

Feasibility Analysis and evaluation of the viability of multimodal corridor of the approved Action "Sea2Sea" under the Trans-European Transport Network (TEN-T)

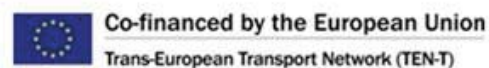
DEVELOPMENT OF A COMMUNICATION STRATEGY FOR THE ENGAGEMENT OF ALL INTERESTED PARTIES AND RAISING OF PUBLIC AWARENESS

DELIVERABLE D 5.1

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1. INTRODUCTION – EXECUTIVE SUMMARY

BRIEF DESCRIPTION OF THE SEA2SEA AWARENESS STRATEGY

This is a presentation of the “Sea2Sea” awareness strategy comprising the objectives, policy and actions/ means covering the communication needs of the Sea2Sea study and overall project.

Following the analysis of the relevant needs for the communication of the objectives, design and features of the proposed new “Sea2Sea” freight transport corridor to its potential users, operators, developers and the general public, the strategy develops the communication policy to be followed and concludes to specific communication measures/actions and means, in the frame of the available resources (time and budget) of the Sea2Sea study.

The goal of the strategy is to ensure the maximum communication result, though targeted and well coordinated actions.

The content of the strategy is formulated by considering the following needs:

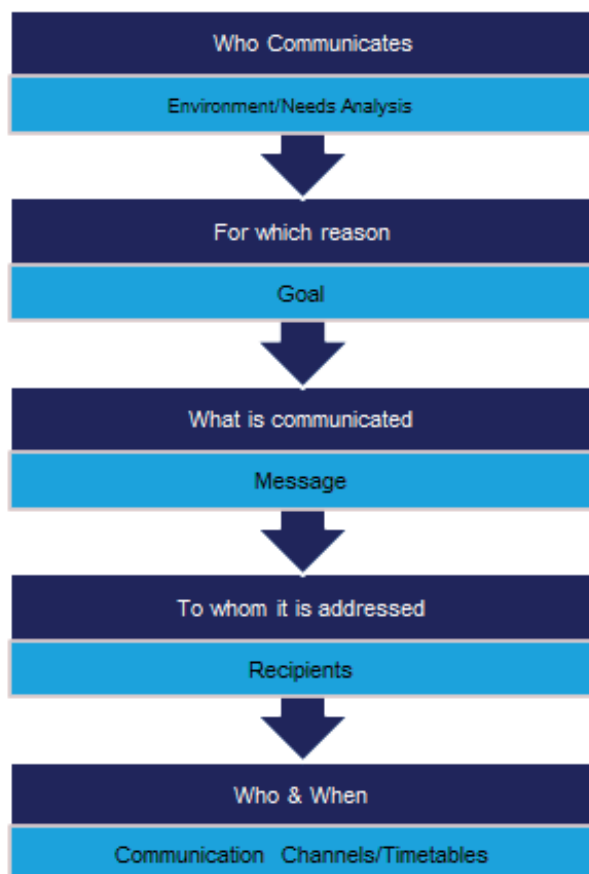
- To inform the public about the importance of the Sea2Sea transport corridor, its development perspectives and the content & results of the implemented study which consists the first stage of the overall plan for the development of the corridor;
- To inform key stakeholders & possible end users of the corridor, relevant social partners and opinion leaders, who could participate in and support the development of the corridor;
- To promote both the overall Sea2Sea project and the study and to raise their visibility in the wider region of the corridor, in the two concerned countries (Bulgaria and Greece) and in Europe in general.

The strategy focuses on the:

- Designing of the communication policy, on the basis of which specific communication activities are determined. The formulation of the policy considers the analysis of the study’s/project’s communication goals and concludes to the identification of specific promotional messages and the determination of the target audiences and of the appropriate necessary tools to be used for the achievement of the set communication goals.
- The elaboration of the communication actions’ implementation planning, based on the analysis of the relation between the target audiences, the determined communication activities and the anticipated final result; This planning determines how the communication actions should be implemented in order to meet the communication needs.
- The elaboration of the communication activities’ implementation phases and timetable.
- The evaluation of the communication activities and strategy as a whole.

2. STRATEGY DEVELOPMENT- METHODOLOGY

The following figure presents the basic questions raised and used for the development of the awareness strategy.



The **Environment Analysis** allows the identification of the existing situation in terms of awareness and the space offered for further communication. Furthermore environment and thus needs analysis leads to the identification of any negative elements that must be avoided or even reversed.

The **Goals** constitute the core of the communication plan, as it is around them that all promotional activities are built. They also define the messages to be used and their targeted recipients. Basically they depict the results the strategy wishes to achieve in the long-term.

The **Messages** represent the information chosen for communication. The selection

and configuration of the messages is a very important, as they are the first piece of information that reaches the recipients.

The **Recipient** is the person (or group of persons) that receives the information. The clear determination of the recipients is very important. It affects the determination of message wording, as well as the choice of the communication tools. The adjustment of information according to the recipient needs is one of the most basic parts of the communication plan, as it allows the assimilation of the message.

The **Communication Channels** represent the categories of tools/mediums chosen for the diffusion of information. They are often chosen after the messages have been

selected and recipients have been determined so as to achieve maximum performance.

The **Timetable** sets the schedule for the overall implementation of the awareness strategy and sets implementation actions in specific timeframes, so that each action has the maximum effect, according to the goal it serves, the message it promotes, the audience it addresses and the channel it uses.

3. ENVIRONMENT ANALYSIS

The Sea2Sea project aims to the development of a multimodal transport corridor linking the ports of Kavala & Alexandroupolis, at the Aegean Sea, with the ports of Burgas & Varna at the Black Sea and with the port of Russe on the Danube river. It is supported by the Greek and Bulgarian Governments (the Greek Ministries of Infrastructure, Transport and Networks, and of Development and Competitiveness on one hand and the Bulgarian Ministry of Transport on the other). The Sea2Sea study – part of which is the present awareness strategy and actions- is a feasibility and sustainability study on the development of the said corridor; it is the first and most important step for the justification of the development of this transport corridor, in the context of the European programme "European Transport Networks".

The ultimate goal of the study is to provide integrated and detailed alternative proposals on which this corridor could be built. Specifically, the study aims at assessing the feasibility and sustainability of the corridor by examining alternative routings development and operation scenarios, as well as at creating an inventory of all existing technical and operation studies, determining the needed features of the corridor's infrastructure and promoting the necessary projects that will increase the corridor's functionality, capacity and performance.

The implementation (through subsequent interventions, i.e. studies and investment projects) of the outcomes of the study would lead to the creation of an integrated transport corridor, the use of which would allow efficient transportation of goods (mainly in containers), with important side-benefits (economic, environmental, social, etc.) for the concerned region.

Specifically the Sea2Sea study relates to:

- The analysis of the current situation and the estimated future development of the transport needs in the Aegean and Black Sea wider areas and of all the main existing transport routes which may constitute or cross the Sea2Sea corridor;
- The determination of the Sea2Sea corridor (based mainly on the most feasible train routes);
- The elaboration of an action plan, including the necessary interventions for the staged development of the Sea2Sea corridor and for the enhancement of its competitiveness.
- The identification of the main pre-requisites for the implementation of the above mentioned action plan, namely its funding, its management and the necessary preparatory activities.

- The raising of the awareness on the development of the corridor, for the mobilization and participation of both its stakeholders and the (wider) public.

The results and impacts of the Sea2Sea project are expected to bring significant positive changes to the connection of the wider south-eastern with the central Europe. It is therefore necessary that the project is promoted and communicated so that:

- Development opportunities presented by the Sea2Sea corridor are made known to both the groups of special interest (goods' producers & forwarders, transport operators, infrastructure owners, etc.) and the general community of the concerned regions.
- Audiences with direct interest in the project learn and understand the ways in which their activities may be improved through the Sea2Sea corridor development and operation.

4. PUBLICITY DESIGN

On the basis of the above environment analysis and the objectives of the study, the following components of the communication strategy have been determined:

- Communication goals
- General and basic messages
- Targeted audiences (recipients of the communication messages)
- Relation between the recipients and the messages
- Available communication channels and tools to be used.

I.GOALS

- To promote Sea2Sea study results;
- To showcase and highlight the important role of the corridor in the region;
- To inform all parties involved on the opportunities created by the project;
- To inform the public opinion on all above;
- To attract key audiences;
- To create communication networks among the parties interested in the project and the possible end users of the corridor;
- To present the social, environmental and economic benefits arising from the development and operation of the Sea2Sea corridor.

II. COMMUNICATION MESSAGES

General Messages

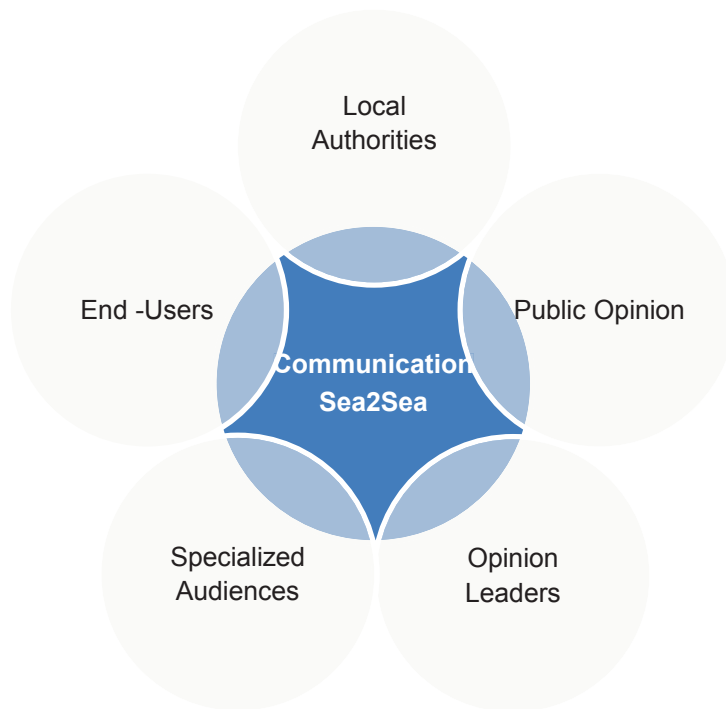
- Promotion of integrated transport system
- Creation of a new multimodal freight corridor
- Enhancement of competitiveness for business, authorities and info structures
- Congestion of existing transport corridors
- Modernization- use of new practices
- Enhancement of the efficiency of transport systems

Basic Messages

- “Sea2Sea”: Development of a new transport corridor- Development of new prospects
- The new transport corridor “Sea2Sea”
- “Sea2Sea”: New transport routes, new perspectives

III. RELATION BETWEEN COMMUNICATION MESSAGES AND THEIR RECIPIENTS

The main categories of recipients of the communication messages are presented in the following figure. Their key features and potential role in the development of the corridor are as follow:



Local Authorities: The municipal and peripheral Authorities are in close cooperation with the organizations implementing the projects and therefore can actively assist in both the promotion of the results of the study and (later) the implementation of the subsequent projects, by enhancing their visibility within the local society.

Public Opinion: The term “public opinion” refers to the enlightening of a community on issues of common interest. The Sea2Sea project can have a strong indirect social and economic impact, while also enhancing the citizens’ confidence in the Government and European Commission mechanisms, as its implementation denotes the commitment of the public administration in modernization, simplification, reduction of administrative burdens and transparency.

Opinion Leaders: The term “opinion leaders” refers to the representatives of the mass media, governmental representatives as well as specialized scientists & experts and in general to those that have the power to influence the public opinion. The awareness of the opinion leaders on a subject is obviously necessary for the transmission of relevant communication messages to their audience of influence.

Specialized Audiences: The term “specialized audiences” refers to social partners (organizations which represent businesses, professional sectors and professional unions) and authorities in direct relation to them such as transport authorities, NGO’s, organizations and institutes with interest in transportation et.al. All the above work closely with the project’s partners and often have a shared goal. Their detailed briefing on the subject is imperative.

End – Users : End –Users are the possible users of the new corridor, that is those already using other transport routes, owners of transport companies, and all those commercially active in the region .

IV. RECEIPIENTS – GOALS RELATIONS

Target Audience	Communication Goal	Anticipated Reaction
Local Authorities	<ul style="list-style-type: none"> • Integrated information on the proposals of the study • Integrated information on the prospects of the S2S project • Mobilization feeling of local community 	<ul style="list-style-type: none"> • Interest for more information • Interest in exploiting opportunities • Feeling of cooperation with the authorities involved in the implementation of the study
End -Users	<ul style="list-style-type: none"> • Wide dissemination of proposals and conclusions of the study • Clear and detailed information about the expected results of the project 	<ul style="list-style-type: none"> • Interest for additional information • Interest for exploitation of proposals
Public Opinion	<ul style="list-style-type: none"> • Establishment of the message that efforts are being made for the modernization of transportation networks • Promotion of the social and economic benefits that arise from the implementation of the project • Establishment of the message that the EU contributes to the development of transport infrastructure • Reassurance of transparency of funding through funding programmes 	<ul style="list-style-type: none"> • Creation of the feeling that the Authorities are mobilized to implement useful projects • Interest for additional information about the prospect of the study • Sense of the EU mobilization for the implementation of useful projects • Information for further development prospects in the region •
Opinion Leaders	<ul style="list-style-type: none"> • Continuous supply of Media with interesting news. Development of relations with the media • Establishment of the study conclusion message • Involvement of the Media in events and activities regarding the project • Promotion of expected results from the implementation of the study 	<ul style="list-style-type: none"> • Creation of Interest • Cultivation of a «positive vibe» round the project and those involved in its implementation
Specialized Audiences	<ul style="list-style-type: none"> • Provision of detailed information for further distribution • Establishment of cooperation for distribution of information • Utilization of the specialized audiences' influence for the creation of networks and strategic partnerships 	<ul style="list-style-type: none"> • Message consolidation • Wide spreading of information • Creation of interest for more information • Creation of Networks

V. COMMUNICATION CHANNELS & TOOLS

The table below presents the channels and tools which will be used for the implementation of the communication plan. The term channel refers to the general category of mediums used for the distribution of information. The term tool refers to the specific way by which the message is selected to be sent. The tools presented below have been determined to serve the needs of the Sea2Sea project/study, taking into consideration the already defined goals, as well as the existing limitations (time, budget, other) of the study.

Communication Channels & Tools

Publicity Campaign	Information Material	Public and Media Relations
Creation of Social Network Accounts	Production of an Information Brochure	Creation of a Press List
Creation of the Sea2Sea official website	Designing and creation of digital information presenting the Sea2Sea study and its progress/outcomes	Synthesis and distribution of Press Releases Publications Clipping report

Further details for the specific tools as well as for their duration and frequency are presented in the following chapters.

For the planning of the implementation of the communication actions and therefore for the creation of the basis for their monitoring and evaluation, it is necessary to have a complete registration and a detailed analysis of the individual tools proposed to be used.

Thus for each tool the following features have been assessed:

- Role
- Purpose of selection
- Application
- Infiltration
- Effectiveness

The coordinated implementation of the selected tools is expected to bring the maximum communication results.

5. ACTION ANALYSIS

A) PUBLICITY CAMPAING

CREATION OF THE SEA2SEA OFFICIAL WEBSITE

In our days, the internet is undoubtedly a key communication tool. The creation of an official website has become the main communication instrument for all kinds of activities, business agencies etc. since: it provides every internet user with direct access to information, it can contain classified information according to the target audience and it can continuously be renewed, thus keeping its users' interest high. For a company or a project it can constitute its identity and therefore from the communication aspect the center of its strategy.

The general benefits of a web-site are many:

- Provides direct access;
- Provides continuous supply of information;
- Focuses on the desired message;
- Addresses and reaches a vast category of recipients.

The specific goals of the Sea2Sea web-site have been determined to include the:

- Provision of detailed information on both the overall Sea2Sea project and the implemented study as well as on their goals;
- Coverage of all the targeted audiences;
- Ensuring of high levels of contact between the audiences and the messages.

SOCIAL MEDIA

The increased use of Social Media over the last years has developed a new, modern way of communication. It is for this reason that often social media are selected as basic tools in modern awareness strategies. They constitute dynamic platforms of interaction which allow companies, organizations and projects to connect with their targeted audiences, thus giving to the communication immediacy and contemporary character. Their wide range allows communication with both existing and potential audiences, increasing the appeal of the message and the visibility of the promoted project.

The selection of the social media to be used for a project depends on the type of the promoted message and the profile of the specific social media users, as well as on the popularity of the social media among the targeted audiences.

With Facebook and Twitter being the most popular and known social media, a vast range of additional ones, such as the LinkedIn, Instagram, Pinterest, Forsquare, Myspace etc., gain steadily ground by offering different capabilities to their users.

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The effectiveness of the publicity program with social media depends greatly on:

- The Social Media selected to be used
- The messages selected to be sent via each Social Medium
- The way each social medium account is created and “set”.

From the analysis of the project’s goals and the audiences it addresses, the following social media have been selected to be used: Facebook, Twitter, LinkedIn and Google+.

The use of these social media imposes the implementation of the following actions:

1. Monitoring and integration of the project in the dialogue which takes place in the frame of the selected social networks;
2. Creation of the best experience to the users;
3. Connection with other key stakeholders in relevant communication strategies;
4. Management of the accounts in: Facebook, Twitter, LinkedIn, Google+. This has the features presented below, by social medium.

Facebook

Action	Details	Frequency	Tracking
Account (page) creation	Investigation of the status of the account; ensuring of its connection with all platforms	Ongoing	% of account completion
Posts Content	Use of content from existing resources, articles, services etc.	5-9 posts/per week	#likes #TABT #Reach

Twitter

Action	Details	Frequency	Tracking
Account creation	Page research, hashtag, ensure connection with all platforms	Ongoing	% of account completion
Tweets	Use of content from existing resources, articles, services etc.	7-10 tweets/per week	# Clicks # Retweets & Replies #Favs
Community Engagement	Retweet content of other users; responses to engaged users; Comments on tweets regarding keywords or industries	Ongoing	% Feedback
Follow users/ Followbacks	Search of relevant accounts; Exchange of follow, updates, favs, RT’s	2/per week	# Following Follower:Following Ratio

Google+

Action	Priority	Details	Frequency	Tracking	Platform
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Account Creation	1	Adding of project data; Ensuring of connection to all platforms	Ongoing	% of account completion	Google
Add to circles	1	Platform use for circle adds	Ongoing	# Cycles	Google
Posts	1	Using content from already existing resources. Articles, services, etc.	Ongoing	# Clicks #Likes	Project website, Internet search,
Community Engagement	2	Participation in dialogues of relevant groups; Responses to engaged users; Comments on posts about some keywords, phrases or industries	Ongoing	% Feedback	Google+ stream Google+ Groups

Linkedin

Action	Priority	Details	Frequency	Tracking	Platform
Account Creation	1	Adding of project data: Ensuring of connection to all platforms	Ongoing	% of account completion	LinkedIn
Increase of followers	1	Use of Platform to increase hashtag # from relevant followers	Ongoing	# Followers # Relevant Followers % Increase	LinkedIn
Posts	1	Using content from already existing resources, articles, services, etc.	Ongoing	# Clicks	Project website, Internet search, Facebook, Twitter

B) CREATION OF INFORMATION MATERIAL

Brochures are effective information material produced to provide written information about the promoted organisation/ project and its objectives & results. They address all layers of the recipients and are a tool that creates a need for further analytical and specialized information and often leads to further sender-receiver communication.

Sea2Sea Brochures

For the promotion of the Sea2Sea, 5.000 pieces of a twofold brochure in English will be produced (Four color print a & b side, dimensions: A5 folded (148x 210 mm) and A4 unfolded (210x297mm)).

The brochure will provide information on the goals and the expected results of the study and the Sea2Sea project.

This brochure is intended to be distributed in events relevant to the project; Nevertheless, project partners and other collaborating authorities, (for example the competent ports' authorities or the Greek and the Bulgarian ministries) will also be provided with printouts of the brochure for their own perusal. In this way the brochure can cover all the range of targeted audiences whom the message must reach. In addition the brochure will be available in digital form in the project's official website.

The specific material could also be used by the Sea2Sea project during its next steps of implementation.

PROJECT PRESENTATION

The informative Presentation of an organization or a project aims at communicating its services, actions and characteristics, such as its history, philosophy, vision, goals etc. It is used to introduce the organization/project to new audiences and to enhance its existing image. Compared to traditional forms of promotion more and more organizations /projects use informative Presentations to convey their messages to specific targeted audiences. It has been proved that a Presentation is a unique way of communication and an effective profile building means.

Sea2Sea Presentation

The creation of a Presentation for the identity of the Sea2Sea project is necessary to ensure the better distribution of information and the establishment of the study's proposals. Such a tool also provides the opportunity to disseminate information on what is to follow in the frame of the project.

For the needs of the specific study the Sea2Sea project Presentation will:

- Be uploaded in the Sea2Sea official website;
- Be presented in any event that the project participates in;
- Be sent to Media and opinion leaders.

The presentation will be in a Microsoft Power Point format and its duration will be 10-20 minutes. Like all the other communication tools it will be in English.

The structure/ content of the Presentation is:

- Introduction
- Brief Analysis of existing situation- Needs

- Brief presentation of the overall project
- Goals of the Study
- Content of the Study
- Results' Analysis- Proposals of the Study
- Expected impacts
- Forthcoming Sea2Sea project implementation phases
- Bodies involved in the Project

C) DEVELOPMENT OF RELATIONS WITH THE MEDIA

An important part of a successful awareness strategy application is the development of relations with the Media. The relations with the Media are developed through the implementation of appropriate communication measures, activities and publicity. The support of the Media representatives contributes significantly to the success of the communication strategy.

Public relations services will be used to mobilize the Media, through targeted information streams to journalists, designed to promote and consolidate the project's messages in the form of articles, interviews, editorials etc.

The relevant activities planned to be implemented are:

Creation of a Journalist's list: It comprises the research, listing and frequent updating of the list of journalists that "cover" the goods production, trading and transport in the wider region, general transportation issues, the Greek-Bulgarian relations and collaborations, EU project funding etc., i.e. the subjects which are relevant to the Sea2Sea project issues. The list will cover all types of Media, printed and electronic, daily and monthly, etc.

Distribution of Press Releases: Press releases will be prepared and sent to all Media to provide them with important information concerning the project/study. They will be primarily used for informing the public on the development of the Sea2Sea project and its anticipated results.

Articles/Interviews: Specific articles and interviews will be prepared and sent to both printed and electronic Media, aiming to inform the wider audience. The publication of articles and homage is expected to intrigue the interest of the targeted audience over the project's actions and to increase the visibility and popularity of the project.

Press Clipping: Press clipping will be implemented for the monitoring and gathering of all editorial publications presented in the Media and any other records relating to the project/ study. Gathering of Press Clippings requires the identification, collection reading, analysis and categorization of relevant publications.

Multipliers: A network of information multipliers will be promoted. The term “multiplier” refers to a contact that can promote with validity and clarity a selected message, thus helping the further development of communication goals as a message transmitter. Often multipliers are authorities such as professional and sector unions. The creation of a multiplier network will require the implementation of a series of information meetings as well as information material.

Specific services in the framework of Media Relations for the Sea2Sea

In the framework of Sea2Sea Study, the following activities will be implemented:

- Creation of the Journalists List;
- Creation and distribution of Press Releases;
- Distribution of information material;
- Press Clipping and Publicity report drafting.

II. CHANNELS, TOOLS, RECIPIENTS AND GOALS RELATIONS MATRIX

The table below presents all proposed actions per category of audience, in relation to the communication plan’s goals.

Primary audience categories are marked with **red** whereas secondary with **blue**

Channel	Tool	Target Audience					Communication Goals
		End Users	Local Authorities	Public Opinion	Opinion Leaders	Specialized Audiences	
Publicity Campaign	Official Website	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Promotion of project message Creation of interests Image enhancement, validity, reliability.
	Social Media	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Promotion of Message Information Diffusion Interest increase
Creation of Information Material	Brochure	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Presentation of project activities and results of the study Promotion of the benefit that arises for the public Information Distribution Image enhancement, validity, reliability.
	Presentation	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Presentation of the overall project and the study results Promotion of the benefit that arises for the public Information distribution Image enhancement, validity, reliability.
Media Relations	Press Office	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Information on the development of the project Media mobilization Interest Creation Contact specific audiences

III. MILESTONES AND IMPLEMENTATION PHASES

The promotional and publicity measures are scheduled to last until the end of 2014. During this short period selected tools will be used in consecutive phases, aiming at creating a staged communication. It is for this reason that the communication plan is divided in three phases. Each of these phases is a continuation of and complementary to the previous one, thus all of them contributing to the gradual development and implementation of a unified set of actions.

1st Phase – Preparation

During the first phase the necessary communication goals and messages will be developed and the material to be issued for the communication of the project will be prepared.

This period will allow the development of the information which can cover the whole spectrum of needs of both the general public and the targeted audiences, when they will be contacted.

During the preparation phase, the profile of the strategy will be finalized through the development of its material.

Material to be prepared:

- Brochure;
- Presentation;
- Texts for the Web-site;
- Social media accounts.

2nd - Phase- General Awareness raising

The goal of the second phase of the communication plan is to enhance the visibility of the Sea2Sea study and project.

This phase includes the dissemination of information in a simple and understandable way, creating further interest about the project. Moreover, during this phase, all the material that began to be prepared during the previous phase will be finalized.

Actions to be implemented:

- Press Office operation
- Finalisation of the material pending from the 1st Phase

3rd Phase– Analytical Communication

The third phase aims at providing analytical information to the various recipients determined in the communication plan, as well as at implementing the required actions addressed to social partners and authorities for the formation of dissemination networks and for the multiplication of the promoted messages.

During the third phase, the awareness created in the first and the second phases will be enhanced, though the consolidation and further diffusion of information using the new developed channels of the multipliers. Moreover the key message of the communication plan will be well established.

Activities to be implemented:

- Press Office Operation
- Presentation of Awareness Campaign

III. IMPLEMENTATION PHASES -TIMETABLE

Channels	Activity	Quantity	Recipients	Communication Plan Phase
Publicity Campaign	Design and Creation of the Official Website Sea2Sea	1	All recipients	1 st Phase to 3 rd Phase (1-31/12/2014)
	Design and Implementation of the Social Media Campaign	4 (Four accounts in 4 social networks)	All recipients	1 st Phase to 3 rd Phase (1-31/12/2014)
Creation of Information Material	Design & production of information brochure	5.000	All recipients	1 st Phase (1-10/12/2014)
	Creation of the project Presentation	1	All recipients	1 st Phase (1-10/12/2014)
Public and Media	Creation of Press Releases	2	Media	2 nd to 3 rd Phase (10-31/12/2014)

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Relations	Distribution of Press Releases	2	Media	2nd to 3rd Phase (10-31/12/2014)
	Article promotion	2	Media	2 nd to 3rd Phase (10-31/12/2014)
	Media Clippings	1 month	Media	2 nd to 3 rd Phase (10-31/12/2014)

The materialization of the Sea2Sea selected tools as defined by the specific awareness campaign are expected to be concluded and delivered by the end of 2014. Specifically:

- **Sea2Sea brochure and presentation** will be delivered by the end of 2014 from PLANET to ADK to be distributed to partners accordingly.
- **Website and social media accounts** will be delivered by the end of 2014 from PLANET to ADK to be handed to the selected partner/administrator. As web tools and due to their interactive character, they can be further developed within 2015 by the selected partner/administrator to whom relevant codes will be provided by PLANET. Specifically the website features dynamic elements and will offer the administrator the opportunity to update news and upload articles. Social Media can be run by PLANET until the 20th of January whereas a seminar will be offered at the end of this period (to the selected administrator/partner upon his/her availability) in order to be able continue the course of the created accounts, following the selected strategy.
- **Press Releases (2)** will be sent in both Greek and Bulgarian by the 20th of December 2014, while a press report (including clipping featured until the 25th of January) will be submitted from PLANET to ADK by the end of December 2014.

6. CRITICAL SUCCESS FACTORS

Support by the Political Leadership: A basic factor for the success of the Sea2Sea project's goals is the support of the political leadership of the involved Ministries. This support will also provide further dynamic, validity and reliability to the communication efforts.

Consistency: For the attainment of the expected results of the Communication strategy, there must be consistency of the actions in relation to the goals set, the messages, the timetable and the budget. Any deviation from the strategy should be coordinated and decided following respective studying.

Coordination: The importance of coordination of actions has already been mentioned, in order to ensure the proper flow of information. Coordination should also be promoted among the key stakeholders involved in the strategy to avoid any gaps or overlapping of communication.

Adaptability: The success of this awareness strategy is evaluated within the framework in which it is implemented (needs of Sea2Sea, needs of the public). If for any reason this framework is changed, then the communication plan and the strategy must be accordingly adjusted in order to be able to cope with any new data and cover any gaps that might occur in the communication.

Needs for adjustment might also be necessary due to the poor performance of the selected strategy and tools. Adaptability in the approach of the target audiences is necessary for the successful implementation of a communication plan; thus, the performance of the strategy components and of the different tools must be regularly assessed and rethought.

Continuity: The development of a communication strategy is not an independent action per se, but is a dynamic set of actions with interaction elements with the project and the targeted audiences. This relation can and must be maintained and further developed until the completion of the scheduled activities of the communication plan, thus further enhancing the profile of both the Sea2Sea project and study. The awareness campaign is used to assist the attainment of the goals of the Sea2Sea project, which at this stage refer to the promotion of the study, its results and its proposed actions. Therefore the continuation and further development of this communication plan can contribute to the long term success of the Sea2Sea project.

7. EVALUATION

A key parameter of the communication plan is the evaluation of the implemented communication actions, using clear and appropriate benchmarks and measurement tools. This process will make use of the strategy's objectives in conjunction with the promoted "product", namely the Sea2Sea study.

The evaluation is a complex task, which relates primarily to the quality and effectiveness of the selected communication actions, as well as the exogenous factors affecting the implementation of the above actions. Consequently, the evaluation criteria must and will be suitable and clear and able to take into account all parameters.

Specifically, the metrics for each evaluation criterion, will measure the effectiveness and success of the communication actions, taking into account the impact of the actions on their targeted audiences. Measuring the success of a publicity action is directly related to the promoted content and the communication budget.

The assessment of the communication actions may detect deficiencies and weaknesses in their planning and implementation, or/and may identify other factors that affect the communication of the selected message.

The criteria that characterize a communication action successful should not and will not be translated mechanically and automatically into quantitative or even qualitative indicators (e.g. related to the number of entries), but will focus on assessing the degree of penetration of the messages in relation to their understanding and finally their influence.

The evaluation of the Sea2Sea communication strategy will be effected by the use of a quantitative indicator referring to its implementation in conjunction with a quantitative indicator of the efficiency of each implemented communication action. The relation between these indicators is presented in the following table.

Actions	Implementation Indicator	Efficiency Indicator
Website	• Number of Articles/information	• Number of Visitors
Social Media	• Number of Accounts/Social Media • Number of Posts/Twits	• Number of Users/Followers • Number of shares/retwits
Information Material	• Number of brochures produced • Number of material produced	• Number of brochures distributed • Number of presentations made
Media Relations	• Number of media	• Number of Press released

	representatives informed • Number of Press Releases sent	published • Number of articles published
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