COMMUNICATION STRATEGY ROADMAP

C1.1 COMMUNICATION COMPONENT

RESPONSIBLE PARTNER: NHRF
## Project Details

<table>
<thead>
<tr>
<th>Programme</th>
<th>MED</th>
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<tbody>
<tr>
<td>Priority Axis</td>
<td>1. Strengthening Innovation Capacities</td>
</tr>
<tr>
<td>Objective</td>
<td>1.1: Dissemination of innovative technologies and know-how</td>
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<tr>
<td>Project Title</td>
<td>Mediterranean Transnational Technology Transfer</td>
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<tr>
<td>Project Acronym</td>
<td>MET3</td>
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<tr>
<td>Project Code No</td>
<td>1G-MED08-309</td>
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<tr>
<td>Lead Partner</td>
<td>National Hellenic Research Foundation</td>
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<tr>
<td>Total Budget</td>
<td>1.715.000,00 Euro (€)</td>
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<tr>
<td>Time Frame</td>
<td>01/05/2009 - 31/10/2011</td>
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## Deliverable Details

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<tr>
<th>Component</th>
<th>C.1_Communication Component</th>
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<tbody>
<tr>
<td>Phase</td>
<td>C1.1</td>
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<tr>
<td>Title of Deliverable</td>
<td>Communication Strategy Roadmap</td>
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<tr>
<td>Partner Responsible</td>
<td>Lead Partner_ NHRF</td>
</tr>
<tr>
<td>Partners Involved</td>
<td>CIT Andalucía, MT</td>
</tr>
<tr>
<td>Due Date of Deliverable</td>
<td>Jan ‘10</td>
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1. PURPOSE

The main goal of the current study stands on the design and the elaboration of an effective, comprehensive and complete methodology for the successful implementation of a communication strategy for the MET3 project. The development of a Communication Strategy Roadmap for the communication of results and experiences beyond the limits of the project partnership into the maximum amount of potential beneficiaries, stakeholders and Policy Makers in the participating areas and the whole MED region is of significant importance.

The communication roadmap’s structure will be closely related to the project aims Medias and targets and will be carried out in collaboration with the Lead Partner, NHRF, and MET3 Consortium and approved by the project Steering Committee.

The ultimate purpose of these activities is to foster broad knowledge of the project and disseminate its results and achievements. In essence to:

- Raise awareness/ responsibility
- Inform
- Engage
- Promote
- Share experience & expertise, Exchange views & ideas
- Increase skills level
- Develop a common understanding
- Set up the basis for future collaboration
- Better Project’s organisation
- Contribute to the capitalization of the project
2. METHODOLOGY

This Communication Strategy Roadmap is based on a five-step methodological approach:

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step A</td>
<td>Identification of the target audiences</td>
</tr>
<tr>
<td>Step B</td>
<td>Determination of the information to be provided - what’s the message?</td>
</tr>
<tr>
<td>Step C</td>
<td>Identification of the communication channels and timing</td>
</tr>
<tr>
<td>Step D</td>
<td>Detailed Budgeting</td>
</tr>
<tr>
<td>Step E</td>
<td>Monitoring and Evaluation</td>
</tr>
</tbody>
</table>

Step A: Identification of target groups & their key actors, characteristics, needs

The Consortium will jointly work on the enrichment of this categorization, by identifying the key actors of each category and analyze their characteristics and requirements, which they will provide essential input in the design of the Communication Strategy Roadmap. The audience consists of all the potential stakeholders in the project and target beneficiaries from dissemination of the project results. Step 1 defines who the audiences will be and which their main interests and needs are. It also answers the question “Who are we communicating to?” Such process consists of reviewing the project, and ensuring that all the stakeholder classes are included in the overall list of target audiences.

Subsequent identification of group members will be determined at a local level by the Project partners.
Step B: Determination of the information to be provided - The message

The two most important ingredients for effective communications are simplicity and consistency. The best way to communicate simply and consistently is to develop key messages. Messages are the essence of what we want to communicate - the key points that we want to get across. They should be identified and customized according to the segmentation previously established at local, regional and EU levels.

Step C: Identification of the communication channels & timing

The methods available for information dissemination are reviewed, and in the light of the previous steps, appropriate means of communication activities and tools are determined. Answering How will we communicate, Project’s Communication & Dissemination will be implemented by types of information & promotion means such as events (for potential general or targeted beneficiaries), online public relations (Portal. www, newsletters, media work (press releases, advertisements), publications (leaflets, brochures, layman reports etc) or/and other Promotional Material (printed and audiovisual) such as targeted Info leaflets/brochures, thematic-based brochures, materials to decorate a booth or a point of information (posters, banners, stickers), and instructions to presenters, newsletters referring to project’s news and achievements. Moreover, is also essential to notice the well-timing. Thus, “When to communicate?” is another important issue to take into consideration. Communication activities should be based on general principles of the Application Form following the detailed workplan and time plan.
Step D: Detailed Budgeting

Answering the question “**How Much?**” the main constraint for communications actions is the budget, which will determine the whole process. Particular attention should be paid on detailed budgeting of communication tools and actions per partner/ activity/ year of project’s implementation and type of cost. The project proposal has established a balanced budget which allows every local partner to produce their planned information tools & actions.

The following diagram summarizes Steps 1 to 4 presenting the four main dimensions of MET3 Communication Strategy:

---

**Detailed Budgeting**
- per partner,
- per activity
- per year
- per type of cost

**HOW MUCH**
- Staff costs (UTS, Contact points etc)
- External expertise (graphic designer, web-designer, programmer, proof-reader, translator, interpreter, copy-writer, evaluator)
- Publications (printing, dissemination)
- Promotional products (give aways, pop-ups, flags etc)
- Events (catering, travel, accommodation, material transportation)

**WHO**
- FROM Communication Management Team (Role & Responsibilities)
- TO WHO: Target groups

**WHEN**
- By phases according to Project Stage (start/ launch – cruising speed – closure/follow up)
- Detailed Time plan (Gantt Chart)

**HOW**
- Channels (Internet, TV, Newspapers/ magazines)
- Communication Toolkit/ Measures

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Figure 1: MET3 Communication Strategy
Step E: Monitoring & Evaluation

Success or failure of communications actions will be measured through quality indicators allowing the monitoring and evaluation. This task having a twofold purpose will ensure the efficient coordination and monitoring of all communication actions (work flow management). The LP will be responsible for coordinating the communication actions to be implemented by each partner and the aggregation of all reporting documents on communication activities and copies of the “products” developed. An “small-scale” evaluation report will be included in the final report.

Each MET3 partner should be committed to achieve efficiency and effectiveness in communication, by using all the opportunities linked to the project’s field of action and also to communicate the project results in their own language.

Furthermore, NHRF as Task Leader to the coordination of the Communication Component is committed to boost the project’s transnational dimension and will contribute to its dissemination through specialised networks allowing the exchange of best practices during project’s implementation.
3. COMMUNICATION STRATEGY

The Communication Strategy seeks to use the most efficient means to capitalise information and disseminate project’s results. This communication strategy has established a bottom-up approach that seeks to gather local data to disseminate it at all targeted levels.

MET3’s Communication Strategy, being based on general principles set by the Programme MED, aims to implement a Communication Roadmap Strategy with the following key characteristics: audience driven, pro-active, targeted & focused, with measurable performance and European visibility.

The proposed Communication Strategy Roadmap is designed professionally to ensure that the project effectively communicates results to the widest possible audience by using the appropriate channels and tools, targeting specific groups and key actors; promotes networking and establishes a coordinated approach to maximize impact. Communication will be implemented right from the project start and throughout the project’s lifecycle, differentiated in terms of actions, tools and target groups addressed, according to the project’s stage of implementation, e.g. linking the communication with the task in progress.

The Communication Strategy Roadmap will focus on:

- Methodological Approach of a Communication Strategy Plan;
- Definition of Objectives (long/ short term), Hierarchy of objectives;
- Aggregation of Communication Good Practices Examples (EU level);
- The Role of MET3 “C1 - Communication & Dissemination” Task Leader.
• Identification of target groups & their key actors, characteristics, needs;
• Guidelines on creating Publicity Material - according to EC Regulation/ complying to EC requirements
• List of Communication Activities in a Time plan framework
• Expected outputs per activity
• Detailed Budgeting,
• Rules of on-going monitoring,
• Set up of Effectiveness Measures (Evaluation Indicators-Criteria)

3.1. Strategy at European level

The European communications strategy is mainly based on strengthening dissemination through the internet. Web-based communication has been selected as the main dissemination instrument. An interactive website will be developed, where all project reports and deliverables will be made accessible. In addition the website will run for the duration of the project and a year after its ending as a project management tool.

Other courses of action include:

- Assisting the project Consortium in deciding the appropriate media for a document
- Supporting the project in producing promotional and media material that meet the needs of Consortium
- Helping organising events and final conference to disseminate the results produced by the project
- Collecting and analyzing feedback on the usefulness of the results produced by the project
- Including Partner Participation in all events (Active attendance and contribution)
4. OBJECTIVES & GOALS

The objective of these activities is to disseminate the project on a European, regional and local level in order to make this initiative known. The dissemination of the results will focus on the key target groups described below and happen on different levels of interest.

Standard dissemination channels will be set up at every project levels (website, newsletter, public transnational & local events, print information material, etc.). The main objective of this component is to increase the project impact and to ensure its widest exploitation, through several activities.

Basic Project’s goals can be listed as follows:

- To communicate the reasons for and background to the project, including its likely impact and implications
- To communicate the current project status and forward planning
- To provide practical and technical guidance to promote participation in a successful implementation
- To promote dialogue at all stakeholder levels on issues related to the project to help ensure involvement and support for it
- To make available the information that stakeholders need to understand the project, and to contribute to it so as to derive the benefits originally foreseen by its implementation
5. TARGET AUDIENCES

Communication and dissemination activities will focus on the key target groups and happen on different levels. Enterprises, institutions, research bodies, SMEs, industrialists, TT Executives, users as well as European, national and regional policy makers will be addressed, including local institutions, Innovation Intermediaries, municipalities, business interest, etc.

Tables attached below provide a list of key international/European organisations and national bodies with a strong international profile. In addition, it is envisaged that the project partners would disseminate findings to their national contacts that would then carry on with local information (also in national languages). This is being facilitated with centrally developed inventories and overviews.

Communication officials will identify precise entities to be addressed, according with the following classification:

<table>
<thead>
<tr>
<th>Target group 1: INTERNAL Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project partners</td>
</tr>
<tr>
<td>Authorities of regional partners</td>
</tr>
<tr>
<td>EC programme managers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target group 2: 1st level-local &amp; regional stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Institutions of Knowledge &amp; Technology Transfer</td>
</tr>
<tr>
<td>Regional press &amp; media</td>
</tr>
<tr>
<td>Regional associations of Research &amp; Technology</td>
</tr>
<tr>
<td>Local Technology Providers &amp; Recipients</td>
</tr>
<tr>
<td>Policy Makers representing Managing Authorities/ Ministries (e.g. Research &amp; Development Ministry)</td>
</tr>
<tr>
<td>Broad (lay) public Users</td>
</tr>
</tbody>
</table>
Target group 3: 2\textsuperscript{nd} level beneficiaries:
INTERNATIONAL/EUROPEAN SCOPE

<table>
<thead>
<tr>
<th>European Institutions of Knowledge &amp; Technology Transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>TT executives</td>
</tr>
<tr>
<td>Research Bodies Universities</td>
</tr>
<tr>
<td>Universities</td>
</tr>
<tr>
<td>Other European regions</td>
</tr>
<tr>
<td>Innovation Intermediaries</td>
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<tr>
<td>International media</td>
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<tr>
<td>International associations</td>
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<tr>
<td>Local Institutions</td>
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<tr>
<td>SMEs</td>
</tr>
<tr>
<td>Industrialists</td>
</tr>
<tr>
<td>Scientific community</td>
</tr>
<tr>
<td>Broad (lay) public</td>
</tr>
</tbody>
</table>

Target group 4: 3\textsuperscript{rd} level Cross-cutting Communication

<table>
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<th>DG Research</th>
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<tr>
<td>MED Programme JTS</td>
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The overall objective is to create a comprehensive network/database for distributing information related to the project implementation and results, while identifying key actors of the regions involved. The project partners should include local audiences in their Local Communications Plan.
6. KEY MESSAGES

Typically, besides the dissemination of the project and its results, every MED project should communicate the following core messages:

- **MED is an EU-funded programme that helps Europe’s regions form partnerships to work together on common projects**
- **MED projects enable regions to share knowledge and experience to help them develop new solutions to economic, social and environmental challenges**
- **MED projects are designed to bridge the gap between European regions.**
7. COMMUNICATION PACKAGE

Lead Partner, NHRF is also in charge of the Communication Package of MET3 Project both for internal and external communication.

7.1. Project’s Dissemination Activities

Concerning the project’s dissemination, dissemination material will be produced for the communication of results and experiences beyond the limits of the project's partnership into the maximum amount of potential beneficiaries, stakeholders and Policy Makers in the participating areas and the whole MED region. Dissemination activities will be supported by a list of communication tools that will be useful during the project in order to:

- promote the MET3 project,
- inform, communicate, disseminate about the MET3 project
- strengthen its credibility
- increase efficiently stakeholder’s awareness and make them “subscribe” to the MET3 project
- largely disseminate the pilot joint calls, the results, the progress reports, the MET3 project events.

To optimize the interest of these tools, all MET3 partners should use them whenever it is most relevant.

The proposed dissemination tools are listed below:

- **Corporative Image (logo)**
  (LP-NHRF) is in charge of the logo and the general corporative image of the project and will develop the design of the logo and the different layouts: website, leaflet, brochure, templates for final deliverables to be approved at the Steering Committees.
**MET3 Website**

A website (www.sampleproject.eu) will be designed and updated regularly to provide public information on the project through its extranet. The website will serve both as a communication tool in itself and as a method of disseminating all the other material, being the main source of information on the programme -create trust (updated, accurate and complete information etc). The Project website will consist of public sections such as wiki tools, forum, newsletter, intranet for PPs. NHRF will be responsible of designing, feeding and animating the website while all partners will contribute by giving feedback on LP’s suggestions.

The website will include information such as: the description of the project, its goals, a calendar of events and meetings, all the dissemination material and related news, etc. It will be in English with a front page and summary in partner languages (French, Italian, Spanish and Greek). Each partner will be responsible of providing information on their activities and of translating summary contents to local language.

The website will have a partnership Intranet, a restricted area that enables partners to have access to internal documents. The intranet will allow consortium members to share confidential data and to communicate in real time. The Intranet offers access to information on the workflow of every document which can be uploaded for review and then approved and published or refused, as indicated in the Quality Plan.
- **Partner’s Websites**
  The MET3 partner’s websites constitute one of the easiest ways to communicate on the MET3 project. All partners will inform and communicate on the MET3 project via their own websites.

- **Information on European dedicated websites**
  Information about the MET3 project will also be given directly on European dedicated websites such as CORDIS, EUROPA, PRO Inno etc. Each partner can forward the information at national or/and local level on additional European dedicated websites & relevant National Contact Points (for instance, in France Eurosfaire1 is a website for the access to the information on European research - French Research & Development Ministry, National Contact Point).

- **Press**
  During the project life, effort may be given to communicate MET3 project in technical newspapers, business or targeted press. For instance:
  - The Daily Regional Press,
  - The local pages of certain regional dailies,
  - The regional editions of certain magazines,
  - Free papers,
  - Municipal bulletins, Workers’ council bulletins,
  - The specialised press, etc.

- **Wikipedia**
  NHRF will setup an article in Wikipedia of the project. The article will include: objectives of the project, target group, used tools, results and partnership. As dissemination partner, NHRF will be in charge of the updating of the article.
Since its creation in 2001, Wikipedia has grown rapidly into one of the largest reference Web sites, attracting at least 684 million visitors yearly by 2008. There are more than 75,000 active contributors working on more than 10,000,000 articles in more than 250 languages. As of today, there are 2,607,238 articles in English; every day hundreds of thousands of visitors from around the world make tens of thousands of edits and create thousands of new articles to enhance the knowledge held by the Wikipedia encyclopedia.

**Newsletters**

The LP, NHRF will also lay-out a quarterly four-page digital newsletter in English, providing information on the project, its progress and results. The design of the newsletter will also be given by NHRF who is responsible for the delivery of project’s communication package as a whole.

Five (5) Newsletters will be produced (one every six months) during the implementation of MET3 Project according to the workplan. The content of the Newsletters will be provided by the task leader while all partners will contribute by providing the translation of the Newsletters in local language. Newsletters’ aim is to disseminate the project activities among the involved target groups (Research & Technology Providers such as Organisations, researchers, private entities, innovation intermediaries and users). It will be available online on the project website and distributed through the project database.

**Folders**

Folders, containing information and handouts, will be distributed throughout the project, especially during the MET3 events and the Final Conference. The containing folder will be designed according to the corporate image of the project.
Final brochure
The project will produce a final brochure to be printed, highlighting its methodology, describing the implementation process in every participating region and the partners’ conclusions and achievements. The final brochure will be distributed during the MET3 Open Conference on Mediterranean Transnational Technology to be held in Marseille on October 2011; it will also be available online to be disseminated among other stakeholders.

7.2. Internal Communication

Concerning the internal communication between the MET3 partners a list of communication tools are listed below in order to facilitate and ensure active communication among partners.

Types of Communications Internal to the MET3 Project:

- **MET3 Meetings:**
  
  *Project Meetings* are used to validate the project plan, including rollout strategy, backfill and training strategy. Furthermore, as “Implementation Team Meetings” are used to make functional decisions and to accomplish the implementation steps identified in the project plan.

  *Steering Committee Meetings* are used to solicit input on policy decisions on the rollout strategy and campus modifications. Steering committee members will also be the communication liaison to the division they represent. They will present project status reports to their divisions and are, in general, the champions of the project. Moreover, having an
advisory profile, S.C. meetings are used to solicit input on functional issues, when necessary.

- **Project Workplan:**
  The development and maintenance of the MET3 Project Workplan, including resource assignments for each step and activity, is under LP’s the responsibility as Project Management. The MET3 Project Workplan being an important project management tool to allocate resources and measure progress represents a detailed description of the steps and activities that must be completed during the project.

- **Meeting Minutes:**
  A minutes report must follow all MET3 Meetings (Project Meetings, Steering Committee Meetings, Internal Coordination & Review Meetings, etc) while this will be under Task Leader’s responsibility. Minutes should be concise; they should note the main points in the meeting (including issues) and highlight the action items (including who is assigned to task and when the action is to be completed). The Task Leader will have to send it to all Partners 5 days after the Meeting.

- **Databases**
  In order to keep the entire target groups efficiently organised and to achieve a quicker dissemination a comprehensive database will be drawn up, which will be used for sending newsletters, press releases and invitations to European events.

- **Prior Brochure**
  A short brochure, in English, summarizing the project and describing its main goals and expected results will be published. If partners want a version of the prior brochure in their own language they will send the information in a Word
document to task leader, NHRF, and the layout will be formatted and sent back to the partner.

- **Templates**
  
  NHRF will provide a corporative power point template in English for all the presentations to be used by the partners. A word document template will be also produced by the LP in order all Project’s final deliverables to be in the same format. The template will include information on the project, its main objectives and expected results. Power Point is the common tool for sharing presentation. A Power Point template will be available for download on the intranet. All the specifics about the use of the template are included into the template itself.

- **Posters**
  
  In order to promote public events, such as open day events to regional and local stakeholders and open conferences, posters in English will be designed and printed.

Finally, particular attention should also be paid to the visual identity of the project by using common project’s logo, slogan, multilingual presentations & templates (letterheads, fax, PPT etc) and promote them to EU level websites.
8. COMMUNICATION ACTIVITIES

Through a variety of events the partners are able to provide information directly to those who should eventually exploit the project results and enable them to discuss specific issues with the partners.

This communication and dissemination plan sets a list of specific events to sensitize diverse audiences. For example, Mediterranean Technology “Open-Day” Events are foreseen at local level to reinforce the adoption of innovative solution in the field of technology transfer field. Each Partner will organise an “Open-Day” event where local stakeholders, technology recipients and providers as well as guest speakers from innovation policy posts (such as National Innovation Authorities) will be invited. These events will further promote selected technology based opportunities to local SMEs and present best practices to Research & Technology organisations from host regions and elsewhere. Partners will focus on presenting the impact of technology transfer in regional economies, the key findings and main benefits from the pilot activities and also present the TTT model to the wider audience.

Furthermore, MET3’s major concluding event will be organized with the essential contribution of all partners under MT’s supervision. The MET3 Open Conference will host representatives of all stakeholders and will bring together representatives of European, national, regional, local institutions, SME’s, industrialists, TT executives and Innovation Intermediaries. It will be organised in Marseille on 10/2011 and will be the major dissemination activity presenting the achievements of the MET3 project. It aims at exchanging experience and best practice, supporting multiple disciplines engaged with contemporary issues in technology transfer while it will provide a meeting place for network building & supporting the impact of technology transfer in the heart of MED area. The MET3 Open Conference will include different thematic tracks such as best practices, research
commercialisation opportunities, project’s pilots’ results and policy recommendations.

NHRF will be in charge of the pan-European media, while each partner will be in charge of its own regional and local media. Local partners will also distribute press releases regarding specific local results. NHRF will publish the English version of these press releases on the project website and distribute them at a European level.

NHRF will produce articles and press releases in English. The partners will translate them and pass them to the local media. It is important to remark that articles may only have an interest for the media if they offer some kind of novelty, so it becomes necessary to wait until some project’s results are achieved. The most distinctive European specialised media will be contacted.

NHRF will give advice to the partners to promote the project among local and regional Medias, public and private services. Moreover, the service Europe by Satellite and the digital channel of the European Commission will be contacted to present the results of the project. Through this activity, it will be reached by the network of journalists who use these services every day.
### 9. EVALUATION

<table>
<thead>
<tr>
<th>Impact indicators</th>
<th>Transparency</th>
<th>✓ % of actions advertised online / in mass media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public awareness</td>
<td>✓ No of Participants per event (compared to forecast)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ No of links to MET3 website via other web pages</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ No of press releases</td>
<td></td>
</tr>
<tr>
<td>Result indicators</td>
<td>Visibility</td>
<td>✓ Availability of the own project logo</td>
</tr>
<tr>
<td>Dissemination</td>
<td>✓ No of published material distributed per type (leaflets, brochures, layman reports)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Number of mass media used</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Number of press/radio adverts</td>
<td></td>
</tr>
<tr>
<td>Budget indicators</td>
<td>Executed publicity budget in comparison with proposed budget</td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>✓ No of Registered Network Members</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Number of visitors to the website</td>
<td></td>
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<tr>
<td></td>
<td>✓ Design, length, content of presentations, skills of presentators</td>
<td></td>
</tr>
<tr>
<td>Visual Attractiveness</td>
<td>✓ Balance between text and images</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Attractive format</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Eye-catching pictures</td>
<td></td>
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<tr>
<td></td>
<td>✓ Dynamic graphic layout</td>
<td></td>
</tr>
<tr>
<td>Interactive means</td>
<td>✓ Creation of a project’s Website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Information availability on the Website</td>
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</table>
10. STAFF

The main communication activities will be coordinated and monitored by the MET3 “C1 - Communication & Dissemination” Task Leader.

The Lead Partner (NHRF) along with all involved partners, possessing the necessary expertise, will contribute on defining:

- Objectives - goals,
- Target groups
- Communication activities
- Communication tools & means

For that reason, each MET3 Partner should be in close communication with the LP, in order to coordinate the overall communication strategy tasks foreseen.