from potential young people who want to enter the business environment. The framework will be based on an approach that includes the following levels:

- **Level A:** Provide support and assistance to existing small and very small enterprises by developing tools to enhance today's operational and financial capacity (digital marketing tools, ad-hoc business support by expert groups, workshops and seminars on new developments and preparation for future Needs, cost analysis of the development and production of new products and services, etc.).
- **Level B:** Development and promotion of entrepreneurship by facilitating the transition to new business models and the evaluating new ideas (innovation, new technologies) ensuring at the same their funding, using specific financing tools and the involvement of investment funds.

- **Level C:** This level consists mainly of umbrella actions in two directions above, which will focus in the design and the implementation of interventions to build product identity as well as promotional and projecting activities. More specifically, the goal of this level is to make the most of efforts to create opportunities and prospects in entering new markets.

Expected Results

The expected project results include the following:

- Improvement of the business environment in the cross-border area,
- Development of networks,
- Creation of an integrated ecosystem for SMEs,
- Enhancement of support processes and development of the SMEs,
- Introduction of innovation as a priority and the linking of academic knowledge and research with the business world,
- Promotion of innovations which lead to investments through the assistance provided to start-ups,
- Establishment and activation of businesses with innovative organizational structures, such as the creation of business opportunities through a network of self-managed businesses,
- The business creation by groups that do not have access to finance or specialized management.

The project will have immediate results within the programming period as support actions, advisory services and the creation of laboratories do not

require time consuming procedures and special authorizations and the results will be immediately applicable.

[The duration of the project](#)

24 months starting as of 13.04.2021

[Grand total](#)

645.014,85 EUR

National Contribution: 96.752,23 EUR

EU Funding: 548.262,62 EUR

Communication's plan objectives

This communication plan is created in order to ensure that all project activities reach the desired visibility of the public and relevant stakeholders, and that communication among partners is efficient. The communication plan is therefore divided in three main parts i.e. the external communication, the internal communication and Rules and Materials.

The overall objective of the communication activities is to be open and secure that the GR BG BUSINESS PASSPORT key messages reaches all relevant stakeholders and foster their commitment to the project in the long term and thus the project's capitalization in the CB area. The communication plan is based on the following principles, forming the 'TACIT' proposed methodology:

- ✓ **T**argeted, the communication will be open and targeted to the relevant audience, as well as identified for the individual circumstances and specific messages.

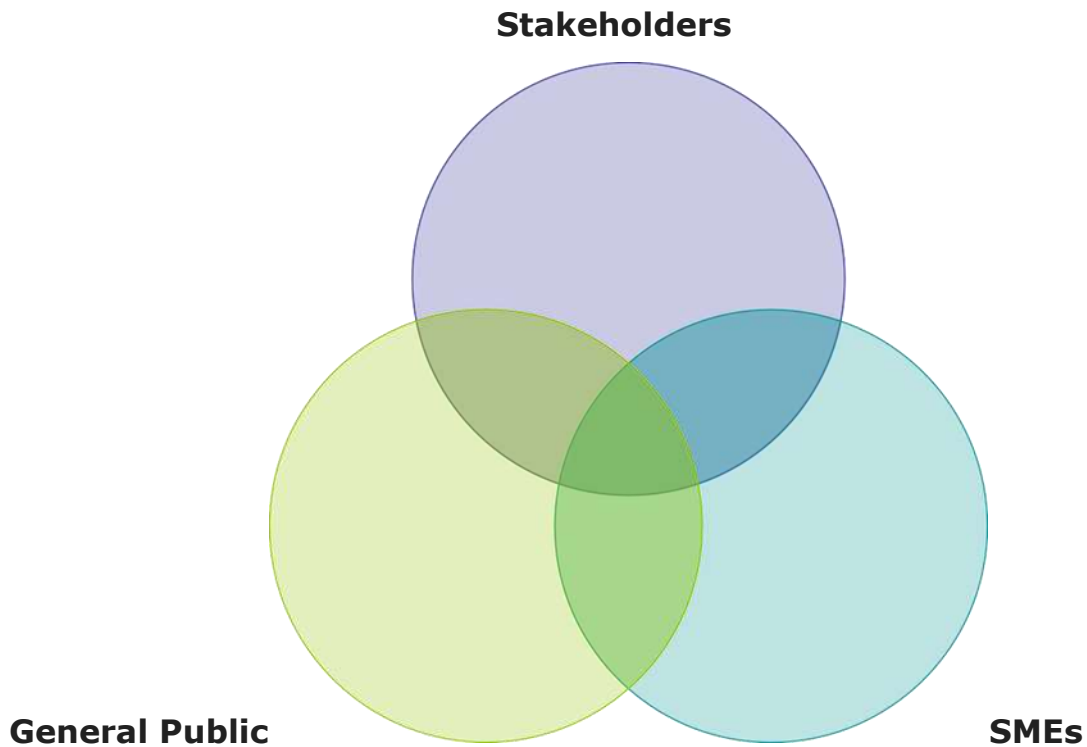
- ✓ **A**wareness, with respect to the role of the EU and the Structural Funds of the EU for the general public and the promotion of the added value of the project.
- ✓ **C**onsistency, the project's messages, results and outcomes to be open, clear and consistent
- ✓ **I**nteractiveness, the project will listen to the views of its target audiences and as far as possible will incorporate them into the communication efforts carried out
- ✓ **T**ransparency, as far as access to the funds is concerned.

[Part 1: External communication](#)

The objectives of external communication are to inform the public and relevant stakeholders about the project's aim, activities (who will do what, when, where), funding body, raise awareness about environmental consciousness, and promote the project results. In order to guarantee that the communication reaches the desired level, it is of high important to identify different target groups and messages for each group.

Target groups

The target groups are being categorized in 3 specific teams based on the outreach method followed to achieve the project's communication goals.



Stakeholder's category includes:

- Central, Regional and Local Policy Decision Makers
- Academic Institutions, Researchers etc
- Business Clusters
- Chambers, Federation and Associations
- Investors
- Media

To deliver communication results in the stakeholders target group the tools are mostly oriented in conference, exhibitions and the website.

The General Public category includes the wider public e.g. citizens, students, unemployed where the outreach method mostly is focused in the project that is the website, E-Library, CB Innovation Competition, plus the Lab’s operation.

A more discrete category is SMEs which are also included in the General Public but that will be mostly reached out through more interactive and networking activities such as B2B events, CB Innovation Competition, Mentoring and Coaching, E-Library and the Lab’s operation.

Indicators

Project’s main outreach results presented in the following table and delivered through specific activities.

Indicator	Number	Target group	Deliverable Title
People informed through Project dissemination of results activities	15.000	In total	Dissemination Material Development of Project’s website Social Media Marketing Tools Closing Conference and Media Publications Establishment of Robotics Lab E-Library and database for supporting SMEs Implementation of Business Passport B2B events - Networking and Courses Mentoring and Coaching Establishment of MobRoboLab Educational Material Cross Border Innovation Competition Entrepreneurship Education Methods Preparation and conduction of 5 courses Cross Border exchange of experience Participation in Exhibitions
People recognized to increase awareness about the CB Innovational Business Opportunities	500	In total	Closing Conference and Media Publications Establishment of Robotics Lab E-Library and database for supporting SMEs Implementation of Business Passport B2B events - Networking and Courses Mentoring and Coaching Establishment of MobRoboLab Educational Material Cross Border Innovation Competition Entrepreneurship Education Methods Preparation and conduction of 5 courses Cross Border exchange of experience

			Participation in Exhibitions
People trained in CB Innovative Business Opportunities	400	In total	Establishment of Robotics Lab E-Library and database for supporting SMEs Implementation of Business Passport B2B events - Networking and Courses Mentoring and Coaching Establishment of MobRoboLab Educational Material Cross Border Innovation Competition Entrepreneurship Education Methods Preparation and conduction of 5 courses Cross Border exchange of experience
People outside the CB area becoming aware of the CB Innovative Business Opportunities	200	In total	Participation in Exhibitions
People using project's tools/infrastructure	100	SMEs	Establishment of Robotics Lab Establishment of MobRoboLab E-Library and database for supporting SMEs

Examples of key messages for different target groups

- Why create extroverted innovative business (stakeholders, SMEs);
- How to create extroverted innovative business (stakeholders, SMEs);
- Innovation for Business forthcoming Ideas (stakeholders, SMEs);
- Exchange experience in the business sector in the CB area (stakeholders, SMEs)
- Joining forces between academic and business cycles to improve labor market and foster economic development (Stakeholders, General Public, SMEs)

Communication Activities

Different activities are planned in order to send key messages to the target groups. The activities include posts to online media, offline media

dissemination, as well as the organization of events and participation in exhibitions outside the CB area.

Online media

All project partners are responsible to forward for uploading all information about project's activities, results, events, coordination meetings on the project's website and the social media marketing tools developed by the LB). More specifically PB2 is responsible for publication of 20 e-Advertisements and 5 media publications in BG, PB4 will also contribute to the media publications. Publications/posts are also part of the project's communication as each partner will publish on the organization's website information/updates about the project activities after each narrative report. All partners will also use their available online media channels (e.g. website, social media profiles etc.) for further project activity promotion.

LB is furthermore responsible for the development of the E-library and database which will contain significant tools for supporting SMEs.

LB is also responsible of developing the e-library and database which will contain significant tools for supporting SMEs. PB3 will be responsible for the development of the scientific material that will be uploaded in the E-library platform.

The project logo and all information of the funding mechanism will be in a visible area in all posts. All visibility rules will be applied.

Offline media

Common promotional materials will be created by PB4 with the contribution from all partners. All partners will follow the same visibility criteria in all promotional material. The logo of the funding body will be in a visible area in all promotional materials. Each partner's role is described below:

LB: Is responsible to assign two members of the staff to make all the arrangements for the dissemination material on behalf of the LB by providing input to PB3 and PB4.

PB2: Is responsible for models' approval, development and printing of Brochures, Posters.

PB2 is also responsible for the Production of the following branded materials:

- 1000 Cups
- 500 Umbrellas
- 250 Bags
- 250 Flash drive
- 250 Portable external battery
- Stickers
- Printing of 5000 Brochures
- 2000 Posters

Also PB2 is responsible for the translation in English and Greek of the BG GR Business Passport plus the development and print in 1000 copies.

Furthermore PB2 is responsible to develop 4 Project's Info Kiosks in the Haskovo region.

PB3: Is responsible to assign two staff members to ensure the proper promotion of the project by following specific actions defined by a thorough strategic plan.

PB4: Is responsible for the production of the dissemination material for the publicity of the project's activities:

- brochures, leaflets in BG, EN, GR
- 100 bags
- 100 Cups
- 100 Umbrellas
- 50 portable external batteries
- 100 Flash drive
- 50 Umbrellas
- 2 project banners
- 100 calendars
- 100 notebooks

Events

Several events categories conclude to address different levels of target group's engagement.

Awareness raising events

The partners will organize awareness raising events to address all target groups with a more specifically focused in the SMEs.

LB is responsible of organizing a CB Innovation Competition in Thessaloniki, in which Small Businesses will have the opportunity to apply their innovative

ideas and claim a prize. PB3 will contribute by gathering and elaborating information for the evaluation of proposals of CB Innovation Competition. PB4 is responsible for organizing the CB Innovation Competition in Bulgaria and furthermore evaluating the proposals submitted in the BG area.

B2B events will be organized in both side of the Borders in order to raise awareness in innovation opportunities and business development. PB3 is responsible of organizing the B2B events in its premises in Greece where all partners will participate and PB4 is responsible of organizing the B2B events in Haskovo where all partners will participate.

[Mentoring and Coaching events](#)

LB is responsible for organizing in Thessaloniki two single-day events addressed mostly to SMEs but also open to all target groups to participate in coaching and mentoring for innovation.

[LABs](#)

Robotics LABs will be established in each Country. LB is responsible for the Establishment of the robotics lab in Thessaloniki. PB3 will contribute to the LAB's success by assigning experienced in management of EU Funded projects staff members to organize the demonstration of the opportunities of the Robotics Lab and provide technical support. PB4 is responsible for the development to the Mobile Robotics Lab in the other side of the borders. More specifically the Mobile Robotics Lab will be visiting remote areas in Bulgaria and present opportunities offered by the MobRoboLAB.

This is part of the external communication of the project and aims at increasing awareness at innovation opportunities.

Educational Material

PB4 will develop the educational material for the business passport catalogue and also offer guidance to institutions and organizations for entering Business Passport Catalogue.

Extroversion Event

LB is responsible to organize the project's participation in an exhibition outside the CB area in order to ensure extroversion of project results and multiply its effects outside the project's operational area. LB's responsibilities include project's promotion and networking with stakeholders and SMEs outside the CB area, all partners will participate and contribute to the project's aim in the exhibition.

Closing Conference

PB2 will organize a two-day Closing Conference in Haskovo where all partners will participate and present project results in an open to the public events. General public, Stakeholders and SMEs will be invited and discussion among the participants will follow. At least 20 people from Greece and another 20 from Bulgaria will participate. Media coverage will be guaranteed by PB2's online promotional activities while all Partners will also support through their channels plus the project's website. The media coverage will be an asset in further promoting the project results to the General Public.

The project logo and all information of the funding mechanism will be in a visible area in all promotional and informational material. All visibility rules will be applied.

Timetable of external communication activities

What	Who	For (target Groups)	When (deadline)
1 Project Web-site	LB, all partner contributing with news and material	Stakeholders and general public	July 2022
E-Library	LB and PB3	General Public and SMEs	January 2023
Promotional Material	PB2 and PB4 (LB and PB3 only dissemination duties)	All	October 2022
CB Innovation Competition in Thessaloniki	LB and PB3	SMEs	March 2023
CB Innovation Competition in BG	PB4	SMEs	December 2022
B2B events	PB3 and PB4 (all partner participating)	SMEs	January 2023
Educational Material Business Passport	PB4	SMEs	October 2022
Mentoring and Coaching events	LB	All	February 2023
LABs	LB and PB3, PB4 (the Mobile)	SMEs	March 2023
Exhibition outside CB area	LB, all Partners participating	Stakeholders and SMEs	February 2023
Closing Conference	PB2, all Partners participating	Stakeholders and SMEs	March 2023

Part 2: Internal communication

Communication plan's internal communication part aims at establishing a constant efficient communication between project partners decreasing the risk of any conflict and ensuring that all project activities are being implemented according to the project's time schedule and are communicated among all partners. The internal communication plan mainly concerns the project managers and communication officer of all partner organizations.

Internal communication

Project managers are in a constant continuous communication during the whole project implementation period via e-mails. Each partner will organise a meeting per semester in its premises and all partners will participate (Project Management team). In case of emergency issues partners are welcome to request for immediate online meetings with LB and or all the partners to avoid any upcoming risks.

Partners' responsibilities

All project partners are responsible to undertake the activities according to the project proposal. All project partners have to undertake the activities related to communication of the project and are:

- Inform the Lead Beneficiary for any issue raised. If necessary, inform also the other partners;

- Ensure the publicity of the project in each country;
- Inform the public and relevant stakeholders about the project activities;
- Make posts in websites and social media for all project information, activities, results;
- Report results of the communication;
- Use the project logo and EU logos in all project templates according to the Communication and Visibility Rules of the Programme;
- Participate in all communication activities set up in the communication plan regarding both the external and internal communication.

Part 3: Rules and Materials

Visibility rules

Visual identity

Project's main identity elements

The creation of a visual identity increases the Project's visibility and recognition. This visual identity includes e.g. the definition of symbols, formats, colours and other elements of a brand signature such as a logo, an acronym related to the full name of the Project and in some cases also a motto (brief statement to express the main idea of the Project). A Project logo constitutes an essential part of the visual identity and shall be used in all Project outputs.

The project's visual identity is presented to the JTS, approved and is presented below:



[The project's website](#)

The Project's website is launched, developed according to all visibility rules of the Programmes and operational in 3 languages (EN, GR, BG). It is available here <https://businesspassport.eu/>.

[Leaflets, Brochures, Flyers](#)

Leaflets, brochures and flyers should contain at least the following:

- The Interreg project logo.
- The textual reference to the sources of financing "The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme" with the flags of EU and the two participating countries.
- The disclaimer "The contents of this publication are sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat".
- The link to the project's website.

NOTE: All leaflets, brochures, flyers produced in the framework of a project may be bilingual (EN/EL and/or EN/BG) or trilingual (EN/EL/BG). In any

case, the existence of the material in English, which is the official language of the Programme, is mandatory.

Result leaflet

At least one leaflet/booklet, including the Project results, must be published according to the Programme's Visibility Rules. This leaflet/ booklet must be available in English, Greek and Bulgarian.

The cover page should contain the Interreg project logo. The textual reference to the sources of financing (The project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Programme.) with the flags of EU and the two participating countries must appear either on the cover page or the back page.

Finally, the following disclaimer must also be included: "The views expressed in this publication do not necessarily reflect the views of the European Union, the participating countries and the Managing Authority".

This leaflet/booklet must be uploaded in the Project's website as well as the Programme's webpage. During the drafting the beneficiaries are strongly advised to consult the Communication Officer of the Programme for guidance.

Promotional items

Promotional items (such as usb sticks, umbrellas, pens etc.) should be distributed when specified in the communication strategy of a project. The promotional items should be clearly identified with the Interreg project logo and slogan (in case of existence). On certain promotional items (e.g. pens, key-holders), where it is not possible to include all information, at least the EU flag should appear. Before taking any decision on the production of such

items project beneficiaries are requested to consult the JS Communication Officer.

[Event material \(Posters, Banners, Roll-up, stands etc.\)](#)

The beneficiaries who organise or participate in events such as conferences, fairs and exhibitions in the framework of co-funded operations, should contain at least the following on all event materials:

- The Interreg project logo
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme” with the flags of EU and the two participating countries.
- The link to the project website.

NOTE: For the production of posters the Programme provides Project Beneficiaries with an on-line [Poster Development Tool](#). The use of the tool by the Project Beneficiaries is optional.

[Newsletters/ Press Releases/Publications/ Announcements](#)

Newsletters, Press Releases, Publications and Announcements will be issued right before and after an event. The newsletters will be posted on the project’s website. The newsletter should contain at least the following;

- The Interreg project logo and slogan (in case of existence).
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme” with the flags of EU and the two participating countries.

- The disclaimer “The contents of this publication are sole responsibility of <Beneficiary’s name> and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat”.
- The link to the project website.

Sticker

The Project Beneficiaries are recommended to mark the objects financed from the “Greece-Bulgaria 2014-2020” Cooperation Programme funds with a sticker of the logo as follows:

- Small objects (office equipment, furniture items, smaller means of work etc) with a waterproof/ weatherproof sticker of approximately 50×20 mm;
- Larger objects (equipment etc.) with a waterproof/weatherproof sticker of approximately 120×50 mm.
- Vehicles with a special sticker covering at least 30% of the area where it will be put (i.e. door, window, etc.)
- Stickers on the objects may not be used, in case there is an information sign in the same room as the object(s) financed from the Programme funds, concerning the co-financing of all objects/ material in the room in total. Additionally, stickers may not be used in case the logo has been placed on the object(s) during production. In this case the JS is to decide on the means of marking the object(s) or on minimum measures of marking an activity.
- Stickers must remain legible and correct for at least five years after the last eligible date of the Project activities. In case

stickers are damaged or wear out the Project Beneficiary must replace them. Please consult the Communication Officer of the Programme.

Information sign

- If any buildings, rooms, facilities or other similar objects are rented, purchased, built, renovated or furnished with the help of the Programme funds, like in this case the LAB, then placing a billboard or board of gratitude is not required. Nevertheless an information sign with the logo must be placed in a visible location in these buildings, rooms, facilities or in a place related to these. In case of the information sign, separate stickers do not have to be used to mark single objects.
- Minimum measures of an information sign should be approximately 220x150 mm.
- In case of infrastructure or construction with public contribution below € 500.000,00 installed information signs must remain legible and correct for at least five years after the last eligible date of the Project activities. In any case it is recommended to consult the Communication Officer of the Programme.

Photos

Beneficiaries who implement projects should take (where applicable) “before and after” pictures to document the progress of projects and relevant events. The pictures chosen should:

- be those which best illustrate the project
- contain, when possible, the project and programme logos in the background
- include a caption

- mention the name of the organization or person that owns the copyright alongside the picture
- comply with the General Data Protection Regulation (GDPR)

The JS may require from project beneficiaries to send electronically or by post duplicates of the photos.

[Project Templates](#)

It is important for the dissemination of the project, that a variety of documents which are regularly used throughout the implementation of the project, are common for all partners and actions, so that there is cohesion among all publicity material.

The templates that were developed for the needs of the “Business Passport” project are the following:

- i. Agenda
- ii. Invitation
- iii. Letter /document page
- iv. Participants List
- v. Presentation template
- vi. Press Release
- vii. Project Contact List
- viii. Requests from partners
- ix. Project Deliverable

The aforementioned templates are available at the annex of the present communication plan, and they will be sent to all partners in digital version.

ANNEX