

Interreg



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North-West Europe

More4Sustainability



Communication Strategy

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1. Project summary

The North-West Europe (NWE) region is key to reach the EU's target of an increased overall energy efficiency of 32,5% until 2030. The industry in NWE is the largest consumer of fossil energy and needs to take considerable steps in order to reach the objectives. A set of best practices, called Sustainable Asset Management (AM), will help industrial companies to improve energy efficiency and to reduce greenhouse gas emissions.

Sustainable AM is contributing to this goal through the consistent application of practical Maintenance, Overhaul, Repair & Engineering (MORE) activities, like equipment isolation, low energy lighting, high-efficiency HVAC, equipment electrification, condition monitoring, preventive maintenance, waste heat capturing, energy management systems, etc. Unfortunately only few companies in NWE are aware of this potential and have actually started with Sustainable Asset Management.

The project MORE4Sustainability aims to promote energy efficiency and reduce greenhouse gas emissions in NWE industry through developing and implementing a training program on Sustainable AM for the target audience of asset managers (technical managers, maintenance managers, engineers, operational managers, etc.). The project will be executed in Belgium, the Netherlands, France and Germany, covering over 80% of the industry in NWE. We focus on manufacturing industries.

Thanks to the transnational cooperation, we gain a sufficient critical mass to identify best practices and their impact being applied at still a limited number of front runners in the industries, and include them in the training material. The project will enable for the first time to identify the early adopters, document their best practices and the impact on reaching the energy efficiency and greenhouse gas reduction goals, and, based on these findings, train technical managers in industrial companies throughout NWE to implement Sustainable Asset Management.

2. Communication Objectives

General objectives

Communication within and about the MORE4Sustainability project, focuses on four targets:

1. Create awareness on the concept of Sustainable Asset Management and the MORE4Sustainability project;
2. Convince the Maintenance and Asset Management community to participate in the MORE4Sustainability benchmark;
3. Inform all stakeholders in the manufacturing and process industries across NWE about the tangible benefits of Sustainable Asset Management;
4. Convince managers and engineers active in Maintenance, Overhaul, Repair & Engineering (MORE) in manufacturing and process industries across NWE, to register for an e-learning and/or a classroom training course on Sustainable Asset Management.

1.1 Create awareness on the concept of Sustainable Asset Management and the MORE4Sustainability project

Within the field of Maintenance and Asset Management, sustainability is still uncharted territory for a lot of companies. It's hard to oversee the consequences, there are resource constraints to make the change - including budget limitations and a shortage of skilled personnel - and companies tend to wait for results from front runners. In this context, there is a lot to gain with the first step 'create awareness'.

The benchmark survey provides the project team insight into the current status of Sustainable Asset Management at manufacturing companies in the NWE region (*See 2. Target Groups*). Knowing the current status, provides information on how and what to communicate:

- What is Sustainable Asset Management?
- What is the MORE4Sustainable project and what do we want to achieve with it?
- Within the scope of 'Energy transition' and the Specific Objective (SO) 'Promoting energy efficiency and reducing greenhouse gas emissions', what are the options and possibilities?
- What is the Sustainable Asset Management Framework?

The final report includes benchmark results, analyses, case stories based upon interviews with the front runners, a Self Assessment & Business Case Tool, a Roadmap to Sustainable Asset Management and the finalised and broadly approved Sustainable Asset Management Framework. This report will be shared with the industry in September 2024. The Project Partners in the four countries will share this report with their core audience, consisting of members (around 3.550 persons) and non-members (up to approximately 25.0000 contacts) (*See Chapter 5. Channels*). The aim is to increase knowledge about Sustainable Asset Management in this target audience by the end of 2024.

The launch of the report will also be announced via press releases in all countries to make sure also companies not connected to one of the Sectoral Associations, are informed on the topic Sustainable Asset Management and the MORE4Sustainability project. The combined press list consists of 335 contacts.

1.2 Convince the Maintenance and Asset Management community to participate in the MORE4Sustainability benchmark

The MORE4Sustainability project will enable for the first time to identify the early adopters, document their best practices and the impact on reaching the energy efficiency and greenhouse gas reduction goals. Therefore, it is important that we convince people to participate and to share their data, plans, insights and thoughts with us.

The aim is to have at least 50 participants per country for the benchmark survey. So, we have a total of at least 200 filled in surveys. This provides overall insight to be further analysed. Also, the front runners on Sustainable Asset Management will reveal themselves. These front runners (two per country) will be visited and interviewed to analyse their best practices. What can we learn from them?

To convince companies to invest time in filling out the survey, we promise we provide a benchmark study on various Maintenance and Asset Management KPIs afterwards. So, participating companies will receive a personalised benchmark report as an incentive. With this benchmark study they will know where they stand, compared to (anonymous) competitors and where their improvement potential lies. Knowing where you stand, helps to take the next step. So, the 200 participants could be the first to implement Sustainable Asset Management.

1.3 Inform all stakeholders in the manufacturing and process industries across NWE about the tangible benefits of Sustainable Asset Management

A previous survey on Digital Trends in Maintenance and Asset Management, executed in 2023 by Mainnovation¹⁾, showed that many companies are still focussing on 'uptime improvement' and 'cost reduction' when it comes to reasons to implement a Digital Technique. Increasing Sustainability was not mentioned as an important goal, despite the enormous challenge hanging over our heads.

¹⁾ Report 'Digital Trends in Maintenance and Asset Management' by PwC and Mainnovation:
www.mainnovation.com/publications/digital-trends/

We need to make clear how Maintenance and/or Asset Management can contribute to energy efficiency and reducing greenhouse gas emissions. However, not only the 'how' is important. We also need to focus on the 'why', maybe even by examining the 'why not' answers provided by the benchmark survey: We want to reverse the idea companies have that 'increasing sustainability' is not beneficial, not really necessary, too hard to achieve or not possible.

- We want to convince them that there is a lot to gain with Sustainable Asset Management - using the 'what's in it for me' principle.
- We provide a step-by-step approach, which makes it easier to implement Sustainable Asset Management.

The report not only creates awareness on Sustainable Asset Management and Energy Transition, it also convinces companies it pays off to implement Sustainable Asset Management. With the Roadmap and the Sustainable Asset Management Framework the 'how-to' is explained. And because we also emphasise the 'why' and the 'what's in it for me', we motivate companies to take the next step and apply for training sessions.

The aim for end 2025 (or sooner) is to make sure that the target audience is not only aware of the benefits of implementing Sustainable Asset Management, but also has practical knowledge on how to implement this in their company.

1.4 Convince managers and engineers active in Maintenance, Overhaul, Repair & Engineering (MORE) in manufacturing and process industries across NWE, to register for an e-learning and/or a classroom training course on Sustainable Asset Management

The most important goal is to achieve commitment and participation. If we want to make sure the Maintenance and Asset Management departments really contribute to increase energy efficiency and reduce greenhouse gas emissions in the North-West European industry, they have to take the next step to implementation of Sustainable AM best practices. By training asset managers across industries, the project will drive the adoption of energy-efficient technologies and processes. The benchmark survey will identify early adopters and this enables us to document successes and empower industrial companies to implement Sustainable AM and really make a contribution to the sustainability goals of their companies.

The sequence of these steps is important:

Step 1. Make them *aware* of the necessity and/or the benefits of a change;

Step 2. Make sure that companies *understand* why and how they can reach their targets;
Step 3. Allow companies to discover their own motives and methods to increase their *belief* in the possibility to change. Provide training courses to *guide* and *convince* them;
Step 4. Inform and inspire them to really make the transition (*commitment*).

The training courses provided will motivate the market to start implementing Sustainable AM. These training sessions - physical and via e-learning - will be held in four countries in three or four languages (Dutch, French, German and upon request in English). They enable participants to ask questions, have interactive conversations and to obtain more specific, sector-related information. This way they receive the final pieces of information they need, as well as the motivation to actually take steps towards implementing Sustainable Asset Management.

Thanks to the benchmark insights obtained in the first part of the project, we will also be able to estimate the project impact on energy efficiency and reducing greenhouse gas emissions when participants apply the best practices learned during the training courses. Each training session ends with a small survey as a feedback moment to find out how they will use the tools from the training session in their transition to Sustainable Asset Management.

We aim to have at least 600 participants in these training sessions. This means that at the end of the program 600 persons have the knowledge, the belief and the tools to implement Sustainable Asset Management. It is the objective of the project that the target audience is benefiting from the awareness created by participating in the benchmark and from applying the knowledge and insights gained from the training sessions, resulting in increased energy performance and decreased emissions.

1.5 SMART Communication Targets

More detailed, the Project Communication aims to realise following project tasks, deliverables and objectives (*see also Chapter 4. Activities and Deliverables, Table 1*):

Task	Deliverable	Target	Timing	Updated timings
Task 1.6.1 Development of the Communication plan	Communication plan in order to be able to plan and prepare all communication actions throughout the project	- 1 document according to Interreg NWE requirements, containing an overview of all planned communication actions throughout the project	January - February 2024	January - February 2024
Task 1.6.2 Required project announcement (on partner websites etc...)	Next to the publication obligations by Interreg NWE, a first communication is to be sent out to the media in the 4 participating countries, introducing the MORE4Sustainability project to the international maintenance community	- 1 document demonstrating execution of the required publication obligations (on partner websites, visibility of the poster, etc...). - 1 press release on the Roadmap for Sustainable AM	December 2023 - January 2024	December 2023 - January 2024
Task 1.6.3 Announcement of the benchmark to recruit participants (on partner websites, emailings, etc...)	Marketing Campaign announcing the benchmark in order to recruit participants (on partner websites, mailings, emailings, etc...)	- 1 announcement and promotion message for the benchmark survey in 4 languages - 1 marketing Campaign reaching at least 2.000 companies	February/March 2024	February/March 2024

	professional social media, etc...).	- 200+ companies active in the manufacturing and process industries participating in the benchmark		
Task 1.6.4 Dissemination through launch event of the Roadmap for Sustainable AM (incl announcement & post event communication)	Dissemination through launch event of the Roadmap for Sustainable AM (including announcement and post event communication)	<ul style="list-style-type: none"> - 1 launch event on the Roadmap for Sustainable AM - 1 marketing campaign reaching at least 15.000 persons in the target audience - 1 press release on the Roadmap for Sustainable AM for post event communication results 	January 2025	March 2025
Task 1.6.5 Announcement of the pilot training to recruit participants (on partner websites, emailings, etc...)	Marketing campaign announcing the pilot training in order to recruit participants (on partner websites, emailings, professional social media, etc...)	<ul style="list-style-type: none"> - 1 announcement and promotion message for the pilot training in 4 languages - 1 small marketing campaign reaching 200 selected persons from the target audience - 40 participants (= 10 in each country) 	December 2024	February - March 2025
Task 1.6.6 Announcement and promotion of the training program	Marketing campaign announcing the training sessions and e-learning in order to recruit participants (on partner websites, emailings, professional social media, etc...)	<ul style="list-style-type: none"> - 2 announcements and promotion messages for the training sessions in 4 languages - 1 marketing campaign reaching at least 15.000 persons in the target audience - 160 participants (2 classroom trainings with 20 participants in each country) 	December 2024 - February 2025	February - May 2025 (continuous announcement)

Task 1.6.7 Announcement and promotion of the e-learning in 4 languages	Marketing campaign announcing the e-learning in order to recruit participants (on partner websites, emailings, professional social media, etc...).	<ul style="list-style-type: none"> - 2 announcement and promotion messages for the e-learning in 4 languages - 1 marketing campaign reaching at least 15.000 persons in the target audience - 400 participants (= 100 in each country) 	January 2025	May - June 2025
Task 1.6.8 Publication of the project results	Online web page allowing public access to the project deliverables (eg the training materials). These deliverables will be made available under the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International licence (CC BY-NC-ND 4.0).	- 1 online web page with access to the project deliverables for the public	June 2025	June 2025

3. Target Groups

3.1 General description

The MORE4Sustainability project is targeting the industrial manufacturing maintenance and asset management community in Belgium, the Netherlands, France and Germany. This target audience is part of the core audience of the project partners. In order to convince 600 persons to register for the training sessions, our communication will need to reach about 15.000 persons (4% success rate).

To be able to provide branch-specific information, we focus on manufacturing companies, specified in Section C in the NACE Codes, specifically divisions C.10 to C.32²⁾. This section includes the physical or chemical transformation of materials, substances, or components into new products. The materials, substances, or components transformed are raw materials that are products of agriculture, forestry, fishing, mining or quarrying as well as products of other manufacturing activities.

In these companies our target audience is divided into three groups:

1. Maintenance and Asset Management Professionals: Asset Managers, Technical Managers, Maintenance Managers, Engineers and Operational Managers, Plant Managers in manufacturing companies;
2. Training Coordinators and Learning & Development professionals in manufacturing companies;
3. Press contacts

Communicating about MORE4Sustainability to these target groups not only raises awareness about the project, but enables to identify the early adopters, document their best practices and the impact on reaching the energy efficiency and greenhouse gas reduction goals.

Each of the profiles above will receive a tailored message in line with the activities and deliverables of the project (*See 4. Activities and deliverables and 7. Implementation Table*).

²⁾ NACE (*Nomenclature des Activités Économiques dans la Communauté Européenne*) is a European industry standard classification system for classifying business activities. For an overview of divisions see: www.openriskmanual.org/wiki/NACE_Section_C_-_Manufacturing

3.2 Tailored key messages per target group

3.2.1 Maintenance and Asset Management Professionals

Goals:

- Raising awareness on the concept of Sustainable Asset Management
- Convince and explain that Sustainable Asset Management pays off
- Convince the Maintenance and Asset Management community to participate in the MORE4Sustainability benchmark
- Give insight into their own status and possibilities, to help them make the transition to Sustainable Asset Management
- Convince managers and engineers active in Maintenance, Overhaul, Repair & Engineering (MORE) in manufacturing and process industries across NWE, to register for an e-learning and/or a classroom training course on Sustainable Asset Management

Message:

Maintenance and Asset Management can contribute tremendously to energy efficiency and reducing greenhouse gas emissions. We invite you to participate in our benchmark survey and get a clear report on where your company stands, how you can improve and why this is beneficial for your company. With the benchmark report, easily achieved with the Self Assessment & Business Case Tool, and provided training courses, we help you make the switch to Sustainable Asset Management.

Channels:

- Direct mailings through the project partners
- Newsletters issued by the project partners
- Flyers/publicity at seminars and webinars organised by the project partners
- Social media of the project partners
- Project website
- Website of the project partners

3.2.2 Training Coordinators & Learning & Development professionals

Goals:

- Raising awareness on the concept of Sustainable Asset Management
- Convince and explain that our training courses in Sustainable Asset Management help their colleagues and company further in achieving the Sustainable Development Goals

Message:

Maintenance and Asset Management can contribute tremendously to energy efficiency and reducing greenhouse gas emissions. Most companies are not aware yet of the impact Maintenance and Asset Management has. In these new training courses, based on a 2024 benchmark report with results of 200 manufacturing companies, your colleagues will learn how to make the switch to Sustainable Asset Management. Practical tips and tools are provided to help your company achieve the Sustainable Development Goals.

Channels:

- Direct mailings through the project partners
- Newsletters issued by the project partners
- Social media of the project partners
- Project website
- Website of the project partners

3.2.3 Press contacts**Goals:**

- Inform about the MORE4Sustainability project, its participants and its goals
- Inform about the benchmark survey
- Inform about the benchmark report
- Inform about the training programme and e-learning
- Generate attention about the above items

Message:

Maintenance and Asset Management can contribute tremendously to energy efficiency and reducing greenhouse gas emissions. With the upcoming benchmark survey, report and provided training courses, we help manufacturing companies in North-West Europe to make the switch to Sustainable Asset Management. Help spread this message and lay the foundation of a more sustainable industry in Europe.

Channels:

- Press releases sent to the press contacts of the project partners
- Editorials in maintenance magazines
- Interviews given by the project partners
- Flyers/publicity at seminars and webinars organised by the project partners
- Project website
- Website of the project partners

4. Activities and deliverables

The project is divided into several activities:

1. Project start-up
2. Sustainable Asset Management Benchmark Study
3. Roadmap for Sustainable Asset Management
4. Training Preparation
5. Training of Maintenance Professionals

For each of these activities, we have defined subtasks and deliverables. In *Table 1* we present an overview of all activities, with target audience, channels used and deliverables.

The national associations have a very strong connection with the target audience and each association has an extensive contact database (members and non-members). All associations are used to take initiatives and send out mailings to engage the Maintenance and Asset Management community. Of course the associations are also active on professional social media (such as LinkedIn). Finally all associations also have good relations with professional media reaching industrial technical decision takers. This really sets out this partnership for reaching the right target audience.

In the end, thanks to the communication activities, the project will create awareness of the potential of Sustainable Asset Management in a big pool of technical decision takers in NWE industry (+10.000 persons reached). By doing so we intend to motivate them to participate in the training scheme and build understanding of how to implement the best practices in Sustainable Asset Management, which will lead to higher energy efficiency & reducing greenhouse gas emissions by industrial assets in NWE.

Table 1: Overview of Activities and Deliverables with Target Audience and Channels used

[Link to the full overview](#)

MORE4Sustainability		Channels of each partner									Deliverables			Responsible partner	Timing
		Target Audience	Press release	Website	Dedicated mass E-mail	Newsletter	Social media	Member meetings	Exhibitions & Events	Other					
Activity 1.1 Project Start Up															
CD 1.1.1	Announcement of project	Press	x	x		x	x	x	x		Each partner announces the project via 1 press release, 1 website page on the project, 1 e-mail to press contacts and at least 1 social media post		BEMAS	Q4 2023	
CD 1.1.2	Development of communication plan	Internal								Internal tools	BEMAS as a lead partner sets up the communication strategy and plan in close collaboration with Mainnovation and the other partners; Document containing an overview of all planned communication actions throughout the project.		BEMAS & Mainnovation	Q1 2024	
CD 1.1.3	Ensure follow-up of communication plan	Internal								Internal tools	BEMAS as a lead partner ensures the communication plan is being followed and prepares a document demonstrating execution of the required publication obligations (on partner websites, visibility of the poster, etc...).		BEMAS & Mainnovation	2023 - 2025	
CD 1.1.4	Required project announcement	Press & Maintenance Community	x								Each partner announces the project in their local media via 1 press release and hangs up the A3 poster		BEMAS	Q1 2024	
Activity 1.2 Sustainable AM Benchmark Study															
CD 1.2.1	Communicate about survey	Maintenance Community	x	x	x	x	x	x	x		Each partner announces the survey via 1 press release, 1 website page, 1 e-mail to press contacts and at least 1 social media post		BEMAS & Mainnovation	Q1 2024	
CD 1.2.2	Recruit participants via national associations	Maintenance Community			x	x	x	x	x		Each national association recruits participants via at least 1 e-mail reaching at least 2.000 companies, and 1 social media post. Target: 200+ companies active in the manufacturing and process industries participating in the benchmark		BEMAS & Mainnovation	Q1 2024	
CD 1.2.3	Organise online training sessions for benchmark participants	Benchmark Participants			x	x					Each national association notifies the participants via e-mail about the online training sessions.		Mainnovation	Q1 2024	
CD 1.2.4	Send personalized benchmark report to participants	Benchmark Participants			x	x					Each national association sends the personalized benchmark report to their participants		Mainnovation	Q2 2024	
CD 1.2.5	Interview front runners in Sustainable AM	Maintenance Community			x	x					Mainnovation mails and calls the front-runners to set up interviews		Mainnovation	Q2 2024	
CD 1.2.6	Monthly updates on progress	Maintenance Community		x				x		Project website	Each partner reports on the progress of the project monthly via 1 news update on their website and 1 social media post		BEMAS	Q1 - Q2 2024	
Activity 1.3 Roadmap for Sustainable AM															
CD 1.3.1	Communicate roadmap and benchmark results in media	Press	x	x	x	x	x				Each partner announces the benchmark results and roadmap via 1 press release, 1 website page, 1 e-mail to press contacts and at least 1 social media post		BEMAS	Q3 2024	
CD 1.3.2	Communicate about launch event of the Roadmap	Press & Maintenance Community	x	x	x	x			x		Each partner announces the launch event via 1 press release, 1 website page, 1 e-mail to press contacts and relevant maintenance contacts, reaching at least 15,000 people in the target audience (in total)		BEMAS	Q3 2024	
CD 1.3.3	Monthly updates on progress	Maintenance Community			x			x		Project website	Each partner reports on the progress of the project monthly via 1 news update on their website and 1 social media post		BEMAS	Q3 - Q4 2024	
Activity 1.4 Training Preparation															
CD 1.4.1	Communicate training schedule in 4 countries	Maintenance Community + Training Coordinators		x	x	x	x				Each partner announces the training schedule via 1 website page, 2 e-mails to relevant contacts in the maintenance community and at least 1 social media post		BEMAS	Q4 2024 - Q1 2025	
CD 1.4.2	Announce pilot trainings	Maintenance Community + Training Coordinators			x	x	x	x			Each partner announces the pilot trainings via 1 e-mail and at least 1 social media post, reaching 200 selected people from the target audience. Target: 40 participants (10 in each country)		BEMAS	Q4 2024 - Q1 2025	
CD 1.4.3	Announce e-learning	Maintenance Community + Training Coordinators			x	x	x	x	x		Each partner announces the e-learning via 2 e-mails and at least 1 social media post, reaching in total at least 15,000 people in the target audience. Target: 400 participants (+ 100 in each country)		BEMAS	Q4 2024 - Q1 2025	
CD 1.4.4	Communicate training program	Press & Maintenance Community + Training Coordinators	x	x	x	x		x			Each partner announces the training program via 1 press release, 1 website page, 1 e-mail to press contacts, 2 e-mails to relevant contacts in the maintenance community and at least 1 social media post, reaching in total at least 15,000 people in the target audience. Target: 160 participants (2 classroom trainings with 20 participants in each country)		BEMAS	Q4 2024 - Q1 2025	
CD 1.4.5	Monthly updates on progress	Maintenance Community			x			x		Project website	Each partner reports on the progress of the project monthly via 1 news update on their website and 1 social media post		BEMAS	Q4 2024 - Q1 2025	
Activity 1.6 Training of Maintenance Community															
CD 1.5.1	Report on results of trainings	Maintenance Community			x				x		Each partner communicates the report on results of the training via their website page		BEMAS	Q1 - Q2 2025	
CD 1.5.2	Communicate further training programme	Maintenance Community			x	x	x	x	x		Each partner communicates about the further training programme on their website page, via 1 e-mail and at least 1 social media post		BEMAS	Q1 - Q2 2025	
CD 1.5.3	Communicate about project evaluation and report out	Press & Maintenance Community	x	x	x	x	x				Each partner announces the results of the project via 1 press release, 1 update on the project website page, 1 e-mail to relevant press contacts and at least 1 social media post		BEMAS & Mainnovation	Q1 - Q2 2025	
CD 1.5.4	Monthly updates on progress	Maintenance Community			x			x		Project website	Each partner reports on the progress of the project monthly via 1 news update on their website and 1 social media post		BEMAS	Q1 - Q2 2025	

5. Channels

The project website will serve as a central hub for project information, sources and events. Each project partner will disseminate this information further on his own website and channels.

The project partners have various communication means and methods to reach the target audience. Each partner has an extensive contact database for e-mailings and newslettering. All partners are used to taking initiatives and sending out mailings to inform and engage the Maintenance and Asset Management community.

Of course the partners are also active on professional social media (mainly on LinkedIn). On social media, we will use the hashtag #MORE4Sustainability, #M4S and #InterregNWE to add strength and visibility to our message. In the interest of equal involvement and visibility for all project partners, it is essential to tag the partners in the posts posted. Moreover, this serves as a reminder to all partners for communication moments to take place.

Finally, all partners have good relations with professional media reaching industrial technical decision takers.

By combining these channels to an ideal marketing mix, we set out this partnership for reaching the right target audience.

An overview of what channels will be used for which deliverables, can be found in *Table 1*. An overview of the available channels and reach of each partner, can be found below in *Table 2*.

Table 2: Overview of contacts reached per channel per partner

	BEMAS	Mainnovation	NVDO	EMC2	FVI
Direct Mailings					
English	4.000	1.080	3.400	-	-
French	3.500	1.300	-	1.400	-
Dutch	6.000	3.750	3.400	-	-
German	-	-	-	-	550
Newsletters					
English	-	1.080	100 (through EFNMS)	-	-
French	6.500	1.300	-	1.400	-
Dutch	11.500	3.750	1.700	-	-
German	-	-	-	-	550
Social Media					
LinkedIn Page	<u>8.000</u>	<u>3.500</u>	<u>1.700</u>	<u>4.550</u>	<u>750</u>
LinkedIn Group	<u>1.800</u>	-	<u>12.000</u> in several groups	-	-
Printed Media	-	-	3.500	-	-

Press list	120	40	75	50	50
Website	www.bemas.org	www.mainnovation.com	www.nvdo.nl	www.pole-emc2.fr	www.ipih.de
Other channels	Member meetings, events, webinars	Events, webinars	Member meetings, events, webinars, podcasts	Member meetings, events, webinars	Member meetings, events, webinars

6. Budget

Updated timing	Deliverable	Cost Category	Partner	Cost
Q4 2023	Required project announcement	Staff Cost	BEMAS	€ 406,25
			Mainnovation	€ 709,38
			NVDO	€ 162,50
			FVI	€ 162,50
			EMC2	€ 162,50
Q1 2024	Development Communication Plan	Staff Cost	BEMAS	€ 1.300
			Mainnovation	€ 2.350
			NVDO	€ 1.300
			FVI	€ 1.300
			EMC2	€ 1.300
Q1 2024	Roll-up Banner	Material Cost	BEMAS	€ 200
			Mainnovation	€ 200
			NVDO	€ 200
			FVI	€ 200

			EMC2	€ 200
Q1 2024	Announcement of benchmark	Staff Cost	BEMAS	€ 1.300
			Mainnovation	€ 587,50
			NVDO	€ 325
			FVI	€ 1.300
			EMC2	€ 1.300
Q1 2025	Dissemination launch event	Staff Cost	BEMAS	€ 3.250
			Mainnovation	€ 5.875
			NVDO	€ 1.300
			FVI	€ 1.300
			EMC2	€ 1.300
Q1 2025	Organisation launch event	Location Cost	BEMAS	€ 1.500
			Mainnovation	€ 0
			NVDO	€ 0
			FVI	€ 0
			EMC2	€ 0

Q1 2025 - Q2 2025	Announcement pilot training	Staff Cost	BEMAS	€ 1.300
			Mainnovation	€ 587,50
			NVDO	€ 325
			FVI	€ 1.300
			EMC2	€ 1.300
	Announcement training programme	Staff Cost	BEMAS	€ 3.250
			Mainnovation	€ 5.875
			NVDO	€ 1.300
			FVI	€ 1.300
			EMC2	€ 1.300
Q2 2025	Announcement e-learning	Staff Cost	BEMAS	€ 1.300
			Mainnovation	€ 1.175
			NVDO	€ 650
			FVI	€ 1.300
			EMC2	€ 1.300
Q2 2025	Publication project results	Staff Cost	BEMAS	€ 3.250
			Mainnovation	€ 11.750

			NVDO	€ 1.300
			FVI	€ 1.300
			EMC2	€ 1.300

7. Implementation table

In *Table 3* the implementation timeline is visualised. Per activity, we have defined target groups, channels, the lead partner for the activity and a timing. BEMAS as a lead project partner will incentivize the project partners to send out the necessary communications. Each partner is expected to contribute to the communication efforts. Each partner must add their proof of communication via the evaluation tool Monday.com (*see Chapter 8. Evaluation plan*).

Table 3: Implementation timeline - Updated

[Link to the full timeline](#)

MCR4Sustainability	Channels of each partner										2023					2024										2025					Responsible partner																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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8. Evaluation plan

During the MORE4Sustainability project, we ask each project partner to add their proof of communication with a link and screenshot via the project management tool Monday.

All project partners fill out this form per communication action:

<https://forms.monday.com/forms/266421769312ebe00f6f584ea8515780?r=use1>

The full list of communication actions can be [viewed here](#) or via:

<https://bemas.monday.com/boards/5734099864/> (if you do not have access to this link, please notify Chiara: cvs@bemas.org).

The general indicators are mentioned in Table 4. We have also determined targets and indicators per channel in Table 5.

Table 4: General indicators

Registrations for launch event Q3 2024	500
Participants in survey	50 / country (200 in total)
Registrations for training sessions	600
Follow-up survey after training session	450

Table 5: Indicators and targets per channel

	BEMAS	Mainnovation	NVDO	EMC2	FVI
Direct Mailings about benchmark <i>Conversion rate: 10 %</i>	1.000 mails sent to 500 different companies	1.000 mails sent to 500 different companies	2.500 mails sent to 700 different companies	1.000 mails sent to 500 different companies	1.000 mails sent to 500 different companies
Direct Mailings about training programme <i>Conversion rate: 4 %</i>	2 e-mails sent Min. 3.750 mails sent each time	2 e-mails sent Min. 3.750 mails sent each time	2 e-mails sent Min. 3.750 mails sent each time	2 e-mails sent Min. 1.000 mails sent each time	2 e-mails sent Min. 3.750 mails sent each time
Views of LinkedIn Post	150	250	150	1.000	100
Press releases reposted by press	4	4	10	3	4
Positive Media coverage	yes	yes	yes	yes	yes
Other channels	Webinar Launch event	-	Webinar Launch event Podcast	1 member meeting, 1 webinar	-