D 4.1 Communication and Dissemination Strategy

March 2024

Project information

- **Grant Agreement number:** 101121580
- **Project name:** Shaping the Future of Europe's Business Events sector through a regenerative, resilient and sustainable tourism industry transformation
- **Project acronym:** BEFuture
- **Call**: SMP-COSME-2022-TOURSME
- **Topic**: SMP-COSME-2022-TOURSME-01
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- **Service**: EISMEA/I/02
- **Project Duration and start date**: The duration of the action is 30 months as of 16/09/2023

Partners:

- Agència Catalana de Turisme (ACT) - (Spain)
- B. Link Barcelona Strategic Projects Sl (B. Link) - (Spain)
- Tipik Communication Agency Sa (TIPIK) - (Belgium)
- Toerisme Vlaanderen (TVL) - (Belgium)
- Linkeus (Linkeus) - (France)
- Verband Der Veranstaltungsorganisatoren E.V. (VDVO) - (Germany)
- Stichting Nhl Stenden Hogeschool (ETFI) - (Netherlands)
- Universita' Degli Studi Di Milano-Bicocca (UNIMIB) - (Italy)

Deliverable information :

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List of acronyms

BE: Business Events
C&DS: Communication and Dissemination Strategy
EU: European Union
GDN: Google Display Network
GDPR: General Data Protection Regulation
KPIs: Key Performance Indicators
N/A: Not Available
PCMA: Professional Convention Management Association
PESO: Paid, Earned, Shared, Owned media
ROI: Return on Investment
SMEs: Small and Medium Enterprises
Tbd: To be determined

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1. Introduction

BEFuture is dedicated to driving positive change in the Business Events sector across Europe. Its mission is to transform the industry into a regenerative, resilient, and responsible powerhouse. Aligned with the European Tourism Transition Pathways and Sustainable Development Goals, sustainability, inclusivity, and lasting impacts are prioritized.

Mission: BEFuture aims to support the transformation of Europe's business events sector. The goal is to create a new business model that prioritises sustainability, inclusivity and resilience. By co-designing solutions with the entire Business Events ecosystem, the BEFuture consortium aims to make a positive and enduring impact.

Vision: Imagine European events as showcases of innovation, sustainability, and inclusivity. That vision is what drives BEFuture. Leveraging the Sustainable Development Goals, BEFuture strives to set global standards through co-creation workshops, innovation events, and talent development initiatives.

Values:
- **Sustainability**: Minimising the environmental impact of the Business Events sector.
- **Inclusivity**: Creating events that embrace diversity and accessibility.
- **Innovation**: Exploring new technologies, strategies, and trends.
- **Collaboration**: Thriving on open innovation and knowledge exchange.
- **Resilience**: Commitment to a resilient and future-proof sector.

Strategic Approach: BEFuture uses the UN Sustainable Development Goals framework to identify best practices, with a focus on talent development and innovation capacity. The co-creation workshops, innovation events, and Acceleration Programme across six European countries amplify the project's impact (Belgium, Germany, France, Spain, Italy and the Netherlands).

2. Communication objectives

Communication is an essential component of BEFuture. Not only for raising its visibility towards European SMEs and the business event's sector as a whole (including stakeholders and institutions), but also for demonstrating the value of EU funding. All BEFuture partners appreciate the importance of communication during the project's implementation phase. This comprehensive Communication and Dissemination Strategy (C&DS) aims at enabling an appropriate level of visibility and outreach to the identified target groups.

The C&DS is a strategic document to be used as a roadmap for a timely and effective implementation of communication activities and to ensure the engagement of SMEs and stakeholders and the wider visibility of the project.

It defines language and communication standards and ensures EU funding visibility with the aim to guarantee a coherent communication across the partnership. The execution of the C&DS will be tracked through its work plan and adapted throughout the project lifecycle.

The overarching objective of the communication strategy is to raise BEFuture's visibility towards its target audiences.

This objective can be broken down into three communication objectives based on the SMART (Specific – Measurable – Achievable – Realistic – Time-bound) methodology.

BEFuture's communication strategy has three main goals. The image below does a depiction of them and following it, the reader can find a developed description and related KPIs.

BEFuture communication and dissemination goals
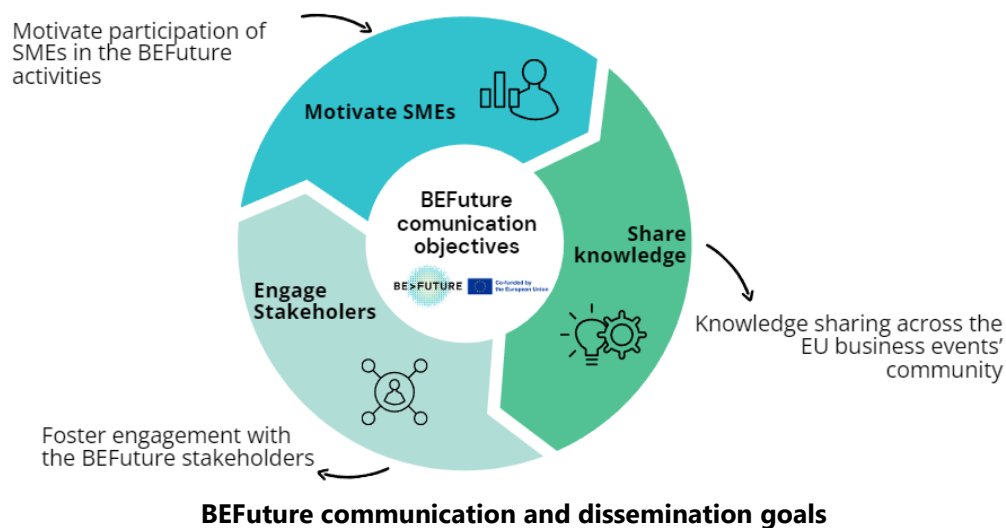
Communication objective 1 – **Motivate participation of SMEs in the BEFuture activities**

The project's success hinges on the participation of SMEs from the six participating countries (BE, DE, FR, ES, IT, NL) in the BEFuture Acceleration Programme. The Acceleration Programme is therefore a priority for the dissemination and communication. Other activities of the project such as the call for best practices or the training programme also require active participation from SME's and stakeholders from the six countries and beyond.

The communication strategy is designed to support this gathering of inputs as prerequisite to communicate about the project's outputs (see objective 2 - knowledge sharing).

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- **KPIs or measures for success:** number of SMEs from the six target countries engaged in the BEFuture activities (including BEFuture training)
- **KPIs data source:** BEFuture website registrations/profiles
- **Estimated target over 2.5 years:** +/- 250 SMEs across 6 countries (BE, DE, FR, ES, IT, NL)

Communication objective 2 – Knowledge sharing across the EU business events' community

Promoting and sharing the outputs of the project with the wider audiences is the second key communication objective. The projects outputs such as publications and reports will be beneficial to SMEs and the wider EU business events' community.

- **KPIs or measure for success:** number of resources downloaded from the BEFuture website
- **KPIs data source:** BEFuture website downloads (knowledge center)
- **Estimated target over 2.5 years:** +/-150 downloads

Communication objective 3 – Foster engagement with the EU business events' community (BEFuture stakeholders)

Create strong relationships between BEFuture and the various project stakeholders and enable exchanges between them and the wider business events community.

- **KPIs or measures for success:** follower growth rate and engagement rate on the BEFuture LinkedIn page, average subscriber growth rate and open rate for the BEFuture newsletter, number and profiles of BEFuture stakeholders engaged in target countries, media coverage of BEFuture in target countries
- **KPI owner/data source:** BEFuture email marketing platform metrics and LinkedIn page performance metrics, stakeholder engagement activities tracking, media coverage tracking
- **Estimated target(s) over 2.5 years:**
  - LinkedIn followers: 300+
  - LinkedIn posts average engagement rate: 25%
  - LinkedIn number of published posts: 30+
  - Newsletters sent: 5+
  - Newsletter subscribers: 50+
  - Newsletter open rate[1]: 19.3%
  - Number of Press Release sent: 3+
  - YouTube subscribers: 25+
  - YouTube videos reproductions: 100+
  - Marketplace platform visitors: 1,000+
  - Number of Press Release: 3+
  - Webpages per of partners where the project in profiled: 6
  - Media coverage of BEFuture in six target countries: N/A[2]

The performance data of the first year will serve as benchmarks for evaluating the communication and engagement activities, along with other publicly available industry benchmarks (average newsletter opening rate in the professional services sector, for example).

Please note that the consortium will assign target values for some but not all communication objectives (for ex., for earned/shared media tactics). **KPIs are a step toward a goal, not the goal itself.**

Please see the evaluation and reporting section for more details on the KPIs framework (page 30).

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[1] Source: average open rate for email marketing in the professional services sector, Campaign Monitor (2022)

[2] It is not possible to set quantitative targets for earned media coverage. The number of articles and mentions secured after the first year can serve as benchmarks for evaluating future media activities.

3. Target audiences

BEFuture has the ambition to address the whole Business Events ecosystem, with a particular focus on SMEs. To target the communication actions, BEFuture differentiates between SMEs as BEFture's priority audience, stakeholders and media. Each audience has different information needs that need to be catered for.

3.1. Core target audience – SMEs in six countries

The project has the ambition to bring value to all SMEs involved in the BE industry (and to some beyond) by defining business models of the future.

However, different activities within the project will be geared towards different types and "mindsets". Roger's Diffusion of Innovation theory[3] is a good reference point to cluster audiences into different categories to make sure that the project's activities for SMEs and the flanking communication measures to support these activities are on target.
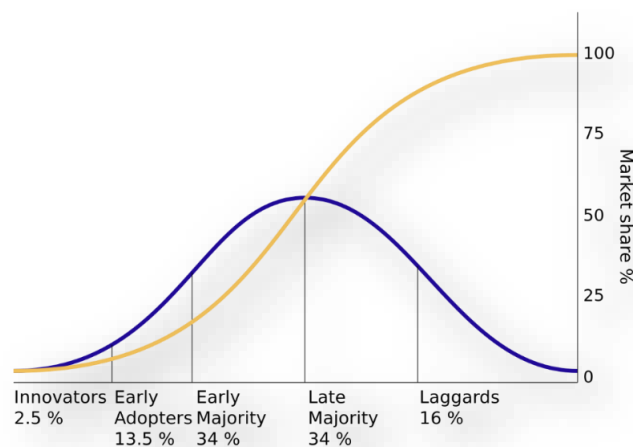
The 5 Customer Segments of Technology Adoption[4]
In yellow: representation of the Market Share Percentage, illustrating the total percentage of the market that has adopted the innovation up to each point in time. In blue: the Rate of Adoption, highlighting the speed at which different groups are adopting the innovation.

1. **SMEs at the forefront of innovation (in particular innovators, early adopters)**
   These SMEs are constantly challenging their way of working and embrace new technological or societal trends (Digital transformation, sustainability, inclusion etc.). They have a high risk affinity to try new things. It is important to note that they are also dedicating precious time and resources to innovation without the certainty of an immediate return on their investment. BEFuture sees them as active contributors to project activities such as the call for best practices and also as potential candidates for the centre piece of the project, the Acceleration Programme providing up to 80 SMEs with European funding.

2. **SMEs who are interested in change and show an open mindedness about change but do not think of themselves as "big" innovators (early majority)**

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[3] Sahin, I. (2006). Detailed review of Rogers' diffusion of innovations theory and educational technology-related studies based on Rogers' theory. *Turkish Online Journal of Educational Technology-TOJET*, 5(2), 14-23.
[4] Source: https://ondigitalmarketing.com/learn/odm/foundations/5-customer-segments-technology-adoption/

They do not commit the same resources to create new solutions but dedicate some resources to adapt to change. These SMEs could stand to benefit from trainings and webinars that BEFuture will offer. Some might consider the Acceleration Programme to try something new, but the time and resources aspect could be an obstacle to apply.

3. **SMEs who are either worried about change or do not see the need for change** because they are **very set in their ways (late majority / laggards)**
   With their more conservative mindset they wait for solutions to have sufficiently matured to be used (late majority / laggards). These SMEs might be less interested in active participation in calls or trainings but could stand to benefit from the documentation output (white paper, best practices document).

This nuanced approach to the SME audiences will be reflected in the targeting of the communication actions around the projects' different activities (outlined below). It might not always be possible to pin SME audiences down to a specific job role (differences between countries), so occasionally, BEFuture partners will have to cast a wider net to reach the target audience.

Information needs of SMEs:
- Clear added-value proposition (benefits) – why it's worth investing time in BEFuture
- Proactive and regular information about the BEFuture activities
- Guidance on how to participate in activities
- Mentoring during acceleration program
- Information in their language (translations, where possible and relevant)

3.2. Stakeholders and Multipliers

Working with and through multipliers such as associations will be crucial to get BEFuture's message across to the priority audience and to generate visibility for the project.

However, BEFuture's ambition is also to engage with the wider ecosystem. Stakeholders (individuals and organisations) play a crucial role as enablers contributing to trainings and think tanks and providing valuable inputs to publications. They need to be actively involved.

In the **stakeholder engagement plan**, these audiences have been segmented into "Creators/Experts", "Enablers/Influencers" and "Participants" (see below).

3.2.1.   Influencers and enablers

In this category one can find stakeholders of high interest in the project and with an important influence in the Business Events field and other fields that are relevant to the Business Event's industry.
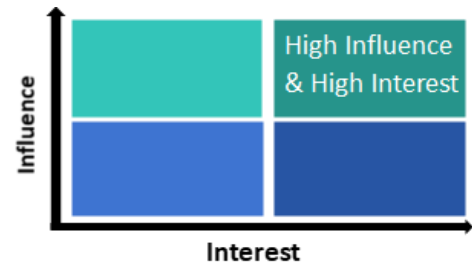
Influencers

Influencers are stakeholders who can adopt innovative and disruptive solutions. They have the right mind-set to think and reshape the future of Business Events or they have expertise in sustainability, digitalization or social innovation. **This group is instrumental** to the project as they can contribute to the development and implementation of the BEFuture business model. They can also facilitate the BEFuture consortium to connect with new stakeholders and amplify the results of the project.

Examples: Convention bureaus, business events associations or organisations, academics or trade/specialist media.

Enablers

Enablers are professionals and organisations from the business events or non-business events that can amplify the results and activities of BEFuture in and outside the BE, connect BEFuture with other industries and help the consortium address the specific needs of the project.

Examples: specialized hubs, government organisations or professional networks with specific expertise on business events or other related industries that can disseminate information and materials about the project's activities within their networks.

Information needs of influencers and enablers:
- Clear added value proposition (benefits) – why it's worth investing time in BEFuture
- Regular and advanced information about the project's activities and milestones (to plan ahead and integrate in their own activities, for example, press releases for trade media)
- Information/materials that are easily shareable with their networks and contacts (via toolkits, for example)
- Personalised follow-up for specific tasks (such as identification of experts etc.)
- BEFuture contact point(s) for information requests and enquiries in their country
- Information in their language (translations, where possible and relevant)

3.2.2. Creators and Experts

In this section one can find stakeholders who will shape the future with tangible projects and ideas (e.g. Acceleration program) or can assist in framing the trends and needs that might have direct impact to the industry (e.g. during innovation workshops).

They might not have an innate interest in the project, if they are not part of the BE industry, but their practices and know-how are of great value for the project, and BEFuture needs to engage them and let them influence the BE industry.
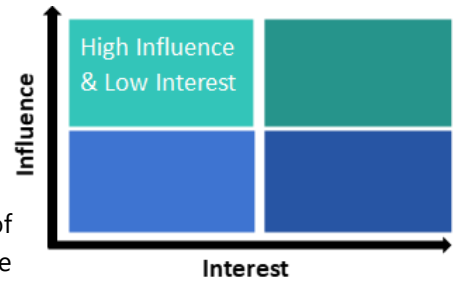
These are the stakeholders who can provide the resources and expertise needed to implement the BEFuture business model but also **be amplifiers** and spread the word throughout the BE ecosystem. They can join and disseminate the consortium activities through their connections.

They can help the BEFuture consortium address the specific needs of the project thanks to their futureproof mindset and their expertise in business events, social innovation, sustainability or digitalization by bringing innovative and disruptive solutions. Here there might also be organizations with concerns or objections related to the project.

An additional goal of this stakeholder group is to move it into *high influence and high interest*. To engage with selected individuals in this group, BEFuture partners should identify the most relevant ones for each task and adopt a personalised and tailored approach to communicate with them and ultimately increase their interest in BEFuture (relationship building and management).

Examples: Representatives from industry fields such as technology (AI, Big data or Blockchain); smart living; sustainability; mobility; circular economy or social innovation.

Information needs of creators and experts (similar to enablers but stronger focus on purpose and individual follow-up to engage)
- Clear added value proposition (benefits) – why it's worth investing time in BEFuture and collaborating closely on time-limited and specific tasks and/or establishing partnerships
- Single BEFuture contact point for information requests and enquiries per country (consistency is important for relationship-building)
- Information in their language (translations, where possible and relevant)

3.2.3. Participants

Participants are part of the Business Events' industry or that are affected by its activity. These are a large number of stakeholders that may not have much influence in shaping the future of the industry, but they get impact by it and at the same time, they are interested to know how this future will affect them.
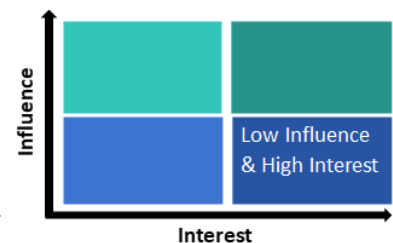
Examples: Tourism organizations, event organizers or suppliers.

They might be **able to help** the Consortium address the specific needs of the project as well as be influenced or affected by the project's impact. As a critical mass, they represent a large part of the industry. They could be direct beneficiaries of the project through the talent development and acceleration programs.

Information needs of participants (similar to SME audience needs):
- Clear added-value proposition (benefits) – why it's worth investing time in BEFuture
- Proactive and regular information about the BEFuture activities
- Guidance on how to participate in activities
- Mentoring during Acceleration Programme
- Information in their language (translations)
- Personalised follow-up for specific tasks
- BEFuture contact point(s) for information requests and enquiries in their country

3.2.4. Other stakeholders

The identified stakeholders, though ostensibly unrelated, exhibit a notable dearth of interest in the Business Events (BE) industry and its dynamic array of activities, despite the potential implications that may directly impact them. This apparent disconnection may stem from a range of factors, such as a lack of familiarity with the industry's intricacies, a prevailing focus on alternative domains, or a perception that the BE sector is tangential to their immediate concerns.
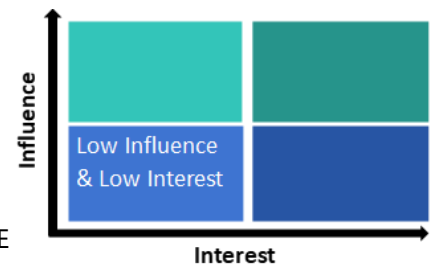
Examples: Some local communities or other industries.

It is possible that there are some stakeholders who are believed to be low influence low interest however who by getting to know the project better, do become more interested in the project. This is why this group is still valuable, but BEFuture partners will give it relatively low importance to focus efforts on audiences who can add value or receive value from the project instead.

As seen in this chapter, the BEFuture communication strategy targets two main audience groups: (a) SMEs and (b) stakeholders and multipliers. While the communication activities and tactics will be tailored to the targeted audiences, the BEFuture overarching narrative will be consistent. The next chapter takes a look at messaging.

3.3 BEFuture Personas

The following are possible personas created with the defined target audiences. They are also thought in relation with the D1.2 Engagement Plan. The personas are a guideline and they may change among the project lifetime.

Influencers

Name: Julia Garriga
Background: Julia is the director of a prominent convention bureau in a major city. With over a decade of experience in the events industry, she is known for her innovative approach to event planning and sustainability initiatives. Julia is well-connected within the business events community and regularly speaks at industry conferences and events.

Information Needs:
- o Clear understanding of how BEFuture can revolutionize the events industry.
- o Regular updates on project activities and milestones to align with her speaking engagements and industry involvement.
- o Easily shareable materials to disseminate information within her extensive network.
- o Personalized communication for specific tasks or expert identification.
- o Access to BEFuture contacts for inquiries and collaboration opportunities.
- o She is portrayed at the BEFuture Stakeholder Map as a key contact in the industry.

Enablers

Name: Alex Hubert

Background: Alex is the founder of a specialized hub that fosters innovation in various industries, including business events. With a background in technology and entrepreneurship, Alex is passionate about connecting organizations and driving positive change through collaboration. His hub serves as a bridge between different sectors, facilitating partnerships and knowledge exchange.

Information Needs:
- o Clear value proposition of BEFuture and its potential impact on the events industry.
- o Regular updates on project activities to align with his hub's initiatives and networking events.
- o Easily shareable materials to promote BEFuture within his network and affiliated organizations.
- o Access to a single BEFuture contact point for consistent communication and collaboration opportunities.
- o He may have a best practice to present to the call for Best Practices.

Creators and Experts

Name: Lilith Freeborn

Background: Lilith is a seasoned expert in technology and sustainability, with a track record of implementing innovative solutions in various industries. As the founder of a start-up focused on sustainable event management, Lilith is passionate about driving change. She frequently participates in innovation workshops and collaborates with industry leaders to address emerging challenges.

Information Needs:
- o Clear understanding of how BEFuture can benefit her initiatives and contribute to industry transformation.
- o Personalized communication to engage her in specific tasks or partnership opportunities.
- o Access to a designated BEFuture contact point for inquiries and collaboration discussions such as the call for proposals since she may be able to access funding.
- o Translated information to ensure inclusivity and accessibility for non-native English speakers.

Participants

Name: Emily Planner

Background: Emily is a young event planner working for a tourism organization that specializes in corporate events and conferences. With a passion for event management and a keen interest in industry trends, Emily is eager to enhance her skills and stay updated on the latest developments in the business events sector. She values mentorship opportunities and seeks guidance to advance her career in the industry.

Information Needs:
- o Clear explanation of how participating in BEFuture activities can benefit her career and professional development.
- o Proactive communication to keep her informed about upcoming events and opportunities for involvement.
- o Guidance on how to participate in BEFuture activities, including mentorship programs and acceleration programs.
- o Personalized support to address specific questions or concerns.
- o Access to BEFuture contacts for inquiries and assistance in her country.

Other Stakeholders

Name: David Upwil

Background: David is a community leader representing a local neighbourhood association. While his primary focus is on community development and civic engagement, David recognizes the importance of collaborating with other sectors to address shared challenges. He is open to exploring opportunities for partnership and learning more about initiatives that could benefit his community.

Information Needs:
- o Clear overview of how BEFuture could indirectly impact his community and its activities.
- o Minimal but informative updates on BEFuture activities to stay informed about potential opportunities for collaboration.
- o Access to BEFuture contacts for occasional inquiries or discussions.
- o Engaging content that highlights the relevance of business events to community development.
- o Opportunities for involvement that align with the association's mission and priorities.

4. Messaging

To effectively convey key information, ideas or propositions to the variety of BEFuture target audiences and ultimately achieve the desired communication objectives, it will be important to use **clear, compelling, and memorable messages**.

BEFuture partners will pay particular attention to;

- **Clarity**: messages used should be easily understood without ambiguity or confusion.
- **Relevance**: messages should be relevant to resonate with target audiences' needs, interests and concerns.
- **Consistency**: messages should stay consistent in tone, style and content across various platforms and channels to reinforce the BEFuture brand and identity.
- **Differentiation**: messages should highlight the unique value proposition of BEFuture.
- **Engagement**: messages need to help capture audiences' attention and encourage interactions through calls to action, storytelling or other techniques.
- **Memorability**: messages need to be well-crafted to encourage audience recall and retention over time.
- **Storytelling**: messages should follow a consistent narrative aligned with the BEFuture objectives, in line with industry trends and audiences' needs, priorities and interests.

With this in mind, and using the **BEFuture's mission, vision and values** as basis, BEfuture partners have developed the messaging framework below. This messaging framework will serve as a strategic tool for communicating with various BEFuture stakeholders. The goal is to provide **consistency, coherence and clarity** in all communication efforts. It will act as the foundation for building **meaningful relationships** with BEFuture stakeholders and driving desired outcomes through communication.

> These messages are a starting point intended to help consortium partners communicate about the initiative. As the initiative grows and activities are rolled out, the messages can be reviewed and/or updated to ensure relevance and accuracy. For example, detailed information about the Acceleration Programme or the planned White Paper that would allow us to finalise more specific messages are not known at this time.

4.1. Overarching Messages

These are the **central themes or ideas** that encapsulate the essence of what BEFuture wants to communicate[5]. Core messages should be concise, memorable, and aligned with BEFuture's mission, values, and objectives.

- *BEFuture is an initiative dedicated to driving positive change in the business events sector across Europe.*

- *Co-funded by the European Commission, BEFuture aims to transform the business events sector into a regenerative, resilient and responsible powerhouse.*

- *BEFuture prioritises sustainability, inclusivity and positive, lasting impacts, in line with the European Tourism Transition Pathways and the Sustainable Development Goals.*

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[5] Each local partner in the six target countries will be responsible for translating the key messages where relevant and appropriate.

- *BEFuture fosters the implementation of good practices in the business events sector, with a focus on sustainability, digitalisation and human capital through research and the organisation of workshops, conferences, trainings and a funding programme for SMEs.*

4.2. Key Messages per Audience

In this section, the various target audiences that BEFuture needs to communicate with are listed. The message is further tailored to resonate with each audience segment based on their information needs and interests. These messages should be used in combination or conjunction with the overarching ones listed above.

4.2.1. SMEs

- **Key message**: *Be part of the transformative wave in Europe's business events sector by joining BEFuture.*

Pillar 1: Funding

- **Message 1**: *Explore our exciting BEFuture Acceleration Programme, a funding opportunity tailored for SMEs operating in the business events sector.*

- **Message 2**: *The BEFuture Acceleration Programme is your chance to gain visibility and set a global standard for responsible, inclusive and business events with positive impact.*

- **Proof-point(s):**

  - *The BEFuture Acceleration Programme will contribute up to 30,000 euros to 80 SMEs in six countries to implement their proposal(s) and best practices for the business events sector. Source[6]: (to be added)*

  - *BEFuture will publish and promote business events best practices and the initiatives funded through its Acceleration Programme at various international industry events. Source: (to be added – see above)*

Pillar 2: Training and Networking

- **Message 1**: *Sign up for our BEFuture training programme on innovation, digitalisation and sustainability for the business events sector.*

- **Message 2**: *Meet and learn from experts and fellow business events entrepreneurs how to future-proof your activities through our training programme.*

- **Proof-points:**

  - *BEFuture is creating a training programme for SMEs and entrepreneurs in the European business events sector using best practices, insights from experts and research. Source: https://www.be-future.eu/knowledge-hub/.*

  - *BEFuture plans to organise more than 20 training and co-creation sessions for business events entrepreneurs in the next 2 years. Source: (to be added).*

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[6] This information will be made public on the BEFuture online portal (https://www.be-future.eu) in October 2024.

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Pillar 3: Research and Development / Sustainability

- **Message 1:** *Read our White Paper on the future of the European business event sector developed in collaboration with entrepreneurs like you and other leading experts.*

- **Message 2:** *To be determined if needed, i.e. to promote the White Paper when it is ready. This message should focus on the main benefit(s) of reading the paper for SMEs.*

- **Proof-points:**

  - *BEFuture has gathered insights from dozens of experts and business event-leading experts to create scenarios and a roadmap for the industry's future. Source: (to be added)*

4.2.2.   Stakeholders and Multipliers

- **Key message**: *Be part of the transformative wave in Europe's business events sector by joining BEFuture.*

Pillar 1: Funding

- **Message 1**: *Learn about the BEFuture Acceleration Programme, a funding opportunity for SMEs working on solutions for the business event sector in your country.*

- **Message 2**: *Share information about the BEFuture Acceleration Programme and help SMEs working on solutions for the business event sector gain visibility and set a global standard for responsible, inclusive and business events with positive impact.*

- **Proof-point(s);**

  - *The BEFuture Acceleration Programme will contribute up to 30,000 euros to 80 SMEs in six countries to implement their proposal(s) and best practices for the business events sector. Source[8]: (to be added)*

  - *BEFuture will publish and promote business events best practices and the initiatives funded through its Acceleration Programme at various international industry events. Source: (to be added – see above)*

Pillar 2: Training and Networking

- **Message 1**: *Discover our BEFuture training programme on innovation, digitalisation and sustainability for the business events sector.*

- **Message 2**: *Network and share your knowledge with business event entrepreneurs and help shape the future of the sector through our training and co-creation sessions.*

- **Message 3:** *Help SMEs operating in the business event sector from your country by spreading the word about the BEFuture training programme.*

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[8] This information will be made public on the BEFuture online portal in the coming weeks and the link to the source should be added to the communication / strategy and messaging document.

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- **Proof-points:**

  - *BEFuture is creating a training programme for SMEs and entrepreneurs in the European business events sector using best practices and insights from experts. Source: (to be added)*

  - *BEFuture plans to organise more than 20 training and co-creation sessions for business events entrepreneurs in the next 2 years. Source: (to be added)*

Pillar 3: Research and Development / Sustainability

- **Message 1:** *Discover the trends that will define the future of the business events sector in the BEFuture White Paper developed with leading experts from industries such as technology, sustainability, innovation and impact.*

- **Message 2:** *To be determined if needed, i.e. to promote the White Paper when it is ready. This message should focus on the main benefit(s) of reading the paper for stakeholders.*

- **Proof-points:**

  - *BEFuture has gathered insights from dozens of experts and business event entrepreneurs to create scenarios and a roadmap for the industry's future. Source: (to be added)*

5. Branding

To ensure coherent branding of the project throughout all activities and communications, a logo and visual identity for the BEFuture initiative have been created.

The BEFuture logo will always be displayed along with the "Co-funded by the European Union" logo and in line with the relevant branding guidelines[9].

5.1 Logo and disclaimer

Positive version of the logo

Negative version of the logo

The logo for BE>FUTURE is built of three fixed elements:
- BE>FUTURE
- circle pattern
- tagline

Small single dots form together a circle. Colour radiates through, starting with a cool blue on the edge, changing into a warm, energetic green towards the circle's centre.

BE>FUTURE invites the individual to get involved and find new, fresh ideas, and update the present.

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[9] Branding guidelines: https://ec.europa.eu/regional_policy/information-sources/logo-download-center_en

Logo in use

Please note that the visuals below are for illustration purposes only and are not to be considered mock-ups of BEFuture materials or examples of the support materials to be used. The final version will include the EU co-funded logo.

In addition, the content produced as BEFuture, will include, the following disclaimer: *Co-Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.*

5.2 Communication materials

A series of ready-to-be-used digital templates have been created and are being used by partners to communicate. They are shared in a specific folder in a common shareholder. Hereunder specified:

- **Word template for reports:** as used in the current document. A specific template has been created and is adapted for the submission of each deliverable.

- **Power Point presentation**: a PPT presentation has been created and already been used by partners and for the Call for Best Practices.

Page with logos	Page with logos and disclaimer	Page with logos and titles

- **Banner for email and newsletter**: a banner has been created to be used to communicate via email. The strategy is to adapt it to every situation. The following is an example of its use for the Call for Best Practices email communication campaign.

- **Corporate email:** two corporate emails have been created:

  o **Information and newsletters**: info@be-future.eu is used to communicate about the project. TIPIK has access to it and checks it regularly.

  o **Contact**: contact@be-future.eu is used through the platform as the main contact email for stakeholders and potential stakeholders that have a specific question about a certain activity or event. Both TIPIK and ACT have access to it.

- **Physical promotional items**: printed material or branded conference gifts have been currently ruled out as part of the project aims to be more sustainable. Nonetheless, BEFuture partners may produce a badge to be used for interviews.

- **Brand Book design:** a brand book has been designed to give a clear guidance. The captures below show the importance it has been given to use the co-funded by the European Union logo alongside the BEFuture logo.

BE>FUTURE
BRAND
GUIDELINES

Brand guidelines cover showing how the logos should be used

BE>FUTURE BRAND GUIDELINES

The logo for BE>FUTURE is build out of 3 fixed elements: BE>FUTURE + circle pattern + tagline

Small single dots form together a circle. Colour radiates through, starting with a cool blue on the edge, changing into a warm, energetic green towards the circle's center. BE>FUTURE invites the individual to get involved and find new, fresh ideas, and update the present.

BE>FUTURE
shaping the future of business events

Co-funded by the European Union

Always used with the EU Co-founded by the European Union logo

Partners have a clear instruction on how to use the BEFuture logo and how to use the co-funded by the European Union logo.

BE>FUTURE BRAND GUIDELINES
Possibilities of use BE>FUTURE and EU logo

Different colours and arrangements are possible, the most important thing is that the EU logo is shown as prominately as the BE>FUTURE logo

BE>FUTURE
shaping the future of business events

Co-funded by the European Union

BE>FUTURE

Co-funded by the European Union

The guidelines also show different ways to use the logos together.

BE>FUTURE

Co-funded by the European Union

Co-funded by the European Union

BE>FUTURE
shaping the future of business events
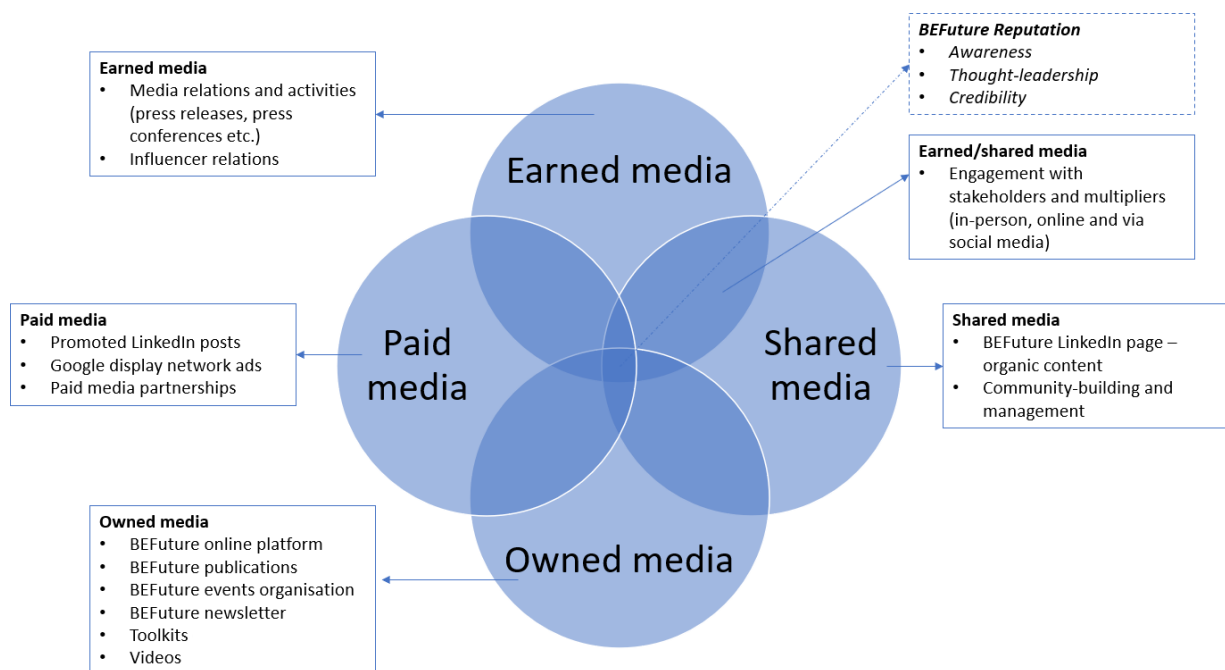
Co-funded by the European Union

6. Communication Tactics

Below is an overview of the various communication tactics to be used in the communication strategy to reach target audiences, namely SMEs, stakeholders, multipliers, and media in the six target countries, whether online or offline.

Further details for all the communication tactics and activities are provided in this section. They are organized using the PESO (Paid, Earned, Shared, Owned media) framework for strategic communications.

This layered and integrated approach will ensure visibility and credibility for the BEFuture initiative and help us reach BEFuture's communication objectives.

Earned media
- Media relations and activities (press releases, press conferences etc.)
- Influencer relations

Paid media
- Promoted LinkedIn posts
- Google display network ads
- Paid media partnerships

Owned media
- BEFuture online platform
- BEFuture publications
- BEFuture events organisation
- BEFuture newsletter
- Toolkits
- Videos

BEFuture Reputation
- *Awareness*
- *Thought-leadership*
- *Credibility*

Earned/shared media
- Engagement with stakeholders and multipliers (in-person, online and via social media)

Shared media
- BEFuture LinkedIn page – organic content
- Community-building and management

Earned media

Paid media

Shared media

Owned media

BEFuture communication strategy – tactics and activities overview

6.1. Owned media

Owned media includes channels (and related content) that BEFuture controls directly, such as the online platform, the publications, its newsletter and the various events it will organise.

6.1.1. BEFuture marketplace and online platform

The BEFuture platform will act as the communication strategy Head Quarters (HQ). It will host all the content about the initiative, allow us to communicate updates about BEFuture events and activities, and promote the Acceleration Programme.

All communication activities will redirect to a unique URL to create a virtuous cycle of awareness and visibility for BEFuture: https://www.be-future.eu.

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With the objective above in mind, BEFuture has expanded upon the online marketplace idea to create a multipurpose online platform. Primarily designed to manage the application process of the Acceleration Programme and the call for best practices, it also facilitates the management of BEFuture event registrations (including trainings and innovation forum) and newsletter subscriptions.

From a communication perspective, having one central repository of all relevant project information, events, and deliverables is deemed important.

The online platform is split into different sections/pages to facilitate the navigation. Some pages are already created and some will come to live as the platform marketplace advances:
* Call for proposals (Acceleration Programme and Call for Best Practices) – expected in October 2024
* Agenda (including live training sessions) – already operative. Will be updated through the project
* Knowledge Hub – repository of all publications (such as compendium of best practices or the white paper), the talent development programme and innovation activities – already operative with descriptive information. Will be updated thought the project
* Once the winners of the best practices and acceleration programme will be known, a dedicated section for the projects will be activated (including search) – expected in mid 2025
* *Contact page for information enquiries from national audiences and media (to be added)*
* *Registration with subscription to the Newsletter* – already available

The content(s) for the platform will be mainly developed by the various task leaders. TIPIK will check this content and make sure it is ready for web publishing prior to uploading.

The online platform/marketplace is built on a tried-and-tested platform developed by TIPIK for events and competitions (such as the European Capitals of Inclusion and Diversity Award organised by the Directorate General for Justice and Consumers [DG JUST]).

One of the biggest advantages is that users only have to create one account to register for different activities (trainings, calls). As a positive side effect, this registration system provides valuable data and GDPR compliant contact lists for related projects. The subscription to specific activities such as the Acceleration Programme further enables us to send reminders and encouragements to applicants. Users who don't want to create an account but want to stay informed about the project will also be able to subscribe to the BEFuture mailing list.

6.1.2 BEFuture Publications

BEFuture is more than an Acceleration Programme and funding opportunities for SMEs. The future of the business events sector will be shaped by the industry's vision, societal, economic and political decisions. BEFuture aims to contribute to this debate via a series of publications, including;

* Think tank reports / scenarios created with the help of business event experts in target countries
* A White Paper identifying trends and needs of the sector as well as defining scenarios for the future of business events, their impact at a socio-economic level and for the transformation of the industry and related sectors.
* Best Practices compendium created with the help of business event experts and entrepreneurs
* Innovation stakeholders promotion (via an online mapping/directory)

The BEFuture publications will be drafted by the various task leaders. TIPIK will take care of the design and layout of these documents and upload them to the BEFuture online platform when ready.

These publications are great hooks to talk about the BEFuture vision/mission and they will support communication and engagement efforts with stakeholders and multipliers. The publications and specific

contents will be further promoted through the BEFuture newsletter and LinkedIn page, using paid promotion and at events.

6.1.2. BEFuture Events Organisation

The BEFuture consortium partners will organise different types of events to engage stakeholders and SMEs as part of the communication strategy. The events will be promoted through the BEFuture communication channels such as the LinkedIn page and newsletter and will be leveraged to derive maximum communication value and visibility for the BEFuture initiative.

For each event, a communication and promotion plan will be developed and agreed upon in coordination with all partners to organise and roll out the activities. The communication campaigns are structured among three stages:

When	What	How
Before	To communicate about the event and allow people to register	BEFuture LinkedIn Email to the BEFuture contacts database Each partner's social media
During	To communicate about what is being done and share real-time information	LinkedIn Each partner's social media
After	To share information about the event's outcomes, especially knowledge gathered	LinkedIn YouTube Newsletter

Below is a list of the key events planned during in BEFuture.

A. BEFuture Training Programme

BEFuture's training programme includes:

- 2 international in-person trainings at major industry fairs (IMEX24 and IBTM25)

  IMEX (14-16 May 2024): Global training session aimed at transferring knowledge and future literacy on the BEFuture main topics (innovation and technology to create sustainable and regenerative business models in the events industry). Examples of good practices to generate resilience and enhance readiness for a sustainable and digital transition will be presented.

  IBTM (2025): tbd

- 2 in-person training sessions in each of the six participating countries

  Local training sessions are hosted by each consortium member in its country. They are aimed at transferring knowledge and future literacy on the BEFuture main topics (innovation and technology to create sustainable and regenerative business models in the events industry) to the BE professionals.

Selected trainings may be adapted into webinars to encourage participation from a maximum number of participants.

B. Innovation forum in Barcelona

The Innovation Forum will be a one-day event where inspirational presentations about trends and challenges related to BEFuture's main topics will be given by international experts as well as activities that stimulate creativity. In addition, participants will collaborate in transnational teams in thematic workshops where new

ideas will be shared and developed. The event is expected to take place at the PCMA (Professional Convention Management Association) conference

C. Innovation hubs and co-creation sessions

Local innovation sessions hosted by each consortium partner. They are user-centered innovation actions such as co-creation workshops, challenge-driven and designed around the approach of strategic foresight. The workshops will bring together professionals in order to get engaged in an innovative, collaborative process to generate ideas, which then could be used to develop innovative concepts/projects.

D. Showcase of BEFuture innovation projects (2026)

Towards the end of the initiative, a dedicated event will be organised to present and showcase all 80 funded projects in Brussels, with the participation of the European Commission.

E. Stakeholder events

Other ad-hoc peer-to-peer events, meetings or webinars, e.g. to inform selected stakeholders about the publication of a special report, the White Paper or other upcoming activities.

F. Events & campaigns

It is worth mentioning that some events include key BEFuture activity milestones. As such, the communication of the event and the key activity will be done at the same time. For instance, launching the Call for Proposals is planned in the framework of the IBTM 2024 (November 2024). While all the BEFuture events will have a communication campaign that will run alongside the event in the three mentioned stages (before, during, and after), TIPIK will integrate the communication of the event with the communication of the launch of the Call for Proposals at the European level. TIPIK and each of the partners will aim to reach the widest possible number of SMEs from the six participating countries.

6.1.3. BEFuture Newsletter

A regular newsletter to inform and engage SMEs, stakeholders and multipliers about new publications, events and activities such as the calls for proposals will be sent to a dedicated BEFuture database.

In the absence of a newsletter segmented by audience, it is necessary to clearly define sections for each audience and ensure they reflect the overall messaging. Examples include "Spread the Word/Get Involved" for multipliers, "Funding for SMEs", and "Expert Input Wanted" for academic tasks.

TIPIK will draft the newsletter using inputs from the consortium partners on a quarterly basis. The newsletter will be disseminated through a GDPR compliant platform, and subscriptions will be managed through the BEFuture online platform.

The BEFuture newsletter will be promoted on the online platform and via other BEFuture communication channels such as the LinkedIn page and at events to encourage subscriptions.

Some stakeholders and activities might need additional small pushes to more limited audiences by the project partners via the dissemination of ad-hoc alerts (email marketing campaigns).

6.2. Earned Media

Earned media refers to visibility for BEFuture gained through organic methods, such as media coverage, press mentions or via influencer relations.

6.2.1. Media Relations

Earned media coverage is the most credible of all media types in the context of a communication strategy. As such media relations and engagement with journalists will play a pivotal role in the BEFuture communication programme. Media should be considered an audience and a channel; journalists have specific information needs that differ from other audiences. Dedicated activities should be organised to engage this audience and secure coverage for BEFuture activities.

Specialized media outlets are more likely to follow the project and share information about it. A phased approach is recommended, focusing on sharing media materials primarily with specialized media during the first year of the project. The outreach can later expand to include more general media outlets, such as daily national and regional newspapers, as the project matures, especially once the beneficiaries of the acceleration programme are known. Beneficiaries will also be encouraged to engage in their own promotion efforts.
Upon validation of the communication strategy, a dedicated media plan should be developed and integrated in the communication plan (similarly to paid media campaigns). As part of this plan, a common approach will be created to reach out to international media.

The project will leverage the established media contacts of its partners in their respective countries and distribute press releases at key moments:

- Best practices presentation at IMEX (May 2024)
- Publication of Best Practices and White Paper (September 2024)
- Launch for the acceleration programme (November 2024)
- Selected projects under the accelerations programme (April 2025)
- Presentation of projects under acceleration programme at Final conference (February 2026)

Each consortium partner will assume responsibility for outreach to media within their country, serving as media contacts and potential spokespersons for interviews and quote requests. Periodically, media briefings for interested journalists may be organized, such as at events like IBTM Barcelona Catalunya stand.

BEFuture media contacts for each country will be:

- Belgium: Nicolas Vincent, nicolas.vincent@tipik.eu
- France: Heliéna Bregand, h.bregand@linkeus.fr
- Germany: Doreen Biskup, db@vdvo.de
- Italy: Francesco Bianchi, francesco.bianchi@unimib.it
- Netherlands: Amber Herrewijn, amber.herrewijn@nhlstenden.com
- Spain: Miriam Pijuan, miriam.pijuan@gencat.cat

TPIK will support on the drafting and editing of press releases (in English). Translations will be taken care of by local partners. A media backgrounder on BEFuture has already been drafted and will be published on the website in the resources section.

A press release clipping has been already developed and is being used as a specific tool.

6.2.2.   Stakeholder and Influencer Relations

In the context of the BEFuture communication strategy, engagement with stakeholders and multipliers is considered a mix of earned and shared media.

Mentions and endorsements by stakeholders online and offline are crucial for the success and visibility of the BEFuture initiative and related activities.

Links to the BEFuture online platform posted by stakeholders such as business associations will further boost the BEFuture initiative's credibility and the online platform's online search rankings.

TIPIK will develop a communication toolkit consisting of ready-to-use content and make it available on the website to facilitate stakeholders in mentioning the project (English only). References to these materials will be included in newsletters and other mailings to encourage their utilization. Partners will have the flexibility to adapt these materials into local languages as needed, with TIPIK sharing all relevant source files and publishing materials in the online toolkit when necessary.

Participants in BEFuture's activities, whether as project partners, SMEs or contributors, are a potential resource to secure visibility for the initiative.

Compendium of Best Practices
- Encourage selected SMEs to mention and share the compendium and information about the BEFuture initiative (on their websites, social media channels, in their internal communications, newsletters and within their networks).
- Project Partners to mention and share the call for Best Practices within their networks and channels (newsletters etc.).

Events such as the Innovation forum, Innovation hubs and trainings
- Encourage participants to communicate about the BEFuture initiative and events (on their websites, social channels, in internal communications, newsletters and within their networks).

Webinar participants
- Share the links to future webinars to participants as part of the post event communications and ask them to consider spreading the information to their peers and contacts (on their websites, social channels, in internal communications, newsletters and within their networks).

Acceleration Programme
- Encourage beneficiaries to mention the BEFuture initiative (on their websites, social channels, in internal communications, newsletters and within their networks).
- Project Partners to mention and share information about the Acceleration Programme within their networks and channels (newsletters etc.).

Network with other projects
- In addition to the project activities, BEFuture has already been in touch with other projects under the same call (MP-COSME-2022-TOURSME) through the creation of a WhatsApp group with the coordinators of each project. The projects are: CROSS-RE-TOUR; FU-TOURISM; ST3R; SMARTIES FOR SMEs and fuTOURiSME.
- The WhatsApp group channel was used to communicate about the best practice call for proposals.
- BEFuture has also used the Tourbizz Community to communicate about the call for Best Practices and to communicate about the project.
- Further contact is expected to be done regarding the Call for Proposals

6.3. Paid media

Paid media involves any media or content distribution channels that require payment for visibility, such as advertising, paid social media promotion or paid media partnerships.

While the earned and owned media activities will serve as the foundation for the communication activities, they will be supported by punctual paid promotion to ensure visibility at key moments in the communication programme, for example around the call for proposals and the presentation of the funded projects.

6.3.1.   LinkedIn paid promotion

LinkedIn is an excellent channel for paid marketing towards professionals in general and events professionals in particular. Its advanced targeting features will allow us to be precise and derive the best Return on Investment (ROI) for the promotion budget.

A paid media plan will be developed for each paid promotion wave. The final budget spent and performance targets will depend on the targeted audience(s) and the competition[10] to advertise to the selected audience(s).

Several waves of paid promotion are anticipated at crucial project junctures to promote BEFuture activities and content. It is estimated that each wave of promotion will necessitate a paid media budget of approximately EUR 1,000, aiming to enhance visibility and generate traffic to relevant sections of the online marketplace.

- Call for Best Practices (launch February 2024)
- Publication of the White Paper (September 2024)
- Publication of the Best Practices compendium (June 2024)

Depending on the performance, needs and available budgets, these boosts can be extended or renewed at a later stage.

Two additional intensive paid promotion efforts and campaigns are also anticipated, with a media budget ranging between EUR 5,000 to EUR 8,000. These campaigns will utilize video assets for the following activities:

- The Acceleration Programme (November 2024)
- The promotion of the 80 selected projects/SMEs (March 2026)

6.3.2.   Google Display Ads

Advertising on the Google Display Network (GDN) is a cost effective way to create additional visibility and touch points for the audiences around the application phase of the Acceleration Programme and potentially the selected/winning SMEs/projects.

A provisional budget of approximately EUR 7,000 has been set aside for Google ads. A more detailed media plan will be developed once the criteria for the Acceleration Programme are finalized.

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[10] Costs to advertise are based on a bidding system whereby the greater the demand for a particular audience, the greater the cost advertisers pay.

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Audiences can be targeted through specific keywords and interests aligned with the selection criteria (once ready). While the targeting may not be as precise as on LinkedIn, it will cast a wider net, enabling the generation of traffic to the online platform at a relatively low cost (EUR 0.05-0.015) and securing additional visibility.

Past campaigns have yielded excellent results using GDN, with the average time spent on EU websites dedicated to professional content matching or even surpassing that of LinkedIn-generated traffic.

6.3.3. Paid Media Partnerships

Paid media partnerships are an additional tactic to consider in the mix of communication tactics. These partnerships can be used to reach the target audience(s) through established and trusted channels and secure visibility at specific moments in the communication programme.

An initial budget of EUR 12,000 has been earmarked for this activity.

Media partnerships could be considered in markets where specialised magazines have not shown much interest in the project.

6.4. Shared Media

Shared media encompasses the BEFuture social media channels on LinkedIn and YouTube as well as other channels where content can be shared or distributed by users (shares, likes, etc.).

6.4.1. LinkedIn Channel

Another important channel in the BEFuture communication strategy is its dedicated LinkedIn page. Since its launch in November 2023, it has gained more than +250 followers, a solid base to build upon.

TIPIK will create a shared editorial calendar whereby partners will be able to suggest possible contents to share on the BEFuture LinkedIn page. The contents will be checked by the TIPIK Project Manager and social media manager who will also act as the LinkedIn page community manager.

The aim is to post at least once a week and actively engage with audiences by liking comments and, when relevant, re-sharing related posts. Within the social media strategy (organic), best-performing posts may be repurposed in paid promotion efforts targeting specific activities and publications. TIPIK will monitor and report on the performance of the channel at relevant moments and make suggestions to optimise community-building efforts.

6.4.2. YouTube

The YouTube page, was created in February 2024 and it has not been made public yet. This social media channel will be used to promote the project as well as to upload the webinars that will be done through the project. This social media has been chosen instead of VIMEO or other platforms due to the following characteristics:

- **Wide reach**: YouTube boasts over 2 billion logged-in monthly users, making it one of the largest social media platforms globally. This extensive reach ensures that BEFuture can connect with a diverse audience interested in topics related to the project.
- **Video Content**: YouTube is primarily a video-sharing platform, allowing BEFuture to create and share engaging video content. This content will primarily include a promotional video and the recordings of the webinars.
- **Searchability**: YouTube is also the second largest search engine after Google. By optimizing video titles, descriptions, and tags with relevant keywords, BEFuture can increase its visibility and attract individuals searching for information related to sustainability, renewable energy, and other topics covered by the project.
- **Community Engagement**: YouTube fosters community engagement through features such as comments, likes, and shares. This allows BEFuture to interact directly with its audience, address questions or concerns, and build a community around the project's mission and goals.
- **Analytics and Insights**: it provides detailed analytics and insights into viewership metrics, audience demographics, and engagement levels. This data can help BEFuture understand its audience better, tailor content to their preferences, and measure the effectiveness of its promotional efforts.
- **Integration with Other Platforms**: YouTube videos can be easily embedded and shared across other social media platforms and websites. This integration enables BEFuture to extend its reach beyond YouTube and leverage existing audiences on LinkedIn and the BEFuture Marketplace platform.

Overall, LinkedIn and YouTube offer BEFuture the tools that are needed to reach and engage the BEFuture target audience. By leveraging the platform's features and capabilities effectively, BEFuture can enhance its visibility, impact, and success in advancing its objectives.

6.5. Data Protection

The Catalan Tourist Board, as the project coordinator has created a data protection template that complies with the EU regulation and has been checked with the Data Protection Officer of the Catalan public administration. The data protection is adapted depending on the activity.

Stakeholder Map

The BEFuture European Project Partnership (AGENCIA CATALANA DE TURISME, B. LINK BARCELONA STRATEGIC PROJECTS SL, TIPIK COMMUNICATION AGENCY SA, TOERISME VLAANDEREN, LINKEUS, VERBAND DER VERANSTALTUNGSORGANISATOREN E.V., STICHTING NHL STENDEN HOGESCHOOL and UNIVERSITA' DEGLISTUDI DI MILANOBICOCCA) is responsible for the processing of the data and, as such, it processes the data you provide to collect information to create the stakeholder map for the European MICE tourism.

The data provided will be part of the stakeholder map that will be available to the general public and will be kept as long as the stakeholder map is alive. You have the right to obtain information on how your data is managed, and to revoke the consent granted or to exercise your rights of access, rectification, deletion and portability of the data, and of opposition and limitation to its treatment by communicating to lopd.act@gencat.cat or at the postal address Passeig de Gràcia, 105, 08008 - Barcelona. You are also informed that you have the right to submit a claim to the Data Protection Control Authority, being in the case of the Catalan Tourist Board, Data Protection Authority or to the data protection officer of ACT at the following address: Lopd.act@gencat.cat.

Participant's attendance list

The BEFuture European Project Partnership (AGENCIA CATALANA DE TURISME, B. LINK BARCELONA STRATEGIC PROJECTS SL, TIPIK COMMUNICATION AGENCY SA, TOERISME VLAANDEREN, LINKEUS, VERBAND DER VERANSTALTUNGSORGANISATOREN E.V., STICHTING NHL STENDEN HOGESCHOOL and UNIVERSITA' DEGLISTUDI DI MILANOBICOCCA) is responsible for the processing of the data and, as such, it processes the data you provide to collect information related to the BEFuture project goals. The data provided will be part of the stakeholder map that will be available

to the general public and will be kept as long as the BEFuture outputs are useful for the Business Event's sector. You also consent to have videos with audio and photos taken during the event. You have the right to obtain information on how your data is managed, and to revoke the consent granted or to exercise your rights of access, rectification, deletion and portability of the data, and of opposition and limitation to its treatment by communicating to lopd.act@gencat.cat or at the postal address Passeig de Gràcia, 105, 08008 - Barcelona. You are also informed that you have the right to submit a claim to the Data Protection Control Authority, being in the case of the Catalan Tourist Board, Data Protection Authority.

Marketplace Platform

The data protection for the information that is gathered through the platform has a detailed page dedicated to how the data will be treated and stored. It can be found here: https://www.be-future.eu/data-protection-notice/.

7. Key milestones and phases of work

Once the communication strategy is validated, a dedicated communication work plan will be created. Below are outlined some known key milestones of this plan, which will be updated and refined as progress is made on various tactics and activities. It's important to note that the activities described are only a starting point and will be further developed once more information is available and details have been agreed upon by partners.

January 2024 – June 2024

- January – March: Communication strategy, workplan development and tools creation
- February: Launch of call for Best Practices
- March: Closure of call for Best Practices
- May: In-person training and presentation of best practices at IMEX, Frankfurt
- June: Local in-person training (Germany)
- July: Publication of think tank reports

The first half of the year will be dedicated to developing the communication work plan and creating key tools to facilitate the call for Best Practices, with a culmination in their presentation at IMEX Frankfurt (May 2024), where the first in-person training will also take place. Additionally, there is an aim to publish the first think tank report by the summer.

Planned communication activities (non-exhaustive, more details to be provided in workplan)

Online platform
- Launch
- Content updates
- Reminder email to applicants of call for best practices

Newsletter and email marketing
- April pilot issue: (Re)Introducing online platform; Teasing IMEX; links to any publications that are ready; trainings programme announcement(s); call(s) for experts (for trainings, evaluations or other inputs as required).
- Summer issue/newsletter: contents to be agreed

Events organisation
- Presentation and in-person training at IMEX 2024 (Germany)
- Webinars at IMEX 2024 (Germany)

Paid promotion
- Paid promotion of the call for best practices on LinkedIn

July 2024 – December 2024

- September: Publication of the White Paper
- September: Launch of the webinars (deadline July)
- October: Innovation Forum (Barcelona)
- November: Local in person training (IBTM Barcelona)
- November: Launch of Acceleration Programme

The second half of 2024 features two key communication moments. The publication of the White Paper in September which will inform the Innovation Forum in Barcelona. The Innovation Forum will also be a key moment to inform stakeholders and potential participants about the Acceleration Programme (to be launched and promoted in November). At local level, consortium partners will continue providing trainings.

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Planned communication activities (non-exhaustive, more details to be provided in workplan)

Online platform
- Content updates

Newsletter and email marketing
- September: Think Tank reports; White Paper; Innovation Forum; trainings; webinars; launch of Acceleration Programme; links to promotion material; any info post innovation forum.
- December quarterly newsletter: contents to be agreed
- Reminder email to applicants of Acceleration Programme.

Events
- Trainings
- Innovation Forum (Barcelona, Spain)
- IBTM in Barcelona (Barcelona, Spain)

Media relations
- Media outreach/press releases about White Paper publication and launch of Acceleration Programme in six target countries (minimum 2 weeks in advance)

Paid promotion
- LinkedIn promotion of White Paper
- LinkedIn + Google Display campaign (Acceleration Programme)

January 2025 – June 2025
- January: close of applications for Acceleration Programme
- March: beneficiaries/winners announcement (dates to be confirmed)

Planned communication activities (non-exhaustive, more details to be provided in workplan)

Newsletter and email marketing
- Quarterly newsletter
- Reminder email to Acceleration Programme applicants and/or thank you email for applying and information about next steps/decision date(s)

July 2025 – December 2025
December: BEFuture innovation projects showcase/event in Brussels, with the European Commission.

8. Monitoring and evaluation

TIPIK as the communication strategy lead will work with partners to collect the relevant data for all the primary Key Performance Indicators (KPIs) listed below. Secondary KPIs may be developed to evaluate specific activities, such as the planned paid promotion campaigns. The results will be aggregated in a report that will serve as the basis for the evaluation of the current strategy and the updated strategy in April 2025.
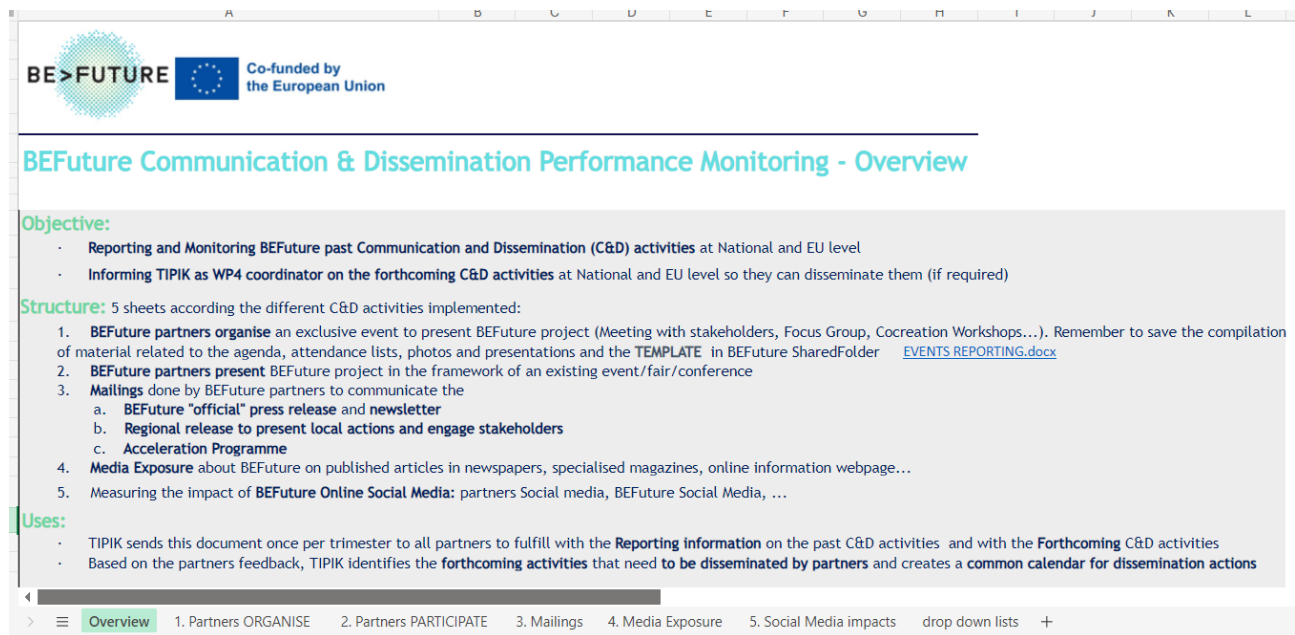
8.1 Communication KPIs

Communication objective(s)	KPIs	Target(s)	Data source	KPI data owner
Motivate participation of SMEs in the BEFuture activities	Number of SMEs from the six target countries engaged in the BEFuture activities (including BEFuture trainings)	+/- 250 SMEs across 6 countries (BE, DE, FR, ES, IT, NL)	BEFuture platform registrations/profiles – platform(s) metrics BEFuture training registrations	TIPIK Partners in each country
Knowledge sharing across the EU business events' community	Number of BEFuture resources downloads	+/-150 downloads	BEFuture platform downloads – platform metrics	TIPIK
Foster engagement with the EU business events' community (BEFuture stakeholders)	LinkedIn • Followers • Average engagement rate (post) • Published posts	300+ 25% 30+	LinkedIn page performance metrics	TIPIK
	Newsletter • Issues sent • Subscribers • Open rate	5+ 50+ 19.3%[11]	Newsletter performance metrics (from mailing platform)	TIPIK
	YouTube • Subscribers • Video reproductions	25+ 100+	YouTube metrics	TIPIK
	Marketplace platform visitors	1,000+	Marketplace platform metrics	TIPIK
	Media coverage • Press Release issues • Coverage on websites • Media coverage in 6 countries	3+ 6 N/A	Media interactions and coverage in each target country	TIPIK Partners in each country

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[11] Source: average open rate for email marketing in the professional services sector, Campaign Monitor (2022)
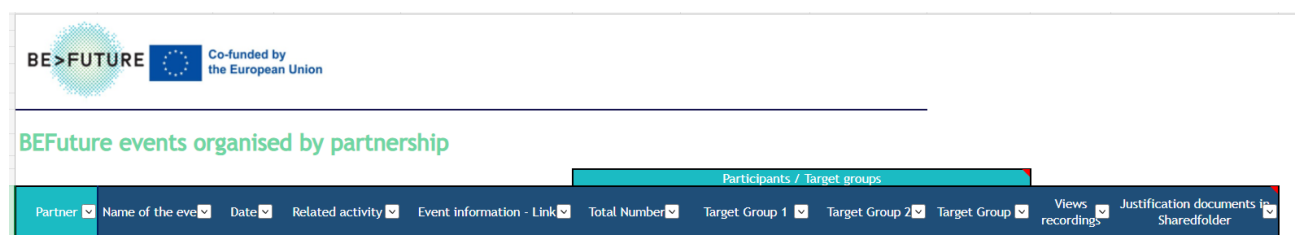
8.2 Monitoring tools

The impact of all communication activities will be compiled into a dashboard provided and maintained by TIPIK to follow up on the metrics defined in the C&D Strategy. The evaluation of the communication and dissemination performance will be based on an analysis of the dashboard. Each partner is responsible for gathering the communication and dissemination activities.

An internal tool has been created to follow up the performance of the communication and dissemination activities. This tool also names the communication and dissemination dashboard and includes different tabs according to the type of activity. The following two images show: (a) the overview page of the Communication Dashboard and (b) an example of the information that is gathered to monitor the communication activities.

BEFuture communication Dashboard overview

BEFuture Partners event's communication and dissemination

All the information gathered will be useful for the reporting that is needed to provide to the European Commission. The reporting will be done for communication and dissemination.

Communication

The activities reported under communication are based on the following definition: a process of exchanging information, ideas, thoughts, or feelings between individuals or groups. It involves sending and receiving messages through various mediums such as speech, writing, etc. Communication aims to convey meaning and understanding between parties involved. It can be one-way (such as speeches, lectures, or announcements) or two-way (such as discussions, dialogues, or conversations).

The reporting of communication will include the following fields for each activity:

Communication Activity Name	Description	Target Audience*	Communication Channel	Outcome	Status
Name of the activity that is been carried out as part of BEFuture	Description of the activity	• Industry, business partners • Innovators • Investors • EU institutions • National authorities • Regional authorities • Civil society • Citizens • Research communities	• Event • Exhibition • Interview • Media article • Newsletter • Other • Press Release • Print material • Social media • TV/Radio campaign	Specific outcome of the activity	• Cancelled • Delivered • Ongoing • Postponed

Dissemination

The activities reported under dissemination are based under the following definition: distribution or spreading of information, knowledge, or ideas to a wider audience or target group. It involves making information accessible and available to people who may benefit from it. Dissemination can occur through various channels such as publications, websites, social media, presentations, workshops, or events. The goal of dissemination is to ensure that information reaches its intended audience and is understood and utilized effectively.

Dissemination Activity Name	Type	Target Audience*	Why	Outcome	Status
Name of the activity that is been carried out as part of BEFuture	• Cluster activities • Collaboration with EU-funded projects • Conferences • Education and training events • Meetings • Other • Other scientific collaborations	• Industry, business partners • Innovators • Investors • EU institutions • National authorities • Regional authorities • Civil society • Citizens • Research communities	Description of the objective(s) with reference to a specific project output	Specific outcome of the activity	• Cancelled • Delivered • Ongoing • Postponed

* The target audience of BEFuture is defined in section three (page 9) of the current deliverable. The target audience definition is based on the engagement plan and is the outcome of a long process of communication among partners. Nonetheless, we differentiate between the target that is useful for BEFuture and the way to report. In this regard, information will be gathered to be able to report following the EU communication target criteria.

9. Roles and responsibilities

In this section, the roles and responsibilities of each BEFuture consortium partner are outlined in the context of the communication strategy and activities implementation.

Once the communication strategy is finalized and approved, a communication work plan and associated tools will be developed to monitor and track communication activities outputs (such as engagement with media, stakeholders, and event participation). All partners will collaborate to monitor and gather the relevant KPIs data linked to their activities. This data will be utilized to evaluate the performance of the communication strategy and adjust the approach if necessary.

9.1 Overall distribution mechanism

While the overall responsibility of the communication and dissemination lays TIPIK as the WP leader, all partners have the responsibility to communicate and disseminate thought the project. The following image shows the communication flow of BEFuture. As the image shows, the partners communicate through the project and TIPIK centralizes the information and also communicates.
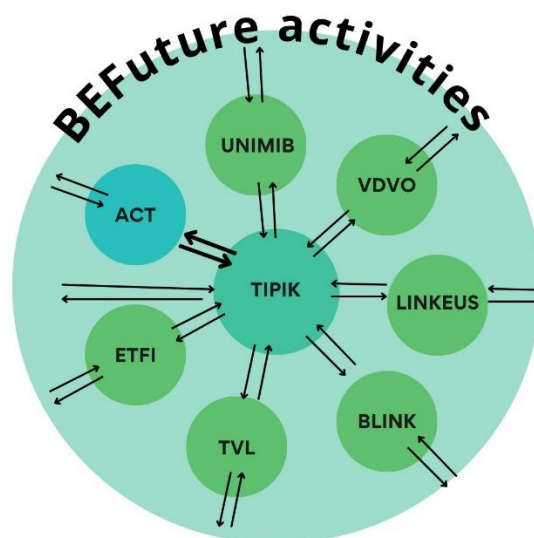
BEFuture communication and dissemination flow

TIPIK: TIPIK is the primarily responsible for developing and evaluating communication strategies for the BEFuture project. They create communication work plans, manage the BEFuture marketplace platform and LinkedIn page, and oversee paid promotion campaigns. Additionally, they design and produce BEFuture publications and toolkits, manage the quarterly newsletter, handle press releases, and provide support for BEFuture events in terms of communication and promotion.

Partners: The other partners in the BEFuture project assist with inputs for social media and newsletters, organize local outreach and events in their respective countries, act as information points for stakeholders and media, provide translations, track the performance of national activities, and promote the project through their own social media channels. They also have specific responsibilities tailored to their regions, such as managing media contacts, organizing events, and promoting best practices calls.

Catalan Tourist Board: the Catalan Tourist Board, has a double role. On the one hand, does the communication and dissemination activities as other partners. On the other hand, as the overall coordinator, does a close follow-up with TIPIK and ensures that the EU rules and are met.

9.2 Roles by partner

TIPIK Communication (Belgium)
- Communication strategy development and evaluation (with inputs from partners for KPIs data collection and tracking).
- Communication workplan creation, in collaboration with all partners.
- BEFuture marketplace platform design and management, with inputs from partners for content(s).
- BEFuture LinkedIn page community management, with inputs from partners for content(s).
- BEFuture paid promotion campaigns management.
- BEFuture publications and toolkit design and production (deliverables to be agreed).
- BEFuture newsletter (quarterly) creation, dissemination, and management, with inputs from partners for content(s).
- BEFuture Press Release.
- BEFuture events support (communications and promotion).

ACT – Catalan Tourism Board, Catalunya Convention Bureau (Spain)
- Overall project management for BEFuture activities organisation.
- Inputs for BEFuture social media editorial calendar.
- Inputs for BEFuture Newsletter.
- Local outreach and events organisation in Spain.
- Information point in Spain (for stakeholders, influencers, SMEs etc.).
- Contact for media in Spain.
- Spanish and Catalan translations.
- Performance tracking of national activities (events organisation, stakeholder and media outreach, for example).
- Support to TIPIK and ensure EU rules are met

B.Link (Spain)
- Inputs for BEFuture social media editorial calendar.
- Inputs for BEFuture Newsletter.
- Information point in Spain (for SMEs).
- Performance tracking of national activities (events organisation, stakeholder and media outreach, for example).
- Promotion of the call for best practices in the own social media.

Visit Flanders / Flanders Convention Bureau (Belgium)
- Local outreach and events organisation in Belgium.
- Inputs for BEFuture social media editorial calendar.
- Inputs for BEFuture Newsletter.
- Information point in Belgium (for stakeholders, influencers, SMEs etc.).
- Contact for media in Belgium.
- French/Flemish translations.
- Performance tracking of national activities (events organisation, stakeholder and media outreach, for example).
- Promotion of the call for best practices in the own social media.

NHL / EFTI – NHL Stenden University (Netherlands)
- Local outreach and events organisation in Netherlands.
- Inputs for BEFuture social media editorial calendar.
- Inputs for BEFuture Newsletter.
- Information point in the Netherlands (for stakeholders, influencers, SMEs etc.).
- Contact for media in the Netherlands.

- Dutch translations.
- Performance tracking of national activities (events organisation, stakeholder and media outreach, for example).
- Promotion of the call for best practices in the own social media.

Linkeus (France)
- Local outreach and events organisation in France.
- Inputs for BEFuture social media editorial calendar.
- Inputs for BEFuture Newsletter.
- Information point in France (for stakeholders, influencers, SMEs etc.).
- Contact for media in France.
- French translations.
- Performance tracking of national activities (events organisation, stakeholder and media outreach, for example).
- Promotion of the call for best practices in the own social media.

VDVO (Germany)
- Local outreach and events organisation in Germany.
- Inputs for BEFuture social media editorial calendar.
- Inputs for BEFuture Newsletter.
- Information point in Germany (for stakeholders, influencers, SMEs etc.).
- Contact for media in Germany.
- German translations.
- Performance tracking of national activities (events organisation, stakeholder and media outreach, for example).
- Promotion of the call for best practices in the own social media.

UNIMIB (Italy)
- Local outreach and events organisation in Italy.
- Inputs for BEFuture social media editorial calendar.
- Inputs for BEFuture Newsletter.
- Information point in Italy (for stakeholders, influencers, SMEs etc.).
- Contact for media in Italy.
- Italian translations.
- Performance tracking of national activities (events organisation, stakeholder and media outreach, for example).
- Promotion of the call for best practices in the own social media.

In conclusion, the BEFuture project operates through a collaborative effort involving TIPIK as the partner that centralizes the information and leads the communication and dissemination and all the other BEFuture partners. TIPIK plays a central role in devising communication strategies, managing digital platforms, and overseeing promotional activities.

Meanwhile, partners from Spain, Belgium, the Netherlands, France, Germany, and Italy contribute to the project's success by providing localized support, managing events, facilitating translations, and promoting project initiatives within their regions. Finally, the Catalan Tourist Board serves as the main body to ensure the EU and project rules and key milestones are met. Together, these entities work synergistically to ensure effective communication, dissemination of information, and successful implementation of BEFuture objectives across Europe.