Communication Strategy

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Change History

Version no	Date	Changed by	Changes made
0.1	24 May 2012	Daniel Ostermeier	Creation of the draft
0.2	11 June 2012	Daniel Ostermeier, Thomas Limmer, Stefan Strassmeier	Draft update
0.3	14 Dec 2012	Hanna Blomdahl	New draft
0.4	11 Jan 2012	Marc Charlet	Draft update
0.5	16 Jan 2013	Ann-Sofi	Draft update
0.6	17 Jan 2013	Hanna Blomdahl (input from Christine Knorr and Anna-Maria Caputano)	Draft update
1.0	5 Feb 2013	Hanna Blomdahl (input from Yuhua Chang and Ezio Spessa)	Draft update

Content

1 Introduction

1.1 Safe and Green Road Vehicles Europe

The SAGE partnership consists of five regional research driven automotive clusters and it was formed in order to support road vehicles becoming radically more green, safe and intelligent. The main objective is to strengthen regional capacity in research and innovation for green and safe road vehicles by focusing on a systemic approach and strategic cluster management, involving the triple helix and working across national borders. By doing this SAGE will also contribute to strengthening the competitiveness of the European automotive industry and reaching the EU targets on reduced emissions and road safety.

The SAGE project runs from 2011 to 2014 and is financed by the European Union 7th Framework Programme within the theme Regions of Knowledge. However the commitment by the SAGE partners is long-term and cooperation is envisaged to continue beyond the end of this project period.

Key activities:

- Map and analyse the participating regions in regard to competences and cluster organisation for safe and green road vehicles
- Expand the SAGE network with emerging regional clusters and offer support to increase their capacity
- Map and analyse selected automotive clusters in Asia and suggest strategies for cooperation
- Develop a common SAGE agenda with long and short term goals for innovation, research and education
- Implement the common agenda through concrete activities such as research projects, student mobility and new policy instruments
- Market the clusters world-wide and promote the strengths of the respective regions

Partners:

Region Västra Götaland (S)
Chalmers University of Technology (S)
Volvo (S)
Politecnico di Torino (I)
Centro Ricerche Fiat (I)
Piedmont Region (I)
City of Regensburg (G)
Regensburg University of Applied Sciences (G)
Continental (G)
Mov'eo (F)
Warsaw University of Technology (P)

The project is organized in eight different work packages:

WP1   Project Management
WP2   Inventories

WP3 SWOT analysis
WP4 Joint Action Plan and Business Plan
WP5 Capacity and collaboration building
WP6 Mentoring
WP7 International collaboration
WP8 Exploitation and dissemination

1.2 Vision and rationale

The SAGE vision is road safety, reduced emissions and growth in Europe.

Reduced Emissions

In Europe, the road transport sector is responsible for almost one fifth of the total greenhouse gas emissions. More than 700 million vehicles are used for road transportation and by 2050 the number of vehicles may grow to over 3 000 million. The sector of road transportation has the largest effect on global mean temperature rise of all categories of transport. While there may be a discussion on the details of this impact, it is generally agreed that the contribution to climate change from the road transport sector is a substantial and growing problem. Increased economic growth and increased environmental impact need to be decoupled, and this may require radically new transport solutions with zero or little $CO2$ footprint. Electric and hybrid electric vehicles, improved Internal Combustion Engines and alternative fuels are key technologies. In parallel, new mobility solutions and new usages can positively impact our environmental footprint.

Road Safety

Safety for drivers, passengers and other road users is another central problem that needs to be addressed. In 2009, 34 500 people died on the roads of the European Union and 1 500 000 persons were injured. The societal cost is very large, estimated at approximately 130 billion Euros in 2009. A substantial decrease of death and serious injury will require radical improvements in accident prevention, e.g. through accident avoidance systems, active systems for safety, protection systems for injury and an enhanced knowledge on injury mechanisms and post-crash safety.

Growth in Europe

The automotive industry is very important to growth and employment in Europe. In Europe 2 million people are directly employed and 12-14 million indirectly in the automotive sector. With 35 billion euros spent on R&D investments in 2011, the automotive sector is the leader in Europe, before pharmaceutical and IT industries. By taking the lead on the solutions and technology of tomorrow, Europe will ensure its global competitiveness.

1.3 Position

What differs SAGE from other projects is that it combines a solid knowledge and description of competence and technology with a focus on the societal clustering building activity and cluster management needed.

Change in road transport technology needs not only technical solutions, but societal. System approach is necessary. One such systemic development strategy is to involve a wider set of actors in the innovation process. SAGE views the mobilisation of the triple helix and strategic cluster management as key parameters to achieve a radical leap towards the future.

2 Strategy

2.1 Communication objectives

1. To market the SAGE regions world-wide and position them as fore-runners in respect to safe and green road vehicle R&I and cluster management. The basis for the marketing is the unique strengths of each region identified within the SAGE project.

2. To promote the SAGE consortium with the objective to enlarge it in a long-term perspective. This is achieved by inviting stakeholders from inside and outside the consortium (also outside Europe) to join SAGE partners in concrete cooperation activities and open innovation.

2.2 Main message

SAGE is a forward looking project aiming to engage key stakeholders in the further development of safe, green and intelligent road vehicles. A radical shift towards reduced emissions and increased safety must be based on a system approach. The uniqueness of the SAGE platform is that it is based on a solid analysis of the regions and that it involves the full triple helix. The SAGE partners have the ambition to be fore-runners and maintain their position as strong automotive regions, boosting employment and growth in Europe.

2.3 Target groups

Communication in SAGE focuses on the triple helix at regional, national and international level. The output from SAGE is multi-faceted in the sense that different stakeholders will be interested in different aspects. All communication activities must therefore be preceded by the identification and analysis of the target groups intended.

SAGE has three primary target groups; however none of these are homogenous but consist of a variety of organisations and people such as OEM's, suppliers, SME's, academia, institutes, decision-makers, NGO's, business organisations and platform initiatives.

Target group	Main objective	Main strategy
1. The 'broader' cluster in the respective regions. The success of SAGE relies not only on the SAGE official partners but on the involvement of additional regional stakeholders in Västra Götaland, Piemonte, Paris-Rouen, Regensburg and Warsaw.	Invitation to join SAGE activities, contribute to SAGE objectives and profit from the SAGE platform and network.	It is the responsibility of each RMU (Regional Management Unit) to use existing networks and channels to raise awareness of SAGE.
2. Further automotive clusters at European and International level.	The objective is twofold; to promote and position the SAGE partners and the SAGE consortium and to	Cooperation possibilities are mainly sought in work package 6 (mentoring) and work package 7

	investigate cooperation possibilities with other clusters and invite them to join SAGE.	(international strategy). Within these work packages series of trips to Asia are planned where communication is of vital importance.
3. The European and International organisations (such as ERTRAC, EUCAR and CLEPA) and the European Union and its representatives working within the topics of SAGE.	To promote and position the SAGE partners and the SAGE consortium as fore-runners in safe and green R&I and influence policy on SAGE topics.	Conferences, publications, dissemination of SAGE results, engagement in dialogue with decision-makers etc.

2.4 Dissemination material

- All SAGE material for dissemination must have the SAGE graphical profile, be professionally made and have the selected target group in focus.
- The graphical profile has a modern and "clean" feeling in order to let the actual message break through. The tone-of-voice is straightforward and factual yet inspirational and enthusiastic.
- The SAGE tagline to be used in dissemination material etc. is: Partnering for road safety, reduced emissions and growth in the EU.
- The selection of photos has a clear focus on vehicles, traffic and innovation.
- Non-technocratic language should be used when the communication is not specifically addressed to a certain target group that is known to understand it.
- The project website www.sage-project.eu shall be easily navigated and attractive with a growing number of references.
- Communication should focus on the topic and not on the organizational parts of the project.

2.5 Obstacles/barriers

- The project relies on involvement from a wider set of actors. Therefore it is of outmost importance that the project is able to attract and involve stakeholders outside the consortium. If SAGE fails in doing this the implementation of the SAGE strategies will be difficult, hence strategic communication is of vital importance.
- Communicating a coherent message will be even more important when addressing target groups outside Europe (Asia).
- Since SAGE is not primarily a scientific project it will be difficult to achieve the number of papers and conference presentations promised in the application.
- The receivers of SAGE communication might not fully understand the systemic approach and therefore dismiss the message. Cooperation takes effort and it can be easier in the short run to go about your business as usual.
- SAGE partners as well as target groups come from very different backgrounds and organisations and it will be difficult to reach all.

3 Activities and timeframe

What	Description	Deadline	Main resp.
Website	1. Set-up 2. Adjusted graphical layout 3. Maintenance 4. Quality assurance/editor 5. Providing content	1. Spring 2012 2. Jan 2013 3. Continuously 4. Continuously 5. Continuously	1. RUAS 2. VGR 3.RUAS/VGR 4. VGR 5. All
Newsletter	Content: • Latest up-date on the project • SAGE related articles from the regions • Articles on European level on SAGE topics • Calendar for SAGE events, events from each region and related international events	Every six months minimum	VGR (from 2013)
Leaflet	Introducing SAGE: short facts, objectives, key activities, partnership and contact info.	Nov 2012	VGR
Brochure	Objective: • Promoting SAGE and the respective regions/clusters: A more detailed description of the respective automotive regions including cluster management, focusing on each region's specific strengths. Based on WP2 and WP3. • Inviting stakeholders from inside and outside the SAGE regions to join the SAGE platform by engaging in networking activities and concrete project ideas.	March 2013	VGR
Roll-ups	3 basic roll-ups to be used at events and conferences. Pdf and print.	October 2012	VGR
Power Point Presentation	1. Template for presentations 2. Project presentation 3. Up-dated project presentation including new content and new graphical profile (pdf version suitable for attaching to e-mails)	- Jan 2012 - March 2012 - Dec 2012	1. RUAS 2. VGR 3. VGR
Short reports	"Popular" versions of regional WP2 and WP3 reports. Optional.	Early 2013	All (template provided by CR and layout provided by

			VGR)
Delegation visits	Primarily WP6 and WP7. Objective to enlarge the SAGE network.	According to project plan	WP6 CRF WP7 Volvo
Annual Conferences	2012 Paris (theme electromobility) 2013 Torino (theme tbc) 2014 Gothenburg (theme tbc) The annual conferences of 2013 and 2014 should include a specific networking/matchmaking session. Annual conferences after project period to be included in Joint Action Plan (WP4) and Exploitation Plan (WP8).	Autumn each year	Host + VGR
Regional workshops/ seminars	One awareness raising workshop in each region introducing SAGE to the broader cluster.	During first 6 months	All
	Workshops/seminars with regional stakeholders in order to present SAGE results, invite them to participate in SAGE activities and profit from the SAGE network.	Continuously	All
Participation at national conferences and events	Objective: networking, engaging in dialogue with policy-makers, detecting cooperation possibilities, keeping up-to-date with recent developments in research and industry, presenting SAGE results, promoting the SAGE regions and the SAGE consortium. France: Mov'eo annual convention; SIA events (French Society of Automotive Engineers); ANR events (French National Research Agency); Carrefour PREDIT (Program of research, experimentation and innovation in land transport) etc. Italy: ATA conferences (Technical Automotive Association), SAE annual conference (Society of Automotive Engineering), events by Region Piemonte, workshops by Piedmont Innovation Clusters. Sweden: Primarily events/conferences organised at LSP or by Vinnova and FFI.	Continuously but with emphasis on the second half of the project	All

	Germany: Regional cluster events, events of Bavarian showcase "Elektromobilität verbindet" and Bayern Innovativ, ecartec 2013 Munich (international leading fair for electromobility). Poland: ISEV 2014		
Participation at international conferences and events	Suggested events: - Transport Research Arena - ESV27 Barcelona - Automotive Research Forum - SAE - Automotive Megatrends Europe - Sustainable Energy Week	Continuously but with emphasis on the second half of the project	All
Publications / press articles	Objective: presenting SAGE results European level: - European Project Magazine France: - Ingénieurs de l'Automobile - Autoactu.com - france-mobilite-electrique - Local press Italy: - ATA journal « Ingegneria dell'Autoveicolo » - Local press Sweden: - Automotive Magazine - Vinnova News - Trade press - Local press Germany: - Magazine of UAS Regensburg - Wirtschaftszeitung für Ostbayern - IHK-magazine - Local press	Towards end of project	VGR + All
Press/media activity	Press releases (when relevant for example finalisation of JAP, start of new projects)	When relevant	VGR, key partners

Influencing policy	Objective: Engage in dialogue with policy-makers. - Regional and national decision-makers - Transport Committee of the Assembly of European Regions - MEP:s - ERTRAC, EUCAR etc.	Continuously but with emphasis on the second half of the project	All

4 Deliverables

4.1 Effort and deadlines

No	Name	Resp.	Effort	Nature	Level	Date
D8.1	Website	RUAS/VGR	4.00	O	PU	4
D8.2	Com. plan	VGR	5.00	R	PU	6
D8.3	Newsletters	RUAS/VGR	4.00	R	PU	6
D8.4	Workshops	VGR	1.50	R	PU	9
D8.5	Conferences	VGR	1.50	R	PU	12
D8.6	Final event	VGR	1.50	R	PU	36
D8.7	Communications	VGR	4.00	R	PU	36
D8.8	Publications	VGR	4.00	R	PU	36
D8.9	Awareness rep.	VGR	1.50	R	PU	36
D8.10	Exploitation plan	VGR	2.00	R	PU	36

4.2 Level of dissemination

Annexed to the communication strategy is a memorandum agreed by the partnership on the level of dissemination for the deliverables. The memo explains the regulative framework for the dissemination of deliverables but it also includes a categorisation of the level of dissemination. The SAGE deliverables are sorted in three categories explaining how they should or should not be disseminated to a larger audience than the official SAGE partnership. By agreeing to this communication strategy, partners agree do respect this categorisation. At mid-term, the categorization for the remaining 18 months will be done and agreed upon.

5 Budget and organisation

5.1 Responsibilities

Communicating the work, results and outcomes of the project is an integrated part of the work carried out within SAGE and a responsibility for all project partners. The communication work is mainly organised within WP8 and led by RUAS (formally until March 2013) and VGR (formally from March 2013).

Every partner is responsible for their regional communication activities, making sure that they correspond to the objectives set up in this document. The work package leader has the strategic responsibility for communication including a responsibility for the overall communication activities of the partnership, including the website, newsletter, print material etc. The work package leader also has the main responsibility for the WP8 deliverables.

As of September 2012 a communication team was formed to support the work package leader and to ensure efficient implementation of communication activities. The task of this team is to review all outcomes of WP8 in regards to:

- quality assurance
- proof-reading
- ensure regional representation
- ensure regional dissemination
- ensure implementation

The members of the communication team are chosen so that all SAGE regions as well as the triple helix are represented. Current communication team 2012-10-30:

Hanna Blomdahl, VGR
Daniel Ostermeier, RUAS
Christine Knorr, CR
Marc Charlet, Mov'eo
Yuhua Chang, WUT
Cristina Barberi, CRF
Ann-Sofi Karlsson, AB Volvo
Anna-Maria Caputano, RP

5.2 Resources

SAGE has 29 man-months allocated to communication activities. The resources are divided as follows:

RUAS   7.50 (reduced in budget shift January 2013)
VGR   4.00
MOV'EO   4.00
CR   4.00
RP   2.00
POLITO   1.50
CRF   1.50

WUT   1.50
CTH   1.00
VOLVO   1.00
CONTI   1.00

In addition, SAGE has a budget for sub-contracting amounting to 42 240 Euro (10 000 in original application and 32 240 added in budget shift January 2013).

5.3 Evaluation

Evaluation is an important part of the communication strategy. All communication activities must be evaluated in relation to the objectives set up. When the activity includes participants, it is recommended that they are provided with an evaluation form.

This communication strategy should be revised when the partnership detect a need to do so. At the end of the project a final plan for dissemination and exploitation of project results will be drafted (deliverable 8.10). The plan will build on this communication strategy and set the path for the communication of SAGE beyond the current project period.

5.4 EU Regulations

According to EC regulations and Annex 2 of the EC-GA, any publicity, including at a conference or seminar or any type of information or promotional material (brochure, leaflet, poster, presentation etc), must specify that the project has received funding from the European Union and display the European emblem. When displayed in association with a logo, the European emblem should be given appropriate prominence. It also recommended that the logotype for the Seventh Framework Programme is included in all publicity actions.
Any publicity made by the beneficiaries in respect of the project, in whatever form and on or by whatever medium, must specify that it reflects only the author's views and that the European Union is not liable for any use that may be made of the information contained therein.