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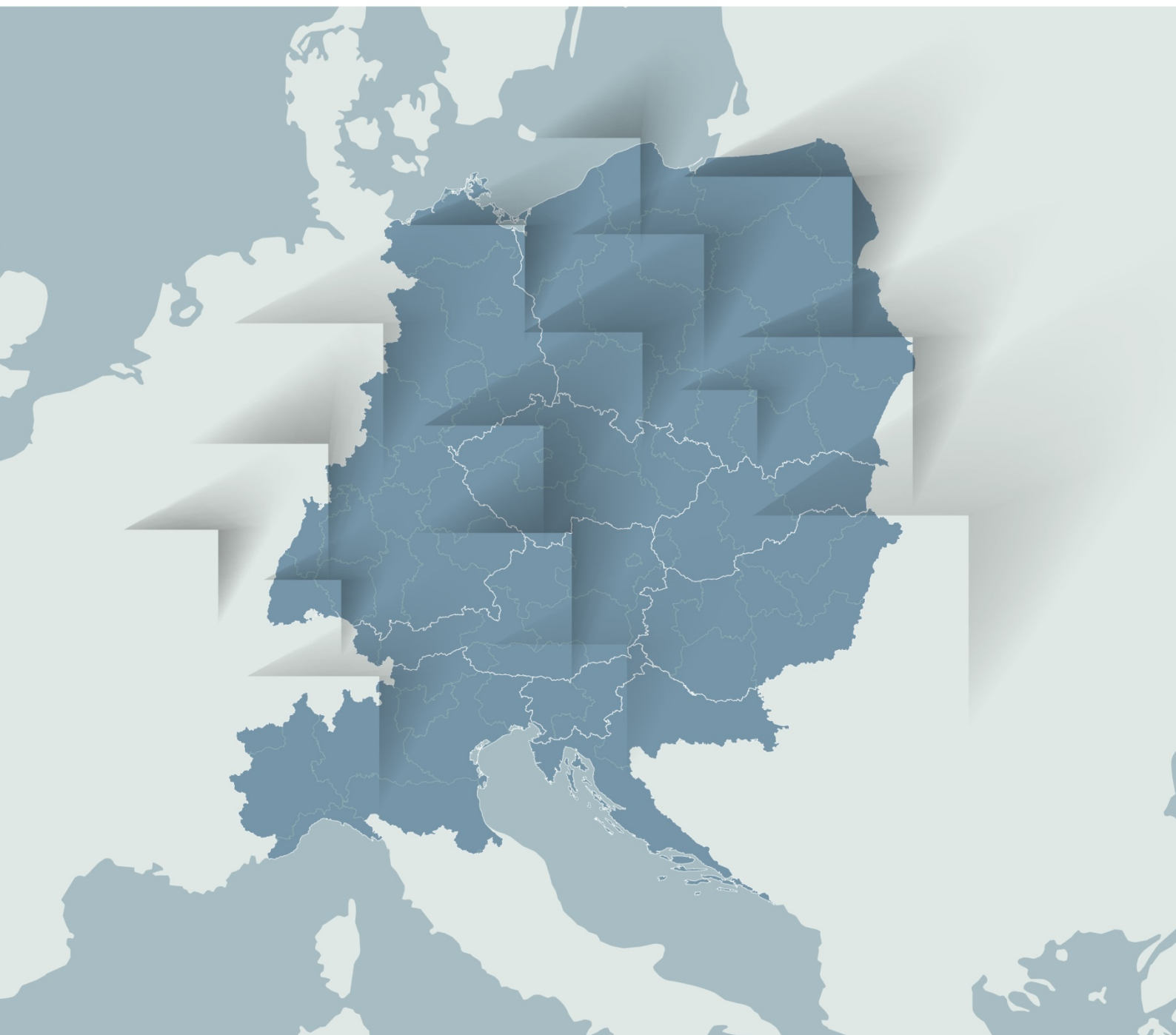European Union
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ENTER-TRANSFER

Project Communication Strategy

Version 2
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A. Introduction

The main objective of the ENTER-transfer project is to advance economic and social innovation and counterbalance the negative effects of demographic change in central Europe (CE) by establishing favourable conditions for the creation / enhancing of the environment enabling business succession both at national and transnational level. ENTER-transfer aims to develop customised tools and trainings, which will provide the aging owners of family businesses and their descendants (children, family members) with better managerial skills and entrepreneurial competences necessary for overcoming the critical period during the business succession process. Moreover, the project will also offer young entrepreneurs, unaware of benefits of the business succession concept, necessary knowledge, skills and tools (incl. self-assessment) which will pave the way towards their successful taking over the leadership of established family businesses and allow their effective management.

The project will prepare several outputs essential for initiating/establishing the process of the business succession. Their promotion and transfer throughout the CE area (at the regional/national/transnational level) is therefore critical. This particularly concerns the matchmaking tool providing cross-referencing, scaling and matchmaking of businesses seeking new leadership with entrepreneurs willing to take over the business, a toolbox containing detailed guidance for family-owned businesses and young entrepreneurs planning or undergoing the process of business succession but also a set of five customised regional strategies and a transnational strategy forming legislative, supporting and coordination basis for the introduction / enhancing of the business succession process at the territorial level. To ensure sustainability and further use of the developed outputs, the project partners will approach multitude of stakeholders ranging from the owners of family businesses and young entrepreneurs interested in using the developed tools and models for pursuing the process of business succession, public authorities having capacity to implement one of the developed regional strategies at the territorial level to business supporting entities, sectoral agencies and academia professionally interested in the issue of the business transfer and eager to enhance their competences and skills.

The internal and external communication activities will contribute to streamlining of internal information flows, knowledge building and sharing within the partnership but also transfer of the developed expertise to the above-mentioned target groups and new audiences. As a result, the communication activities will contribute to transferability and sustaining of the project results based on application of the developed outputs in daily practise of businesses and their implementation within the public authorities.

All project partners will be involved in the definition of the main communication channels from the very beginning of the project by discussing major issues and information tactics in the common framework (project meetings, phone/Skype conferences). On the basis of the planned regular exchange of information and knowledge among partners it will be possible to further adjust the planned activities and goals in order to achieve the most efficient awareness raising, knowledge increasing and attitude changing processes and this way to support the achievement of the project specific objectives and intended results.

B. Strategy

B.1 Internal communication

„Lack of communication leads to a lack of trust that leaves room for doubt. "

Amen Amaré

In line with the Application manual and related CE Programme documents the internal communication is aimed at ensuring vital (active and passive) information flows within the partnership, knowledge development and sharing.

Additionally, the internal communication attains to keep and further raise enthusiasm of the partners for the topic of business succession, ensure their motivation to fulfil planned activities and maintain their active contribution necessary for reaching project objectives.

Internal communication also entails on one side the regular interactions between the LP / WP leaders' management level and project partners but also among partners themselves on the other side. It also helps to create a cooperation culture between the representatives of different countries based on the mutually agreed processes and policies and targeted on the achievement of all project specific objectives and planned results.

The internal communication within the ENTER-transfer project is intended to be strategic, planned and regular.

It is expected that the internal communication will face the following challenges:

Awareness and knowledge creation
- Low awareness about the latest project developments

    The insufficient information flow within the partnership can result in a low interest of partners about the project, missing important events (e.g. regular E-mail exchange, targeted partner meetings, Skype conferences), overlooking of the pending tasks (thematic/management-related) and important deadlines (e.g. submission of the deliverables, partner reports to the national controllers and LP).

    The LP will therefore use several information channels to share the most relevant information such as regular Skype conferences, bilateral phone/Skype calls with all or with selected partners, regularly circulate „ET-update" information emails (summarising the latest state of play of the project implementation in light of the project deadlines for reporting, pending tasks and goals), sharing of project newsletters, providing comprehensive overview about the project during the project meetings and ad hoc meetups. Finally, the LP will regularly update the project data storage place (Google drive) where all developed deliverables and outputs will be stored according to the logic of the project Application Form, i.e. per individual WPs.

- Extensive amount of information (information overload/overburdening)

The LP project team consisting of project and communication manager and finance officer will aim to avoid overburdening of project partners with information. The LP team will therefore attain to prevent sharing of data and inputs which might be superfluous or not relevant for the recipients.

To this end the LP team will at times sort out internal information according to the following principles:

- purely management related messages to the leaders of work packages (WPs) or selected partners,

- general information about the project progress to all partners,

- specific thematic tasks or tasks of territorial relevance to respective partners, etc.

This policy will be also applied during all project meetings which will be intended to have adequate length (preferably not too very long), focus, adequate facilitation/moderation and host as few people as necessary for the purpose.

- <u>Unclear division and assignment of roles and tasks (lack of transparency)</u>

The primary mission of the LP is - upon discussion with the partners during the designated meetings - to ensure a clear division of roles and tasks and provide for clear understanding and high transparency of the communicated messages. As a result, all outgoing communication about pending tasks has to be clearly structured in order to prevent any misunderstanding in terms of the scope, deadlines and responsibilities for their fulfilment. This structure will be respected during preparation and sending of "ET-update" information emails but also when addressing concrete requests to partners who might face delays or during drafting of minutes from all meetings. Accordingly, the Google share drive will contain an easy-to-navigate overview list of the current state of play of the project, including presentation of all pending tasks with deadlines and assignment of roles and responsibilities for their accomplishment.

Attitude and behaviour

- <u>Low responsiveness of the partners</u>

The practise shows that project partners might be insufficiently responsive to requests of the Lead partner, neglect or insufficiently consider pending tasks or fail to keep the foreseen deadlines or provide requested deliverables. The cause of such behaviour usually rests in other working assignments of their daily routine, inadequate ownership of the project and low understanding of the need for the development of partial tasks for the accomplishment of the project objectives.

The LP will strive to keep a regular overview of the fulfilment of the tasks and regularly send out information emails summarising and reminding on TO-DOs, hold regular Skype conferences with WP leaders and project partners and keep the necessary information loop. The targeted project meetings will also serve as a platform for the discussion about the pending tasks and unresolved issues. Where necessary the LP will direct the partners featuring low responsiveness or commitment with personal Skype/phone conversations.

As a last resort, the Lead partner will pay a personal visit to discuss the pending issues and reasons of delays and identify rectification measures.

- Diverse approach in working culture between different levels of administration and institutions

The ENTER-transfer project brings together project partners composed of public institutions from five various CE countries but featuring different types of partners, involving academia, a local public authority, a research centre, a regional development agency and a business support entity. This rather diverse composition of the participating institutions might lead to different understanding or inconsistent approaches towards the project specific objectives, their understanding and mutual cooperation.

The Lead partner in cooperation with leaders of WPs will attempt to identify beforehand potential ambiguities and avert misunderstandings stemming from various working backgrounds of the partner institutions. This will be achieved through active, regular and direct communication (Skype/phone conversations, targeted personal meetings with the partners in stake, or involvement of National Contact Points for the issues of national relevance) but also active dialogue and engagement of partners into discussion during the project meetings.

Encouraging feedback

The efficiency of the internal communication will be assessed via anonymous feedback forms regularly submitted by all partners.

The received feedback forms which will enable in a simplistic way assess the effectiveness of internal project communication and create an increased cohesion between the management level (LP, WP leaders) and project partners. Moreover, the feedback loop will help the LP team to take positive measures towards the improvement of communications with the project team and contribute to higher confidence of the partners to management of the project.

B.2 Communication to ensure external involvement in output development

The **WP T1** focuses on regional mapping of the business succession schemes in central Europe and at the EU level but also foresees the development of the model for advancement and introduction of business succession schemes in the CE countries (O.T.1.1).

Since the decision makers tend to "turn a blind eye" to the "less prominent" issues like business succession might seem to be, the main challenge will be to raise their awareness about the topic and its impacts, enhance knowledge about project activities and gain direct support. The partners will be therefore requested to utilise their personal contacts to ensure active participation of relevant representatives of public authorities and other related entities (e.g. business supporting organisations) in the stakeholder meetings (D.T1.1.3 and D.T1.1.4) held in each partner country.

In parallel, it will be essential to stimulate intensive presence of the owners of family businesses and young entrepreneurs in such meetings to obtain a first-hand input on the needs and obstacles to the business succession process. The meetings will concurrently provide both target groups with new knowledge about the issue but also about the business succession model and other tools planned to be developed by the project.

Target groups and results: The main target groups (as defined in the Application Form) will be directly involved during the specific meetings organised at the regional / national level both in the stage of the needs analysis and actual preparation of the model for advancement and introduction of business succession schemes. Both series of meetings will have a form of moderated workshops and will be summarised in the report on stakeholder involvement (D.T1.2.8).

Output O.T1.1					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Limited knowledge about the project and the issue of business succession	Better understanding of the topic and interest to support and get involved in business succession-related activities	▪ Public authorities, sectoral agencies, business support organisations and academia will gain knowledge about needs, obstacles and challenges related to business succession process and development process of business succession model	▪ D.T1.1.4 Report on the needs assessment and stakeholders engagement in the participating regions ▪ D.T1.2.8 Summary report on stakeholder involvement
	Raise awareness	Low awareness about the issue of business succession	Higher awareness about the topic and its scope	▪ Public authorities, sectoral agencies, business support organisations and academia will gain a better understanding about high relevance of business succession and its economic and	▪ D.T1.1.4 Report on the needs assessment and stakeholders engagement in the participating regions ▪ D.T1.2.8 Summary report on

					social impacts	stakeholder involvement
SMEs (owners of family businesses and young entrepreneurs)	Raise awareness	Limited awareness about the business succession	Higher awareness about the business succession issues and its benefits	▪ Business succession process can be a win-win solution for both family-owned businesses as well as young entrepreneurs	▪ D.T1.1.4 Report on the needs assessment and stakeholders engagement in the participating regions ▪ D.T2.1.8 Summary report on stakeholder involvement
	Increase knowledge	Limited knowledge about specific aspects of business succession process	Better knowledge of challenges, obstacles of business succession process and insight into development of business succession model	▪ Business succession model can facilitate the implementation of the succession schemes at the national/regional level	▪ D.T1.1.4 Report on the needs assessment and stakeholders engagement in the participating regions ▪ D.T2.1.8 Summary report on stakeholder involvement

The **WP T2** aims to test feasibility of the draft version of the model for introduction and advancement of the business succession in the central Europe. The model will be tested in each partner country during differentiated pilot actions.

The main challenge will be to involve a critical mass of relevant actors from the public and private sector (owners of family businesses, their descendants, young entrepreneurs, public authorities, etc.) who will be committed to participate in the pilot actions and provide their regular inputs and valuable feedback. Their engagement and cooperation is to be attained through direct communication approach, preferably having a form of a "personal touch" – such as face-to-face meetings, phone conversations or discussions during miscellaneous types of events (project-related, topical, etc.).

Target groups and results: The target groups specifically selected according to the nature of each pilot action will give their feedback on theoretical aspects of draft version of the business succession model (e.g. how to efficiently involve public authorities, family businesses and young entrepreneurs into the business succession process or how to select the best matching-candidates for the succession process) and contribute to its amendment/improvement after the end of the pilots. On the other hand they will become knowledgeable about individual phases of business succession process.

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TAKING **COOPERATION** FORWARD

Outputs O.T2.1 – O.T2.5					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Missing knowledge about the processes of business succession	Better understanding of individual phases of the business succession process	▪ Pilot actions can help advance the modelling of business succession process	▪ D.T2.1.2, D.T2.2.2, D.T2.3.2, D.T2.4.2, D.T2.5.2 Reports from the meetings with stakeholders
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	Limited / partial knowledge about the business succession processes	Better understanding of the individual steps of business transfer process and the will to be actively involved	▪ Pilot actions enhance knowledge and form commitment of family-owned businesses and young entrepreneurs	▪ D.T2.1.2, D.T2.2.2, D.T2.3.2, D.T2.4.2, D.T2.5.2 Reports from the meetings with stakeholders

The **WP T3** intends to develop online tool enabling the matchmaking process of the family-owned businesses with young entrepreneurs seeking to take over the leadership in the established companies but also to organise a series of trainings for the representatives of public authorities and business entities on the promotion of business succession (for public authorities) and enhancement of the managerial skills of the owners of family-owned companies and young entrepreneurs.

The concept and design of the publicly accessible portal available in English and partner languages will be reviewed both by the partner institutions but also by the stakeholders (SMEs, business support entities, etc.) via questionnaires, peer-to-peer meetings and Skype/phone conferences.

Public authorities, business support bodies and related entities will be targeted by trainings increasing business succession skills (A.T.3.2).

The <u>main challenge</u> will be to keep the interest and commitment of the selected target groups, since their feedback on the concept and design of the matchmaking platform will be valuable for its actual operation and user-friendliness. In particular, (positive or negative) feedback on the tested functionalities might dramatically influence the success of the platform among prospective users. The partners will be therefore requested to actively engage the key stakeholders and ensure their responses either via feedback forms or peer reviews during the targeted meetings/workshop organised at the regional level.

<u>Target groups and results</u>: The main target groups will be directly engaged during the stakeholder meetings held at the regional level (D.T.3.1.2) where they will provide their feedback on the matchmaking platform under development and gain new knowledge about its functionalities and added value.

The representatives of public and private sector will be addressed during the targeted training sessions (D.T.3.2.3 and D.T.3.2.4), which will enhance their capacities and theoretical knowledge about the business succession process. Above that, the training programme designed according to the needs of the established and young family members and young businesses will stimulate their entrepreneurial mind-set and promotion of the business succession concept.

Outputs O.T3.1					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	No knowledge about the platform	Understanding of functionalities and benefits of the platform for their business	▪ Matchmaking platform enables and facilitates the process of business succession	▪ D.T3.1.2, Interim report on stakeholder involvement ▪ D.T3.1.1 Final framework concept and design of the matchmaking tool updated upon feedback from stakeholders
Public authorities (local, regional, national)	Increase knowledge	No knowledge about the platform	Understanding of the mission and functionalities	▪ Matchmaking platform is a tool of transnational relevance which drives the process of business	▪ D.T3.1.2, Interim report on stakeholder involvement ▪ D.T3.1.1

Sectoral agency Higher education and research Business support organisations			of the platform for promotion purposes	succession	Final framework concept and design of the matchmaking tool updated upon feedback from stakeholders

Outputs O.T3.2

Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	Limited/ marginal knowledge about the business succession processes	Increased knowledge about the processes of business succession and improved entrepreneurial mind-set	▪ Trainings empower the notion about business succession and entrepreneurial mind-set	▪ D.T3.2.2 Training programme on business succession for family businesses, descendants ▪ D.T.3.2.4 Series of training events for private sector
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Marginal knowledge about the business succession	Better understanding of the relevance of business succession and related processes	▪ Customised training helps better understand the processes of business succession	▪ D.T3.2.1 Training programme for the public authorities supporting business succession ▪ D.T.3.2.3 Series of training events for public sector

The **WP T4** will be aimed at the development of five regional strategies customised according to diverse conditions and experience with the business succession schemes in the partner countries.

The prepared strategies will facilitate the introduction / enhancing of the business succession concept at the territorial level.

The toolbox fostering business succession will represent a comprehensive tool guiding the family-owned businesses and young entrepreneurs in the process of the business succession, i.e. from the preparatory steps to the accomplishment of this process.

Finally, a transnational strategy elaborated in English language on the basis of five regional strategies will provide a detailed roadmap for policy makers necessary for the introduction and/or advancement of the business succession schemes at the transnational level.

The main challenge will be to further ensure active involvement of the public and private sector bodies in the project activities.

Target groups and results: The representative of target groups (public authorities and related entities, associated partners) will be engaged in the preparation of regional strategies, toolbox and a transnational strategy in the framework of two thematic group meetings with external stakeholders (D.T4.2.2 and D.T4.2.4). This way the target audience will gain new knowledge the legislative context of the prepared regional/transnational strategies and functionalities of the developed toolbox fostering business succession.

Outputs O.T4.1					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Limited knowledge about the regional strategies	Advanced knowledge about the regional policy framework for the introduction of business succession	Regional strategies create a legislative, supporting and coordination basis for the introduction or enhancing of business succession	▪ D.T4.2.2 Report from the 1st thematic meeting ▪ D.T4.2.4 Report from the 2nd thematic meeting

Outputs O.T4.2

Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	Limited/ marginal knowledge about the business succession processes	Increased knowledge about the processes of business succession and clear know-how on the related processes	▪ Toolbox fostering business succession	▪ D.T4.2.2 Report from the 1st ▪ D.T4.2.4 Report from the 2nd common thematic meeting
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Marginal knowledge about the business succession	Better understanding of the business succession related processes	▪ Toolbox facilitates the process of business succession	▪ D.T4.2.2 Report from the 1st D.T4.2.4 Report from the 2nd common thematic meeting

Outputs O.T4.3

Audience	Communication	Status quo	Status quo	Key	Outline of

	objective	in 2017	aimed for in 2019	messages	activities
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	No knowledge about the transnational strategy	Clear knowledge about the transnational policy framework for the introduction of business succession	Transnational strategy will provide a guidance for the introduction or enhancing business succession beyond national borders	▪ D.T4.2.2 Report from the 1st ▪ D.T4.2.4 Report from the 2nd common thematic meeting

B.3 Communication to transfer outputs to new target audiences (WP Communication)

The Work package "**Communication**" enhances the communication process of the project outputs to new stakeholders who were not involved during the development of thematic outputs.

Its main objective is to increase knowledge about the issue of business succession, including its benefits and the need for its early planning but primarily to promote the project results (tools, strategies) to the new target groups and contribute to their sustainability through the change of attitude of the target audience towards their use and implementation in their daily practise.

The project will therefore attain to enhance the focus of the communication / promotion activities of the project outcomes to the new public institutions and business supporting entities, owners of family businesses and young entrepreneurs in additional geographic areas in order to strengthen the territorial impact of the project and safeguard the sustainability and transferability of the developed outputs. On top of that the results of the ENTER-transfer project will be promoted during the targeted events, scientific publications, press articles and social media platforms.

WP T1

Objective

The main objective of the communication activities related to the 1st thematic work package will be to further boost knowledge about the issue of business succession by addressing the entities from public and private sector not involved in project activities before.

Challenge

The main challenge of the partnership will be to identify and involve new target groups from the public and private sector interested to gain new expertise about the developed model for business succession and persuade them about the relevance of the tool and benefits of its professional use, e.g. in the legislative and administrative process (public authorities), by integrating it into the curriculum and institutional competences (universities, sectoral agencies, business support organisations) or during the shift of the power, i.e. transfer of business leadership (family-owned businesses, young entrepreneurs).

Results

The carried out communication activities will result in change of behaviour of the addressed target groups towards the application/implementation of the developed model for the advancement and introduction of business succession in the central Europe (O.T1.1) what will ultimately contribute to its sustainability.

Output O.T1.1					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	Inadequate knowledge about the project and the business succession tool	Enhanced knowledge about the concept of the business succession model	▪ The public authorities, sectoral agencies, business support organisations, academia and SMEs not involved in project activities will be regularly briefed about the business succession concept and developed business succession model	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.5.1 Project newsletters
	Change attitude	Limited endeavour to address the issue of business succession and to use the	Solid interest to use/ implement the business succession model in daily practise	▪ The public authorities, sectoral agencies, business support organisations, academia and SMEs will gain knowledge and incentives to apply / implement the	▪ D.C.4.2 Regional road shows ▪ D.C.4.3 Launch event of the business succession matchmaking portal

		available model		model in daily practice	▪ D.C.5.1 Project newsletters
					▪ D.C.6.1 Round tables with public authorities and related entities

WP T2

Objective

The main objective of the WP T2 communication activities will be to further promote the process of business succession. This will be achieved by presenting different stages of business transfer process to the new audiences by highlighting the results of the accomplished pilot actions at the regional level.

Challenges

The main challenge will be to gain commitment of new target groups and keep them on their toes during a "thorough tour" of the business succession concept and different stages of the succession process.

Results

Conducted communication activities will enhance knowledge of the newly engaged main target groups (primarily of the family-owned businesses and young entrepreneurs, but also decision makers, academia and related entities supporting business development) about different stages of business succession and results of the practical testing of the business succession model in other family-owned businesses and local/regional public institutions.

Outputs O.T2.1 – O.T2.5					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
Public authorities (local, regional, national)	Increase knowledge	Missing knowledge about the processes of business	Better understanding of individual phases of the business	▪ Pilot actions as practical demonstration of feasibility of business succession model	▪ D.C.3.2 Regular update of the project webpage and social media tools

Sectoral agency Higher education and research Business support organisations		succession	succession process		▪ D.C.5.1 Project newsletters ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters ▪ D.C.6.1 Round tables with public authorities and related entities
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	Limited / partial knowledge about the stages of business succession	Better knowledge base about different phases of business succession	▪ Pilot actions demonstrated in practise the applicability of business succession model during different phases of business succession	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.5.1 Project newsletters ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters ▪ D.C.6.1 Round tables with public authorities and related entities

WP T3

Objective

The communication within the WP T3 will focus on the reinforced promotion and presentation of the functionalities of the matchmaking tool and customised trainings on business succession to broader audiences. In particular, the project partners will target the owners of family businesses and young entrepreneurs (representing the main users of the online platform) but also public authorities, business support organisations, sectoral agencies and academia.

Challenges

The main challenge will be to overcome scepticism of the owners of family businesses in relation to the newly developed matchmaking platform, primarily when it comes to its benefits and user

friendliness. Young entrepreneurs are expected not to be hesitant towards the platform. However, to raise the interest of both major audiences, the project will organise several targeted round tables, the launch event of the matchmaking platform and actively address them via social media tools.

Another challenge is related to potential hesitancy of the public sector bodies to participate in the customised trainings aimed at increasing business succession skills. This will be averted by promotion campaign held in a gamification form during the regional road shows (D.C.4.2) and discussions during the regional round tables with public authorities and private businesses (D.C.6.1).

Results

The successful conducting of promotion campaign will increase the knowledge base of target groups from the public and private sector about the developed matchmaking -business transfer fostering tool and streamline the change of attitude of the owners of family-run businesses towards its use during the process of business transfer. Moreover, the communication activities will also enhance the knowledge about the trainings customised for public authorities and business supporting entities.

Outputs O.T3.1					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	No knowledge about the platform	Better understanding of functionalities and benefits of the platform for their business	▪ Matchmaking platform enables and facilitates the process of business succession	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.5.1 Project newsletters ▪ D.C.5.1 Project newsletters
SMEs (owners of family businesses and young entrepreneurs)	Change attitude	Lack of interest to use the matchmaking platform	Active use of the matchmaking platform for the business succession	▪ Matchmaking platform can guide you and help you to accomplish the business succession	▪ D.C.2.4 Articles in print/online newspapers and media ▪ D.C.4.2 Regional road

Audience	Communication	Status quo	Status quo	Key	Outline of
			purposes		shows ▪ D.C.4.3 Launch event of the business succession matchmaking portal ▪ D.C.5.1 Project newsletters ▪ D.C.6.1 Round tables with public authorities and related entities
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	No knowledge about the platform	Understanding of the mission and functionalities of the platform	▪ Matchmaking platform is a tool of transnational importance which drives the process of business succession	▪ D.C.2.4 Articles in print/online newspapers and media ▪ D.C.4.2 Regional road shows ▪ D.C.4.3 Launch event of the business succession matchmaking portal ▪ D.C.5.1 Project newsletters ▪ D.C.6.1 Round tables with public authorities and related entities

Outputs O.T3.2					
Audience	Communication	Status quo	Status quo	Key	Outline of

	objective	in 2017	aimed for in 2019	messages	activities
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	Limited/ marginal knowledge about the business succession processes	Increased knowledge about the processes of business succession and improved entrepreneurial mind-set	▪ Trainings empower the notion about business succession and entrepreneurial mind-set	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Marginal knowledge about the business succession	Better understanding of the relevance of business succession and related processes	▪ Customised training helps better understand the processes of business succession	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters ▪ D.C.6.1 Round tables with public authorities and related entities

WP T4

Objectives

Communication activities will strive for increasing the knowledge of newly involved public authorities about the elaborated regional and transnational strategy and change their attitude and understanding of the benefits of its implementation at territorial (regional/national) level. The project will also educate on the developed toolbox and motivate the owners of family-owned businesses and young entrepreneurs to use it during the business transfer process.

Challenges

The main challenge will be to change attitude of public authorities towards the implementation of developed regional strategies which will facilitate the introduction / enhancing of the business succession concept at the territorial level. It is expected that several regional events and meetings (D.C.4.2, D.C.6.1) and information campaigns (D.C.3.2, D.C.5.2) will contribute to a positive change.

Another challenge will be to overcome the hesitation of the owners of family-run businesses and young entrepreneurs to use the developed toolbox for initiation and accomplishing of the business succession process. This will be achieved by targeted information activities (D.C.3.2, D.C.3.3, D.C.4.2, D.C.5.1).

Results

The accomplished activities will contribute to transferability and sustainability of the outputs developed in the WP T4 through a multitude of activities ranging from promotion events, discussions with stakeholders from the public and private sector to promotion video and publication of scientific papers.

Outputs O.T4.1 and O.T4.3					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Limited knowledge about the developed regional strategies / transnational strategy	Strong knowledge base and understanding of the relevance of the regional strategies / transnational strategy for boosting business succession	Regional strategies / transnational strategy represent a complex basis for the introduction or enhancing of business succession at regional/ transnational level	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters ▪ D.C.5.2 Scientific papers ▪ D.C.6.1 Round tables with public authorities and related entities

Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Change attitude	Low interest in regional strategies / transnational strategy	Endeavour to implement the regional strategy / transnational strategy at territorial level	Implementation of regional strategies / transnational strategy creates a framework for the introduction and fostering of business succession process	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.3.3 Project promotion video ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters ▪ D.C.6.1 Round tables with public authorities and related entities

Outputs O.T4.2					
Audience	Communication objective	Status quo in 2017	Status quo aimed for in 2019	Key messages	Outline of activities
SMEs (owners of family businesses and young entrepreneurs)	Increase knowledge	Insufficient knowledge about the business succession processes	Strengthened knowledge about the processes of business succession and related processes	▪ Toolbox fostering business succession	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters

SMEs (owners of family businesses and young entrepreneurs)	Change attitude	Low drive to use the developed toolbox	Strong intention to use the toolbox during the business succession process	▪ Toolbox fostering business succession	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.3.3 Project promotion video ▪ D.C.4.2 Regional road shows
Public authorities (local, regional, national) Sectoral agency Higher education and research Business support organisations	Increase knowledge	Marginal knowledge about the business succession	Clear understanding of the business succession related processes	▪ Toolbox facilitates the business succession	▪ D.C.3.2 Regular update of the project webpage and social media tools ▪ D.C.4.2 Regional road shows ▪ D.C.5.1 Project newsletters ▪ D.C.6.1 Round tables with public authorities and related entities

C. Activities

C.1 Start-up activities

Communication activities within the ENTER-transfer project will be conducted on daily basis during the whole project lifetime with the intention to spread good news about the project achievements, raise awareness about the topic of business succession, enhance their knowledge and change attitude towards the developed outputs.

The initial communication activities will be devoted development of base documents forming a key infrastructure necessary for conducting efficient communication activities and "corporate identity" and visual presence of the project, i.e. Communication strategy, project webpage and project graphic design.

C.1.1 Communication strategy

Key points

Project output in focus of activity	C.1.1 Communication strategy
Main target audiences	Project partners
Responsible partner for implementation	LP
Project partners to be involved	All partners
Indicative timing of activity	06/2017 – 05/2020

Description

The communication strategy is as a strategic document which defines main activities related to internal and external communication, tools to be applied, timeframe to be respected and target groups to be addressed. Moreover, it specifies key messages to be uttered when spreading news about the project and its results and helps increase knowledge about the developed outputs. Finally, it also defines the roles and responsibilities of the Lead partner and each of the project partners.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.1.1 Communication strategy	Number	0	1	Monitoring	1st progress report

C.1.2 Project webpage

Project output in focus of activity	C.1.2 Project webpage
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP
Project partners to be involved	All partners

Indicative timing of activity	05/2017 – 05/2020

Description

The project webpage will serve as a focal point for the presentation purposes and further promotion of the project, including its main objectives, conducted activities, latest news and developments, major achievements and results, complemented by picture gallery for better visual experience. It will be focused on all relevant target groups from the public and private sector, in particular decision makers, owners of family businesses and young entrepreneurs.

The project website will be administrated and regularly updated by the LP in close cooperation with all project partners.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.1.2 Project webpage	Number	0	1	Monitoring	1st progress report

C.1.3 Project graphic design and design of materials

Project output in focus of activity	C.1.3 Project graphic design and design of materials
Main target audiences	Project partners
Responsible partner for implementation	LP
Project partners to be involved	LP, PP2
Indicative timing of activity	07/2017

Description

The project graphic design provided by the Joint Secretariat will form a backbone for the development of all promotion materials and implementation-related documents of the project which have to comply with the Project branding manual and Programme requirements and

obligations on use of logos and visual presence of projects. The correct use of logos is also a prerequisite for eligibility of costs.

On the basis of the received graphic templates and graphic patterns the LP will prepare and share among partners the visual design of project posters, project folders, notepads and roll-ups to be used throughout the project lifetime by all participating institutions for reporting and publicity activities of the project.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.1.3 Project graphic design and design of material	Number	0	1	Monitoring	1st progress report

C.2.1 Development and update of the media list

Project output in focus of activity	C.2.1 Development and update of the media list
Main target audiences	Project partners
Responsible partner for implementation	LP
Project partners to be involved	All partners
Indicative timing of activity	06/2017 – 05/2020

Description

In order to amplify the media activities of the project, the Lead partner will develop a template of the media list which will be shared with all project partners for completion. The media list will be contain a detailed information about journalists (newspapers, TV, radio) including contact details, their position and specialisation.

The media list will be regularly updated and used for all external communication activities, e.g. sending out of press releases, invitations to the press conferences and other project events.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.2.1 Development and update of media list	Number	0	6	Monitoring	1st – 6th progress report

C.2.2 Media conferences and interviews

Project output in focus of activity	C.2.2 Media conferences and interviews
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP (+other partners)
Project partners to be involved	All partners
Indicative timing of activity	06/2017 – 05/2020

Description

Every major project event organised either at transnational or national/regional level will be accompanied by media conferences and interviews of the project representatives. They will be held with the aim to strengthen visibility of the project and promotion of its objectives and achieved results.

Each project partner will be responsible for the organisation of press conferences and invitation of relevant representatives of media (newspapers, TV, radio). However, the overall coordination of the media relations rests in the hands of the LP.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.2.2 Media conferences and interviews	Number	0	12	Monitoring	1st-6th progress report

C.2.3 Press releases

Project output in focus of activity	C.2.3 Press releases
Main target audiences	Journalists (press, TV, radio)
Responsible partner for implementation	LP (+other partners)
Project partners to be involved	All partners
Indicative timing of activity	06/2017 – 05/2020

Description

The media conferences will be accompanied by press releases sent beforehand/after the event primarily to the local or regional media, ultimately also to the national media (newspapers, TV, radio) in the national language. To ensure the transnational outreach the LP or any other partner in charge of the organisation of the event will prepare also English version of the press release. The press releases will inform about relevant issues addressed by the project but also about the latest achievements worth media coverage.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.2.3 Press releases	Number	0	18	Monitoring	1st – 6th progress report

C.3.1 Set-up of social media framework

Project output in focus of activity	C.3.1 Set-up of social media framework
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP
Project partners to be involved	All partners
Indicative timing of activity	07/2017

Description

The project will create designated ENTER-transfer profile on Facebook and Twitter, and establish WordPress and YouTube channels which will allow further promotion of the project activities and results and keep the day-to-day contact with target groups..

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.3.1 Set-up of social media framework	Number	0	4	Monitoring	1st – 6th progress report

C.3.2 Regular update of the project webpage and social media tools

Project output in focus of activity	C.3.2 Regular update of the project webpage and social media tools
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP
Project partners to be involved	All partners
Indicative timing of activity	06/2017 – 05/2020

Description

The established social media platforms will strengthen communication capacity of the project and streamline targeted addressing and keeping contact with the main stakeholders interested in business succession. Additionally, they will also offer the possibility of direct feedback from the target audiences accustomed to use social media in their daily routine (e.g. young entrepreneurs). The social media tools will be updated upon important events (project meetings / publicity-relevant events / important project achievements, etc.).

The LP will be responsible for the establishing, administration and regular update of all social media platforms. However, all partners will feed the national/regional information to be posted on the above-mentioned platforms.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.3.2 Regular update of the project webpage and social media tools	Number	0	28	Monitoring	1st – 6th progress report

C.3.3 Project promotion video

Project output in focus of activity	C.3.3 Project promotion video
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	PP5
Project partners to be involved	All partners
Indicative timing of activity	11/2019

Description

The project will endeavour to raise interest about the issue of business succession and project activities by boosting its visual communication through a short but easy-to-understand video which will be shot in English version and subtitled in all partner languages. The movie will be no longer than 5 minutes and will present ENTER-transfer project, its objectives and results but also give an insight about the participating institutions.

The video will be published on the YouTube channel of the project but also on Vimeo.

PP5 will be responsible for the development of the concept and video production.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting

D.C.3.3 Project promotion video	Number	0	1	Monitoring	5th progress report

C.4.1 Project event outside of CE area

Project output in focus of activity	C.4.1 Project event outside of CE area
Main target audiences	SMEs sectoral agencies, public authorities (national, regional, local), academia, business support organisations, interest groups and NGOs
Responsible partner for implementation	LP
Project partners to be involved	PP2
Indicative timing of activity	04/2020

Description

The LP of the project will attain to benefit from the cooperation established with the European Association for business transfer (Transeo) by participating in the bi-annual European Business Summit (most probably taking place in Brussels – the exact location is announced one year in advance) with the aim of sensitising policy makers and other relevant stakeholders.

The participation in the event will enable the representatives of the LP institution to be actively involved in the major conference by presenting the project objectives and results. Additionally, the gained knowledge and feedback on project activities/achievements will allow enhance the quality of the developed deliverables and outputs and promote the project to new stakeholders.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.4.1 Project event outside of CE area	Number	0	1	Monitoring	6th progress report

C.4.2 Regional road shows

Project output in focus of activity	C.4.2 Regional road shows
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP (+other partners)
Project partners to be involved	All partners
Indicative timing of activity	06/2019 – 05/2020

Description

Series of regional road shows organised in a gamification form will enhance the publicity about the topic of business succession and promote the project outputs and its main results to new stakeholders not aware about the topic and ENTER-transfer project. To this end, there will be three roadshows held in each partner country, which will target the owners of family-run businesses, young entrepreneurs, public authorities (local, regional, where possible also national), other related entities (business supporting organisations, sectoral agencies, NGOs) and academia.

The organised regional road shows will also contribute to the enhancement of existing knowledge of the target groups about business succession process, its economic and social impacts but also about the necessity of its early planning. Additionally, the events will strain to inspire relevant actors (SMEs, public bodies) to use the developed outputs (e.g. matchmaking platform, toolbox, regional strategies/transnational strategy) in their daily routine..

The representatives of each of the partner countries will be responsible for the organisation of the road shows in locations having good potential for reaching out to the new target groups interested in the topic of business succession.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.4.2 Regional road shows	Number	0	15	Monitoring	4th - 6th progress report

C.4.3 Launch event of the business succession matchmaking portal

Project output in focus of activity	C.4.3 Launch event of the business succession matchmaking portal
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP
Project partners to be involved	All partners
Indicative timing of activity	03/2020

Description

The developed matchmaking tool, being one of the major outputs of the ENTER-transfer project, will be publicly presented - "launched" at the premises of the University of Economics in Bratislava in the last quarter of the project implementation. The selection of the location is seen as opportunity to present the project outputs to the main target groups – the owners of family-run businesses but also to the students of the University, who might become prospective users of such tool in future.

The event will be accompanied by the customised training of the target audience. Moreover, the participating enterprises and other relevant entities will be invited to insert their data into the matchmaking tool and become active users.

The LP will be in charge of the organisation of the event and its promotion at transnational level.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.4.3 Launch event of the business succession matchmaking portal	Number	0	1	Monitoring	6th progress report

C.4.4 Final conference

Project output in focus of activity	C.4.4 Final conference
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP
Project partners to be involved	All partners
Indicative timing of activity	05/2020

Description

The final conference is planned to be held in Bratislava, Slovakia. The objective of this event will be to present the major project achievements and results but also practically present the developed outputs and their relevance for the business succession process.

The LP, responsible for the organisation of the event, will invite relevant stakeholders from the public and private sector, including the representatives of business associations and sectoral entities.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.4.4 Final conference	Number	0	1	Monitoring	6th progress report

C.5.1 Project newsletters

Project output in focus of activity	C.5.1 Project newsletters

Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	LP
Project partners to be involved	All partners
Indicative timing of activity	06/2017 – 05/2020

Description

The newsletters regularly prepared by the LP staff on 6-monthly-basis in electronic form will provide a concise overview about the conducted project activities, latest developments, main project outcomes and upcoming events.

The newsletters will be circulated to the main target groups and other stakeholders interested in the topic of business succession.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.5.1 Project newsletters	Number	0	6	Monitoring	1st - 6th progress report

C.5.2 Scientific papers

Project output in focus of activity	C.5.2 Scientific papers
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs
Responsible partner for implementation	LP, PP2
Project partners to be involved	All partners
Indicative timing of activity	12/2017 – 05/2020

Description

The LP and other partners will draft several scientific papers about the issue of business succession, its social and economic implications and major project achievements with the aim of their publishing in scientific magazines.

The prepared papers will also conceptualise the issue of the business succession from the perspective of the EU countries having differentiated experience and framework conditions for transfer of ownership.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.5.2 Scientific papers	Number	0	4	Monitoring	2nd - 6th progress report

C.6.1 Round tables with public authorities and related entities

Project output in focus of activity	C.6.1 Round tables with public authorities and related entities
Main target audiences	Public authorities (national, regional, local), academia, business support organisations
Responsible partner for implementation	LP (+other partners)
Project partners to be involved	All partners
Indicative timing of activity	06/2017 – 05/2020

Description

To ensure further outreach to new public authorities / decision makers, there will be two round tables with public authorities and related entities held in each of the participating countries.

The goal of the held events will be to further promotion the project outcomes and further increase knowledge about the business succession and motivate the participating bodies to use the project outputs in their daily routine and if possible, to implement them with their institution.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.6.1 Round tables with public authorities and related entities	Number	0	10	Monitoring	1st - 6th progress report

C.7.1 Project promotion kit

Project output in focus of activity	C.7.1 Project promotion kit
Main target audiences	Public authorities (national, regional, local), SMEs sectoral agencies, academia, business support organisations, interest groups and NGOs, general public
Responsible partner for implementation	PP7
Project partners to be involved	LP
Indicative timing of activity	12/2017

Description

PP7 will be responsible for the designing and preparation of the attractive promotion materials of the project. The promotion kit will contain cotton bags, note pads, USB sticks and pens.

Monitoring

Output indicator	Unit	Baseline value	Target value	Source of data	Reporting
D.C.7.1 Project promotion kit	Number	0	1	Monitoring	2nd progress report

D. Timeline

Deliver	Name	2017							2018												2019												2020				
		6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5
D.C.1.1	Communication strategy		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.1.2	Project webpage		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.1.3	Project graphic design and design of materials		■																																		
D.C.2.1	Development and update of the media list		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.2.2	Media conferences and interviews		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.2.3	Press releases		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.2.4	Articles in print/online newspapers and media		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.3.1	Set-up of social media framework		■																																		
D.C.3.2	Regular update of project webpage & social media tools		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.3.3	Project promotion video																														■						
D.C.4.1	Project event outside of CE area																																			■	
D.C.4.2	Regional roadshows																									■				■	■						
D.C.4.3	Launch event of business succession matchmaking portal																																				
D.C.4.4	Final conference																																				■
D.C.5.1	Project newsletters		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.5.2	Scientific papers							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.6.1	Round tables with public authorities		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
D.C.7.1	Project promotion kit							■																													

E. Annexes

Annex 1: Communication timeline

Annex 2: List of media contacts