

# WP5 D5.1 Communications Strategy

Digital4Business

## Work Package 5

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## Table of contents

<b>Work Package 5</b> .....	<b>1</b>
<b>Authors and contributors</b> .....	<b>1</b>
Authors .....	1
Contributors/reviewers.....	1
<b>Overview</b> .....	<b>4</b>
<b>Consortium Partners</b> .....	<b>5</b>
Partners .....	5
3 Associate and Industry Partners: .....	6
<b>Introduction</b> .....	<b>6</b>
<b>Objectives and KPIs</b> .....	<b>7</b>
Communications objectives .....	8
Key performance indicators .....	9
<b>Brand strategy and identity</b> .....	<b>12</b>
Brand values and unique selling propositions.....	13
Unique selling proposition.....	13
Key strengths.....	14
Brand perceptions and characteristics .....	14
Brand positioning .....	16
Brand name and identity.....	16
Digital4Business brand name .....	16
Digital4Business visual identity.....	17
EU funding statement .....	19
<b>Target groups</b> .....	<b>21</b>
Key target groups.....	21
Customer personas .....	22
<b>Key messages</b> .....	<b>25</b>

<b>Promotional strategy.....</b>	<b>28</b>
RACE approach .....	28
RACE By target audience .....	33
Executives of larger companies.....	36
Promotional campaigns .....	38
EU-wide campaigns.....	39
<b>Communication channels and tools .....</b>	<b>42</b>
Digital4Business website .....	43
Social media.....	44
Mailing.....	46
Press and media.....	46
Visual assets .....	47
Events/webinars.....	58
External representations.....	59
<b>Digital Skills &amp; Jobs Platform.....</b>	<b>60</b>
Partnership Development Programme .....	62
<b>Case studies and good practices .....</b>	<b>62</b>
<b>Industry &amp; Education Campaign .....</b>	<b>63</b>
<b>Processes, implementation, and reporting .....</b>	<b>65</b>
Campaign planning .....	66
Tools and practicalities .....	70
Reporting and evaluation .....	70

# Digital4Business



## Overview

Digital4Business is a new European master's programme that will focus on the practical application of advanced digital skills within European SMEs and companies, helping businesses to achieve long-term competitiveness and growth through digital transformation and innovation.

Digital4Business is one of the largest non-infrastructure projects awarded to date under the EC's flagship DIGITAL Europe programme which provides €7.5 billion of funding to accelerate the economic recovery and shape the digital transformation of Europe's society. The Consortium will not only carry out leading research in digital transformation areas such as cloud computing, big data and cybersecurity, but also create a new innovative industry-relevant European postgraduate programme focused on the practical application of advanced digital skills within European SMEs and companies, ultimately helping businesses to achieve long-term competitiveness and growth through digital transformation and innovation.

## Consortium Partners

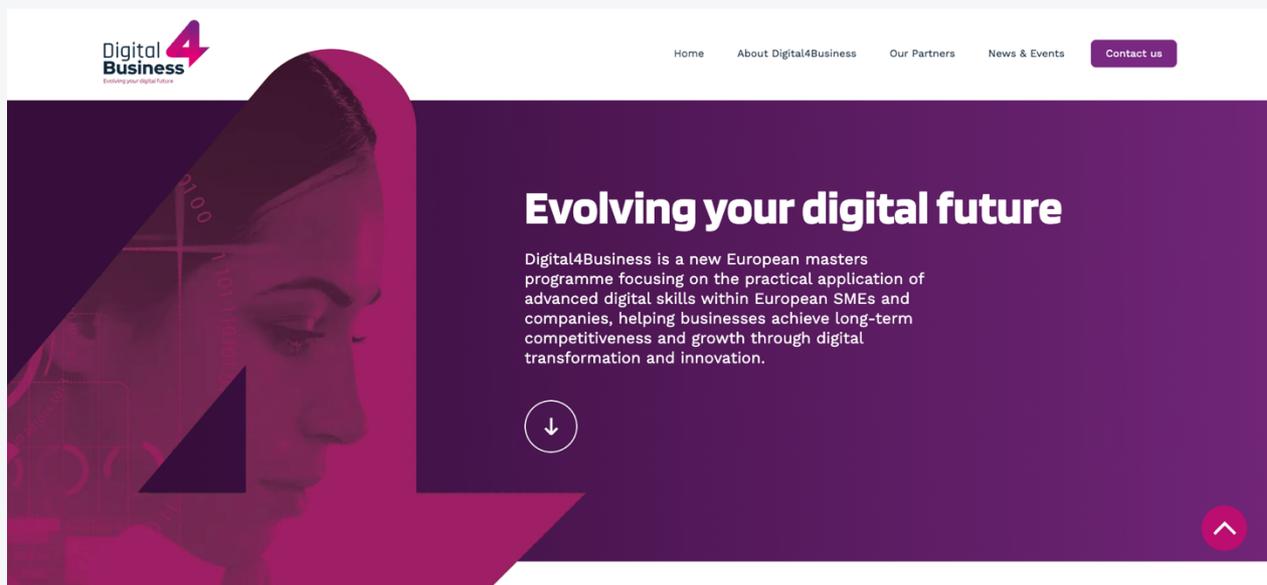
The Digital4Business Consortium is composed of 15 Partners from the academic and non-academic fields involved in the education, training, and digital marketing sectors, with 3 associate Partners from industry.

### Partners

- Adecco Group, Italy
- Akka Italy, Italy
- CINI (National Interuniversity Consortium for Informatics), Italy
- Digital Technology Skills Limited (DTSL), Ireland
- LHH, Germany
- Linköping University (LiU), Sweden
- Matrix Internet, Ireland
- National College of Ireland (NCI), Ireland
- NOVA IMS, Portugal
- University Paris 8 Vincennes Saint-Denis, France
- Schuman Associates, Belgium
- Skillnet Ireland, Ireland
- Terawe, Ireland
- UDS, Germany
- Università di Bologna, Italy

### 3 Associate and Industry Partners:

- Microsoft
- Certiport Pearson
- DIGITAL Europe



## Introduction

This document presents an integrated communication strategy for Digital4Business (D4B). It defines a clear framework by establishing a common strategy to ensure consistent and coherent communication and dissemination activities throughout the project's lifetime (2023-2027). The Digital4Business communications strategy is designed to achieve the following objectives:

- Raising awareness about the Digital4Business project and communicating a set of tailored value propositions towards each key stakeholder group to stimulate engagement.

- Maximising registrations for each intake of the master's programme and short courses/modules, supporting the achievement of revenue targets.
- Ensuring the dissemination of the project outputs and adoption by the respective end users and other key target groups such as multipliers and other stakeholders.
- Providing the Digital4Business Partners and multipliers with a Communication Package for internal and external use, including brand guidelines and communications materials, tools, and templates to support the Digital4Business marketing activities and achieve successful results by the end of the project.
- Defining the key performance indicators (KPIs) and the promotional activities and campaigns planned at the different stages of the project to achieve the targets.

The Communication Strategy is a living document that will be revised annually and adapted to the needs of the Consortium and to ensure promotional targets and project KPIs are met.

## Objectives and KPIs

The Digital4Business European master's programme will focus on the practical application of advanced digital skills within European business. The programme will be market and industry demand-led at its core, continuously adapting and evolving to address current and future industry needs and supporting European companies, and in particular SMEs, to foster sustainable competitiveness and growth through digital innovation. It will provide graduates to fill crucial occupational profiles that are in very high demand and are critical to the success of European businesses, training the next generation of 'digital decision-makers', and business professionals with knowledge in advanced digital skills who can work effectively with teams of ICT specialists to deliver projects, develop products etc.

***The global objective of this project is to design and implement a highly innovative, effective and sustainable European master's programme in advanced digital skills that will provide a continuous supply of qualified digital experts, helping to address the growing digital skills gap that is hampering the development of many European businesses.***

The programme will be designed to appeal to the broadest possible catchment of potential students from across Europe and from many different demographics and cultural backgrounds. Being a market-oriented study programme, the European master's will meet specific needs of industry, from a content and certification perspective.

## Communications objectives

The communication and dissemination activities will focus on achieving the following overarching goals:

- Position Digital4Business as a best-in-class master's programme that will help Europe close the growing advanced digital skills gap within European SMEs and companies.
- Highlight how Digital4Business can support SMEs and companies on their digital transformation journey and recruit them as Partners.
- Promote upskilling in advanced digital skills as accessible and highly beneficial for young professionals, workers and students from all backgrounds, genders, and diversity groups.
- Achieve the required project revenues through targeted marketing campaigns to promote the master's programme, modules and short courses to companies, professionals, and students.
- Facilitate collaboration between Consortium Partners and key digital skills stakeholders throughout Europe, encouraging the exchange of information and cooperation.
- Prompt stakeholders to join, collaborate, and be active members of the Digital4Business social media community.

To meet these goals, a set of communication actions and deliverables will be developed:

- An integrated communication strategy.
- A strong brand identity for Digital4Business including the visual identity guide and related promotional materials and visual assets (print and web versions).
- A user-friendly website with comprehensive information for each user type.

- Communication tools and promotional toolkits for Partners’ dissemination and coordinated online marketing.
- Coordinated communication campaigns (organic) among the Consortium.
- Deployment of Digital4Business social media channels (LinkedIn, YouTube) and email newsletter/blasts.
- Social media communication campaigns towards key stakeholder groups at EU level.
- Coordinated digital public relations and direct emailing campaigns through Partners’ channels.
- The organisation of online and on-site dissemination events and partner participation in relevant local, national, and EU-wide events to present specific outputs.
- Mass-emailing campaigns via the Digital4Business Brevo account (email marketing platform).
- External communication toolkit for potential external multipliers including promotional materials to disseminate the project’s outputs.

## Key performance indicators

Digital4Business communication and outreach activities will be monitored and measured against the following key performance indicators (KPIs) to identify how effectively we are reaching our communication objectives.

<b>Key result</b>	<b>Indicator</b>	<b>Target (M48)</b>
<i>REACH &amp; ACT KPIs</i>		
<i>Stakeholder engagement</i>	Number of subscribers to the D4B newsletter	1,000+ Avg. 25% open rate
	Number of D4B newsletter issues	1 every second month, starting year 2

<p><i>Social media interaction</i></p> <p><i>*D4B and project Partners' accounts.</i></p> <p><i>**Project Partners' accounts only.</i></p>	Number of visits (sessions) on the website	Avg. 500 per month
	Number of visitors (users) on the website	Avg. 200 per month
	Number of news articles on the website	2 per month
	Engagement on LinkedIn*	28,000 impressions 600 link clicks
	Engagement on Facebook **	24,000 reach 400 link clicks
	Engagement on Instagram**	24,000 reach 400 link clicks
	Number of posts on D4B accounts	Avg. 2 per week per account
<b>CONVERT &amp; ENGAGE KPIs</b>		
<i>HEIs</i>	Number of HEIs offering D4B during the project	5 HEIs by M48
	Number of HEIs added as Associate Partners during the project and offering the full programme in Y5	8 HEIs by M48
<i>Self-assessment</i>	Number of applications to D4B during the project who will take the self-assessment / pre-course evaluation	1,800+ by M48
<i>Student uptake</i>	Number of students enrolled	Min 1,100 by M48
	Number of full-time students enrolled	Y2 intake 150 Y3 intake 200 Y4 intake 300
	Number of part-time students enrolling	Y2 intake 150 Y4 intake 300
	Number of students who successfully complete D4B	Min 935 by M48
<i>Graduation</i>	Number of people who received a master's degree	Min 935 by M48

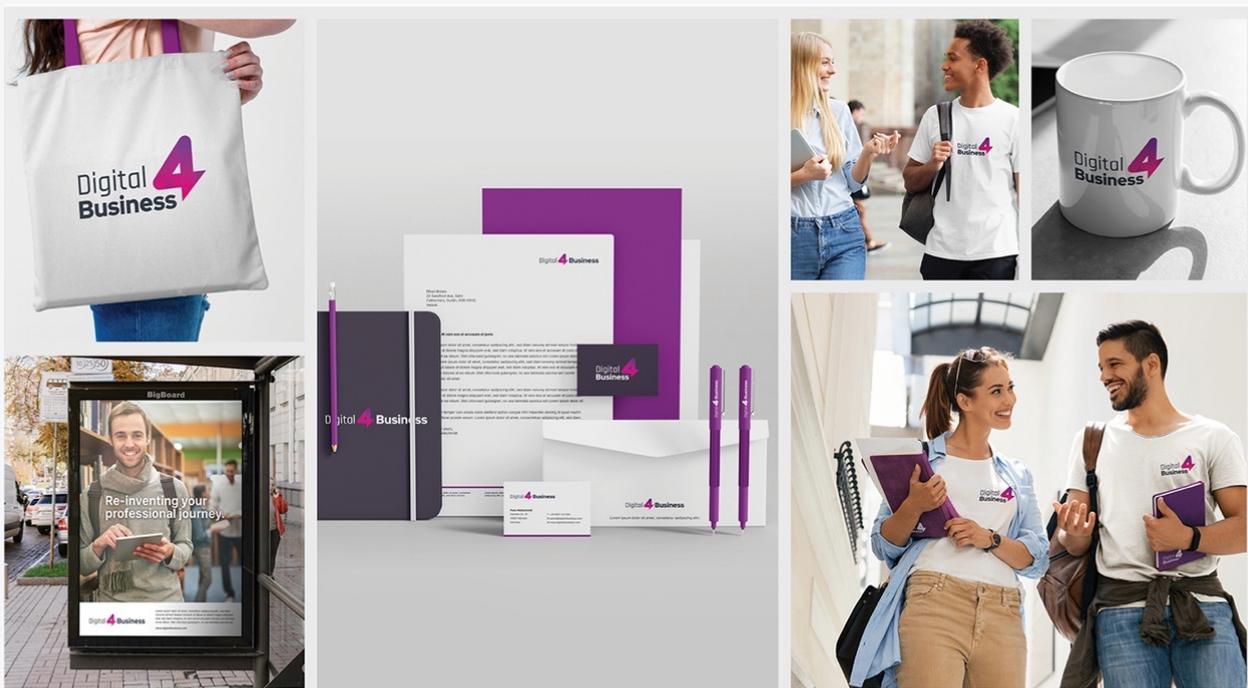
<i>Scholarship inclusion and retention support</i>	Number of people who receive industry certification	Min 990 by M48
	Number of students from diversity group/vulnerable backgrounds with full scholarship and travel expense	100 by M48
	Number of students who will be enrolled in the Student Support Programme to maximise retention	1,100 by M48
<i>Hours of learning</i>	Hours of online learning modules available for each staff member and workshops delivered via the faculty support programme for staff in HEIs	50+ hours of online resources 12 workshops by M9-48
<i>Industry engagement</i>	Number of weekend workshops, networking events and guest lectures from digital skills experts and business leaders	Min 9 by M12-48
	Number of webinars and hybrid online/offline networking events for both education and industry, highlighting key outputs, activities, and case studies from the programme	Min 12 by M12-48
	Number of cooperation agreements signed with industry Partners to join the Consortium as Associate Partners	Min 12 by M48
<i>SMEs/company engagement</i>	Number of SMEs/companies with existing staff enrolled	Min 400 by M48
	Number of SMEs/companies employing graduates	Min 100 by M48
	Number of new job placements or internships in SMEs/companies during studies	Min 400 by M48

Table 1: Key performance indicators

The frequency of the publication of social media posts, news articles, and newsletter issues may vary depending on the availability of relevant information and delivery of the outputs and milestones.

To monitor indicators, quality assurance leaders will create a reporting sheet for project Partners to collect the appropriate data easily and consistently. The targets presented assume full cooperation and access to communication channels from the full Partners of the project.

Additionally, a Matomo account has been set up and paired to the website to collect relevant and anonymised data on visitors. The data collected will be then centralised and analysed by the WP5 leader.



## Brand strategy and identity

Digital4Business will be supported by a strong brand to ensure our main target groups fully understand the project objectives, its aims, and benefits, and encourage the uptake and further dissemination of the project results.

The Digital4Business brand is reflected in the visual identity and all communications materials. To build a strong and relevant brand identity, all Digital4Business Partners contributed to a collaborative workshop during the Kick-Off Meeting in March 2023. Through interactive exercises we collectively defined the key strengths, brand values, value propositions, aspirations, and brand positioning for Digital4Business.

This section presents the synthesis of the results and further defines the unique selling propositions (USPs) of the project, to ensure Digital4Business observes a coherent, consistent, and evolutive rollout of the communication activities.

## Brand values and unique selling propositions

### Unique selling proposition

During our workshop, the Partners identified key strengths of the project. Based on those results, we mapped the core values which represent, all together, the unique selling propositions (USPs). The USPs will be leveraged to reach, acquire, convert and actively engage the target groups.



Figure 1 - USPs of Digital4Business

## Key strengths

In addition to the six USPs defined above, we also identified a number of key strengths that will be communicated to target groups via communications activities:

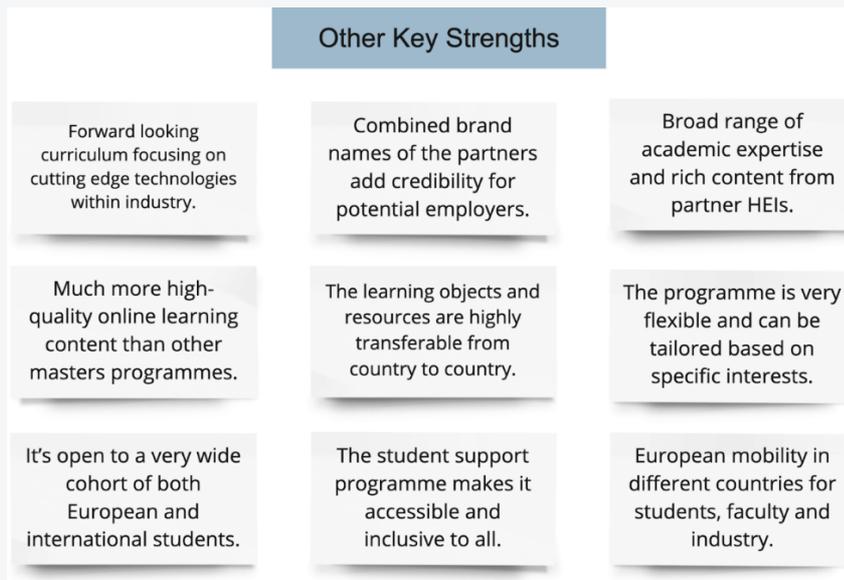


Figure 2 - Key strengths of Digital4Business

## Brand perceptions and characteristics

Digital4Business is a high-level project that relies on excellence and is anchored on 5 key brand values, namely:

***Innovative | Flexible | Accessible | Sustainable | Inclusive***

We have asked the project Partners how they would like students and participants to describe the programme. The results presented below are therefore the sum of our Partners' aspirations which will inform the definition of a clear and strategic direction for communication activities and represent the brand's most preminent characteristics.

**Relevant skills:** Digital4Business is market-driven and will provide students and professionals with the required skills, competencies, and certification to accelerate their career in digital and undertake effective digital transformation projects.

**International experience:** Digital4Business unites some of Europe’s leading academic institutions and business organisations to deliver a truly European master's programme connecting students, companies, and universities from all across Europe.

**Innovative:** Digital4Business will deliver cutting-edge content that focuses on the practical application of new digital technologies in companies, helping them innovate and succeed in highly competitive global markets.

**High quality:** Digital4Business offers very high quality and industry-focused courses delivered via a user-friendly online platform by some of the leading digital experts and lecturers in Europe.

**Flexible:** Digital4Business will help business owners, managers and professionals upskill in specific digital areas by offering a modular and highly accessible online programme that provides flexibility to integrate the training into their busy schedule.

**Highly practical/challenge-based:** Digital4Business is an enterprise-led programme designed *with* companies *for* companies, in collaboration with leading universities across Europe, featuring real life challenge-based projects and workshops.

Other keywords that reflect key elements of the programme include:

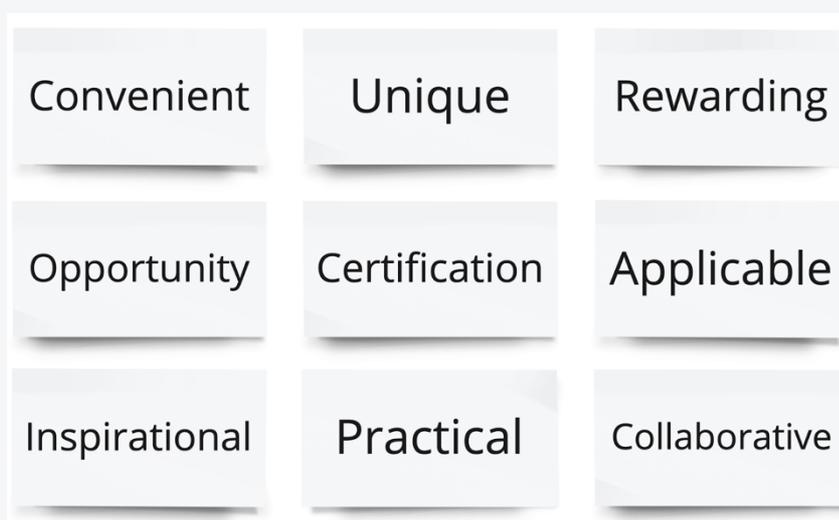


Figure 3: Other keywords / messages

The stakeholder perceptions can be evaluated at different moments in time to ensure those are aligned with our aspirations. Modifications will be implemented when necessary.

## Brand positioning

During the workshops the team developed a brand positioning statement that can be used as a promotional pitch for the project in both verbal and written communications:

*Digital4Business is an industry-led European master's programme that aims to drive growth and innovation within European SMEs and companies, through advanced digital skills.*

*Digital4Business will help companies to overcome digital uncertainty and fast-track digital transformation through a flexible, practical, and modular master's programme tailored to the needs of business.*

*Digital4Business will enable business professionals and managers to lead digital transformation projects and fast track their career progression.*

*Digital4Business is unique because it is an enterprise-led programme designed by companies, for companies, in collaboration with leading universities across Europe.*

## Brand name and identity

Building a recognisable and impactful brand relies heavily on consistent and coherent use of the project name and visual identity. In this section, we define how to use the project name, acronym and logo, as well as further explain the requirements one must follow when communicating about Digital4Business.

Full details of the basic brand elements can be found in the Digital4Business brand guidelines:

[here](#)

### Digital4Business brand name

“Digital4Business” is the name of the project. The general rule is to use the name in full, whenever possible.

Find below how to use the acronym D4B (always in uppercase letters):

- Use the D4B acronym, in lengthy written publications. It is to be noted that the acronym should always be introduced in the following manner at the beginning: “Digital4Business (D4B)”.
- Use the D4B acronym when referring to a specific output of the project or product, such as the D4B Strategy, the D4B modules, D4B social media accounts, D4B newsletter — and so on.
- Use the D4B acronym whenever space doesn’t allow you to write the full name of the project.

Digital4Business visual identity

Master logo



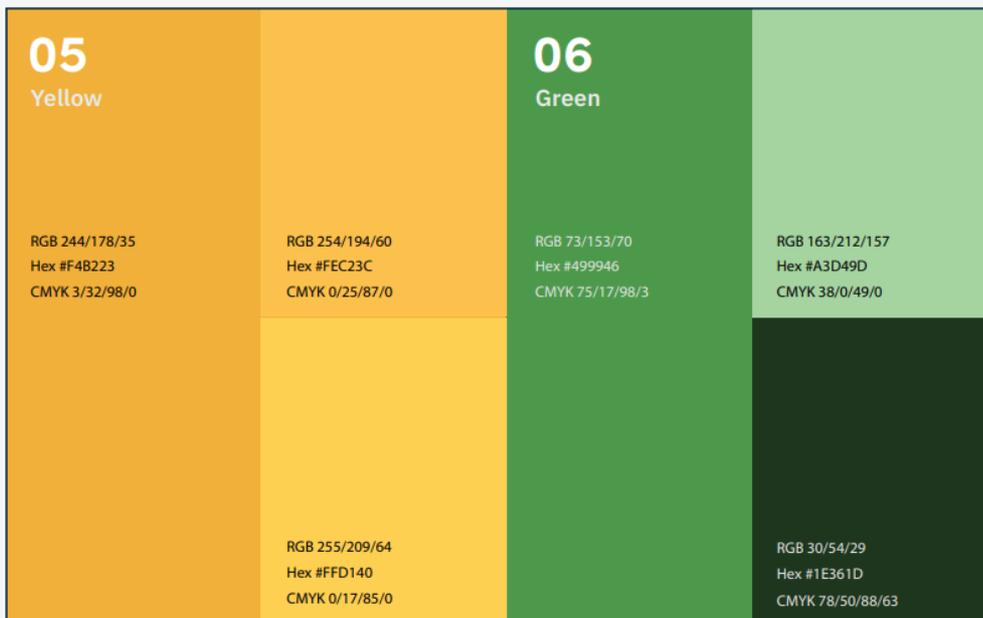
Logo variations: The reverse options



Colour: The primary colours

<b>01</b> D4B Hot Pink  RGB 188/14/113 Hex #BC0E71 CMYK 24/100/14/4	RGB 221/118/179 Hex #DD7683 CMYK 13/65/0/0	<b>02</b> Purple  RGB 122/41/130 Hex #7A2982 CMYK 63/100/11/2	RGB 175/121/181 Hex #AF79B5 CMYK 32/60/0/0
	RGB 102/0/58 Hex #66003A CMYK 42/100/32/50		RGB 54/13/59 Hex #360D3B CMYK 76/98/38/54
<b>03</b> Gradient	<b>04</b> White  RGB 255/255/255 Hex #FFFFFF CMYK 0/0/0/0	RGB 155/173/189 Hex #9BADBD CMYK 41/25/18/0	
		<b>05</b> D4B Slate  RGB 20/42/62 Hex #142A3E CMYK 93/76/49/52	

## Colour: The support colours



The Digital4Business logo should appear on all D4B-related materials — be they reports, visual assets, website, etc. Additionally, all other brand guidelines, as presented in Digital4Business visual identity manual, should be carefully observed. (Available to Partners on Digital4Business Teams channel).

Matrix Internet, as WP5 leader, will produce the official brand communication materials in English. Whenever relevant, Partners are allowed to modify the material and/or localise it by following the visual identity manual.

## EU funding statement

All communication activities for Digital4Business (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc, in electronic form, via traditional or social media, etc), will acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate). The emblem will remain distinct and separate and will not be modified by adding other visual marks, brands or text. When displayed in association with other logos (e.g. of

beneficiaries or sponsors), the emblem will be displayed at least as prominently and visibly as the other logos.



## Target groups

Digital4Business gathers different groups of stakeholders dealing with digital skills coming from education and industry, and also students who will enrol on the master's programme and their employers. Given the various types of stakeholders, their inherent needs, and aspirations, it is relevant to identify, segment, and focus on our key target audiences, as presented below.

### Key target groups

The primary target audience of the Digital4Business programme are potential students who will sign up for the full time or part-time master's or undertake modules with micro-credentials. They are listed below and presented in the figure overleaf:

- Senior professionals and managers (interested in micro-credentials)
- Young professionals (interested in the part-time master's programme)
- Recent graduates (non-ICT i.e. those whose previous qualification was not information and communications technology — interested in full-time master's)
- SME owners/directors (Interested in micro-credentials)
- C-Level executives in larger companies (interested in micro-credentials)

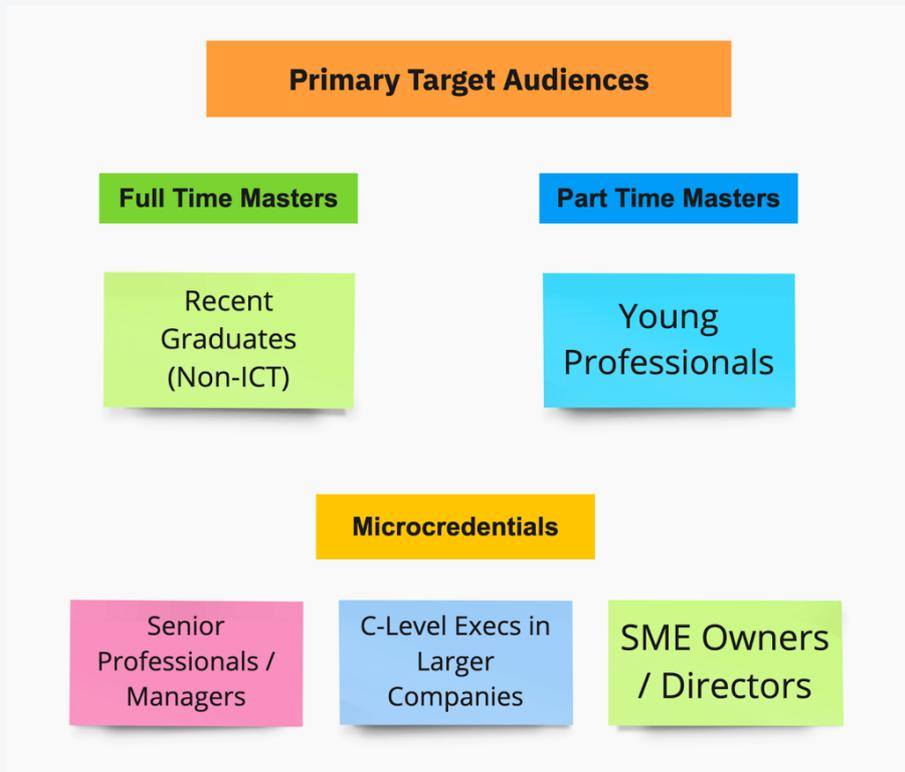


Figure 4 - Primary target audiences

In addition to the primary target audience, we also have a number of secondary target audiences for communications:

- European SMEs and companies undergoing digital transformation.
- Students from the diversity group applying for scholarships.
- Other HEIs, training and industry Partners who want to join D4B.
- EU/national digital skills stakeholders.
- EU-funded digital skills projects and platforms.

## Customer personas

For each of the primary target audiences we have developed a customer persona to define their specific needs from Digital4Business and shape the activities and messages in our communications campaigns.

## SME owners/directors

**DIGITAL4Business** Persona Development



**Sharon**

**Personal Information**

Job	Hotel Owner
Kids	NA
Location	Wicklow
Age	45
Device	Desktop

**Online Skill**

Low  High

**Online Activity**

Low  High

**PERSONA PROFILE**  
Sharon is an example of an SME owner/director. She is the owner of a hotel in Wicklow. She employs around 50 staff members.

**WHAT DOES THIS PERSON NEED? WHAT PROBLEMS DO THEY WANT TO SOLVE?**

- Bounce back from business losses post-covid
- Wants to improve digital side to business - improve booking system/internal activities
- Struggles with consistent marketing - needs to up-skill herself and her team
- Trying to manage operations/ attract weddings/conferences
- Staff retention is an issue
- Cost increases, whether to stay open all year

**WHAT SOLUTIONS CAN D4B PROVIDE TO ADDRESS THESE PROBLEMS/NEEDS?**

- More flexible business — staff will have a variety of skills
- Increased revenue - more business
- Better staff morale and retention
- Allows biz owner to step back from day to day operations and allow for a more strategic management
- Flexibility of D4B is appealing
- Peace of mind that she's investing in her business; the business is protected and she is a part of the solution rather than outsourcing everything

**WHY WILL THEY SIGN UP FOR THE MASTERS/GET INVOLVED? WHAT ARE THE BENEFITS?**

- Staff retention improved due to happier working life due to ease of operations with digital skills
- Using micro credentials to upskill multiple staff members
- Will help them to grow the business and provide better customer experience - free up time on manual tasks
- Use technology smartly - provide different levels of service depending on customer requirements
- Reputation as progressive employer — reviews from customers and also Glass Door etc
- Further the reach/footprint of business

**WHERE WILL THEY FIND OUT ABOUT D4B?**

- Social - Facebook/Instagram/TikTok
- Local chamber of commerce/SFA/LEO/Skillsnet (hospitality)/Hoteliers association of Ireland
- Trade press/trade fairs/online magazines
- Google search

**HOW AND WHEN WILL THEY WANT TO LEARN? WHAT FITS THEIR LIFESTYLE?**

- Flexible learning is required - for owner and for team members
- Need the micro credentials to be delivered quickly
- Offline learning is a must - video or audios - learn while you clean :)

## Young professionals

DIGITAL4Business Persona Development



**Gita**

Personal Information

Job	Industry
Kids	NA
Location	Amsterdam
Age	32
Device	Desktop & Mobile

Online Skill



Online Activity



**PERSONA PROFILE**

Gita is a digital native based in Amsterdam. She graduated 8 years ago and took 2 years to travel directly afterwards. She then worked for a government agency for 3 years and then spent 2 years in industry. She is very conscious of social justice and sustainability issues. She embraces new experiences and believes in life-long learning.

**WHAT DOES THIS PERSON NEED? WHAT PROBLEMS DO THEY WANT TO SOLVE?**

- Company strategy is evolving and needs to align her skill set to match this
- Looking to change job roles, upskilling in advance
- Career progression
- Doesn't have skillset to perform current role eg dealing with sensitive data
- Social benchmarking - maintain social standing - keep up with peers

**WHAT SOLUTIONS CAN D4B PROVIDE TO ADDRESS THESE PROBLEMS/NEEDS?**

- Certification for self-promotion
- Enhance their career prospects
- Provide job satisfaction
- Modernisation of soft skills
- Provide network

**WHY WILL THEY SIGN UP FOR THE MASTERS/GET INVOLVED? WHAT ARE THE BENEFITS?**

- See peers sharing certification on LinkedIn
- Accessible and will fit with their lifestyle
- Programme will evolve with technology progress
- Feedback at every step

**WHERE WILL THEY FIND OUT ABOUT D4B?**

- Social
- Search
- Traditional
- Digital

**HOW AND WHEN WILL THEY WANT TO LEARN? WHAT FITS THEIR LIFESTYLE?**

- Micro credentials and the ability to adapt to suit
- Online delivery
- Company can design the programme

Executives in larger companies

DIGITAL4Business Persona Development



**Jack**

Personal Information

Job	Senior Manager
Kids	NA
Location	Berlin
Age	36-52
Device	Desktop

Online Skill



Online Activity



**PERSONA PROFILE**

Jack was a senior manager at a large corporation in Europe. He is currently between jobs. He could also be self-employed.

**WHAT DOES THIS PERSON NEED? WHAT PROBLEMS DO THEY WANT TO SOLVE?**

- Flexibility - self timed masters
- Need company to pay for it!
- Skills gap is the driver
- Getting ready for a digital transformation
- Understand terminology and know who to hire
- Understand technical aspects of DT
- Looking for flexibility
- Scholarships / CPF in France Professional Account
- Skills needed for my organisation
- Opportunity to train their staff remotely and cost effectively
- Less expensive and remote access

**WHAT SOLUTIONS CAN D4B PROVIDE TO ADDRESS THESE PROBLEMS/NEEDS?**

- Less technical, more practical for a senior manager
- Micro credentials that you can start at any stage?
- Balance with instructor led lessons and collaborative work
- Modules open once a quarter
- Market recognised certification
- Different modules starting in different quarters
- Tailored training - design your own schedule of modules
- Specific modules for key technologies such as AI, Cyber, Cloud, Data, ML etc
- Modules related to Digital Transformation
- Modules on key enabling technologies
- Industry Certification & European Accreditation

**WHY WILL THEY SIGN UP FOR THE MASTERS/GET INVOLVED? WHAT ARE THE BENEFITS?**

- Protecting business for future growth
- Refreshers to keep up with technology changes
- Update a course they did a few years ago
- Content will be updated depending on different challenges in society / new technology changes.
- Improve knowledge
- Practical training to improve their company - achieve objective
- Better purchasing for outsourcing - know what you're buying
- Accreditation from the partner universities
- Internationally recognised - Status
- Covers key topics such as cloud, cyber, AI etc that they need to know for business growth
- Progress in their career - job security - watch my back!
- Ensures business is future proofed and protected
- Can be tailored for different functional areas

**WHERE WILL THEY FIND OUT ABOUT D4B?**

- Business communities
- Government programmes and campaigns
- LinkedIn
- Workshops / webinars for business
- Trade events / conferences
- Business newspapers / websites
- Chamber of commerce/business organisations
- Alumni networks / schools & business
- Entrepreneurship programme in schools

**HOW AND WHEN WILL THEY WANT TO LEARN? WHAT FITS THEIR LIFESTYLE?**

- Flexibility
- Divided into small chunks
- Commitment from work that they can take time for upskilling
- Part of the company's training programme
- Out of the business - no distractions
- Portion in work and outside work.
- Networking / peer learning component
- Want some physical interaction - workshops & events

Senior professionals and managers

DIGITAL4Business Persona Development



**Nicole**

**Personal Information**

Job	Business Manager
Kids	NA
Location	Portugal
Age	45
Device	Desktop

**Online Skill**



**Online Activity**



**PERSONA PROFILE**

Nicole is a business manager. She believes her job may be at risk in the future and is hoping to take some courses in order to re-skill.

**WHAT DOES THIS PERSON NEED? WHAT PROBLEMS DO THEY WANT TO SOLVE?**

- Job security
- Career aspirations
- Personal development plan
- Digital transformation of the company
- Reintegration for working mothers
- Business strategy to reskill some of the workforce

**WHAT SOLUTIONS CAN D4B PROVIDE TO ADDRESS THESE PROBLEMS/NEEDS?**

- Flexible training
- Industry-relevant training
- Market-driven training

**WHY WILL THEY SIGN UP FOR THE MASTERS/GET INVOLVED? WHAT ARE THE BENEFITS?**

- Flexibility
- Advanced wanted or needed digital skills
- Improve life balance
- We need to add funded costs provided by companies
- Employment opportunities
- To feel confident
- Building credibility

**WHERE WILL THEY FIND OUT ABOUT D4B?**

- Google Ads
- Linked In
- Social media
- TikTok for Bologna
- Millennials search by videos
- Twitch is a popular channel
- Digital Skills and Jobs platform (mentioned on day 1)
- Live webinars
- Newsletters
- Magazines wired
- Open days
- Special events be active and attend

**HOW AND WHEN WILL THEY WANT TO LEARN? WHAT FITS THEIR LIFESTYLE?**

- Take time from your schedule to speak to your boss to then propose to your boss a half a day a week
- Then maybe work from half a day to one day a week
- In certain countries such as in Italy a part time job is not enough to live comfortably
- Flexible, ensuring good work life balance
- One day a week would suit some people for in person learning
- Hybrid blended solutions are going to be helpful
- Anytime anywhere digital for business

## Recent graduates

DIGITAL4Business Persona Development



**Curtis**

**Personal Information**

Job	NA
Kids	NA
Location	Dublin
Age	23
Device	Desktop and mobile

**Online Skill**



**Online Activity**



**PERSONA PROFILE**

Curtis has recently completed a bachelor's degree from a non-STEM or ICT field. He is looking for more advanced, in-depth digital skills to make him better equipped for the modern work-world.

**WHAT DOES THIS PERSON NEED? WHAT PROBLEMS DO THEY WANT TO SOLVE?**

- Lack of tech skills
- Envision how digital tools can facilitate/improve their work
- Ability to ask the right questions to future stakeholders not in their field
- Overview of what the current technology is
- Cost implications - an idea of how much certain tools will cost/what tools to use
- Functionalities of certain tools
- Pros and cons of certain technologies

**WHAT SOLUTIONS CAN D4B PROVIDE TO ADDRESS THESE PROBLEMS/NEEDS?**

- Working with students in other specializations to solve a problem together with each of their respective expertise
- Overview of the current tech widely used in digital companies
- Experience working with other pros and learning from them in the process
- Online learning/courses
- Basic tech skills in multiple disciplines - can inspire the student to specialise later
- Their initial assessment tools allow people to figure out what they should specify in
- Then leads to specialisation later on in the masters

**WHY WILL THEY SIGN UP FOR THE MASTERS/GET INVOLVED? WHAT ARE THE BENEFITS?**

- To fill the knowledge gap
- They want to be better equipped for the job market
- Target: people in their 20s who want to go into the job market
- Complement their current degree
- Offer the right learning path tailored to specific companies that student wants to work for

**WHERE WILL THEY FIND OUT ABOUT D4B?**

- Professional social media
- LinkedIn - LinkedIn integration?
- Microsoft
- Webinars (could be promoted on LinkedIn)
- University partners
- Industry partners
- Google Search
- Job fairs

**HOW AND WHEN WILL THEY WANT TO LEARN? WHAT FITS THEIR LIFESTYLE?**

- Remote vs in person
- Synchronous vs asynchronous
- Full time (mostly)
- Gain microcredentials while working
- Before/after starting a new job

## Key messages

Digital4Business plans to base its communication and dissemination activities on key messages tailored for each target audience, aligning with the communication objectives and values outlined earlier. The initial version of these key messages, along with the preferred communication channels, is presented in the following table. However, as Digital4Business instruments and tools progress and achieve tangible results, these key messages will be further refined in practical contexts. This refinement process will ensure that when the time comes to promote them extensively across the European Union and all target groups, the key messages accurately reflect the achievements of Digital4Business.

Target audience	Message	Channel
SMEs and companies undergoing digital transformation	Digital4Business makes it easier for your business to embrace digital transformation and implement new digital technologies in a practical way.	<ul style="list-style-type: none"> <li>● LinkedIn newsletter</li> <li>● Direct mailing</li> <li>● Events (education)</li> <li>● Partners' network</li> </ul>
Students and young professionals	Digital4Business will help you gain the advanced digital skills you need to pursue a highly rewarding career in the digital sector.	<ul style="list-style-type: none"> <li>● LinkedIn</li> <li>● Twitter</li> <li>● Instagram</li> <li>● Newsletter</li> <li>● Partners' network</li> </ul>
Senior professionals and managers	Digital4Business will help you keep up to date with the latest technological advances and effectively manage the digital transformation in your company.	<ul style="list-style-type: none"> <li>● LinkedIn</li> <li>● Newsletter</li> <li>● Direct mailing</li> <li>● Events (education)</li> <li>● Partners' network</li> </ul>
SME owners / company executives.	Digital4Business will help you to understand how advanced digital technologies can drive your company growth and how you can integrate them into your business.	<ul style="list-style-type: none"> <li>● LinkedIn</li> <li>● Newsletter</li> <li>● Direct mailing</li> <li>● Events (education)</li> <li>● Partners' network</li> </ul>
EU and national policymakers	Digital4Business contributes to achieving the European Skills Agenda and SME strategy — it supports the upskilling and reskilling of Europe's workforce at the EU and Member State level.	<ul style="list-style-type: none"> <li>● Newsletter</li> <li>● Direct mailing</li> <li>● Events</li> </ul>

Table 2 - Target audiences and key messages



## Promotional strategy

### RACE approach

The promotional strategy presents the tactics that will be deployed over the lifetime of the project to Reach, Act towards, Convert, and Engage (RACE) each of the target groups; thus creating widespread awareness and interest in the project.

Furthermore, the tactics presented below inform the definition of the various promotional campaigns that will be implemented to disseminate the project results and activities and serve the short- and long-term communication and outreach objectives.



## RACE approach

Stage	Tactic	Key measure
<p><b>Reach</b></p> <p>Build brand awareness, increase online visibility, grow the audience on multiple channels.</p>	<ul style="list-style-type: none"> <li>● Officially launch the website and social media channels</li> <li>● User-friendly design and easy navigation on the website</li> <li>● Organise stakeholder meetings and events</li> <li>● Direct emailing and messages via the Partners' network</li> <li>● Create and deploy awareness-raising campaigns and content</li> <li>● Organic social media campaigns</li> <li>● Search engine optimisation (SEO) for the website</li> <li>● Promote external thematic content and events</li> <li>● Attend/participate in external events to present Digital4Business</li> <li>● Prepare launch news pack for the project Partners</li> <li>● Promotion via the Digital Skills &amp; Jobs Platform</li> </ul>	<ul style="list-style-type: none"> <li>● Audience volume</li> <li>● Audience quality</li> </ul>

**Act**

Prompt interactions, subscribers and leads, increase the positive sentiment vis-à-vis the project and outputs

- Promotion of the project newsletter
- Create evergreen and thematic content for the project communication channels.
- Direct emailing and messages via the Partners' network
- Develop engaging and interactive visual content.
- Launch the Digital4Business community on LinkedIn
- Attend/participate in external events to present Digital4Business
- Prepare launch news pack for the project Partners
- Promote project outputs and results on the website
- Organic social media campaigns on need for digital skills
- Create and deploy campaigns and content on specific project outputs for different stakeholders
- Time on site
- Subscribers, likes and shares
- Community sign-ups
- Downloads of outputs
- Event registrations

## Convert

Drive registrations for the master's programme and short courses, persuade key stakeholders to use the project results, increase brand trust.

- Develop targeted campaigns to recruit students for each intake of the master's programme
  - Create and deploy campaigns on the benefits of the project outputs for each stakeholder
  - Promote positive experiences from each student cohort
  - Collect and publish case studies, success stories, impact research results
  - Organic social media campaigns
  - Organise stakeholder meetings
  - Encourage website visitors to register their interest for future training courses
  - Ask companies, SMEs, HEIs etc to become a partner of D4B
  - Direct emailing towards key policymakers
  - Use strong calls-to-action on the website
  - Organise engaging events / webinars / conferences for key stakeholders
  - Attract members to join a Community Group on DSJP
  - Feed the community with thematic content
- Conversion
  - Registrations
  - LinkedIn followers
  - Event registrations

<p><b>Engage</b></p> <p>Encourage the multiplying effect, reward users, activate the community</p>	<ul style="list-style-type: none"> <li>● Organise specialist webinars and events to promote the results in collaboration with DSJP or other Partners</li> <li>● Highlight students' experience via social media video campaigns</li> <li>● Provide potential multipliers with a news/comms pack</li> <li>● Collect and publish adopters' stories, use cases, success stories</li> <li>● Active moderation on the LinkedIn Community and social media</li> <li>● Active development of the Community Group on DSJP and promotion of success stories / good practices</li> <li>● Launch and animate online discussions on topics of interest on DSJP</li> <li>● Recycle engaging content and feed it to potential new students/Partners</li> <li>● Direct emailing and messages via multipliers and Partners' network</li> <li>● Student support programme for new students.</li> <li>● Encourage the use of the D4B online learning platform tools and features and provide user support</li> </ul>	<ul style="list-style-type: none"> <li>● Repeat interactions</li> <li>● Brand satisfaction and loyalty</li> <li>● Advocacy</li> </ul>
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Table 3: RACE approach

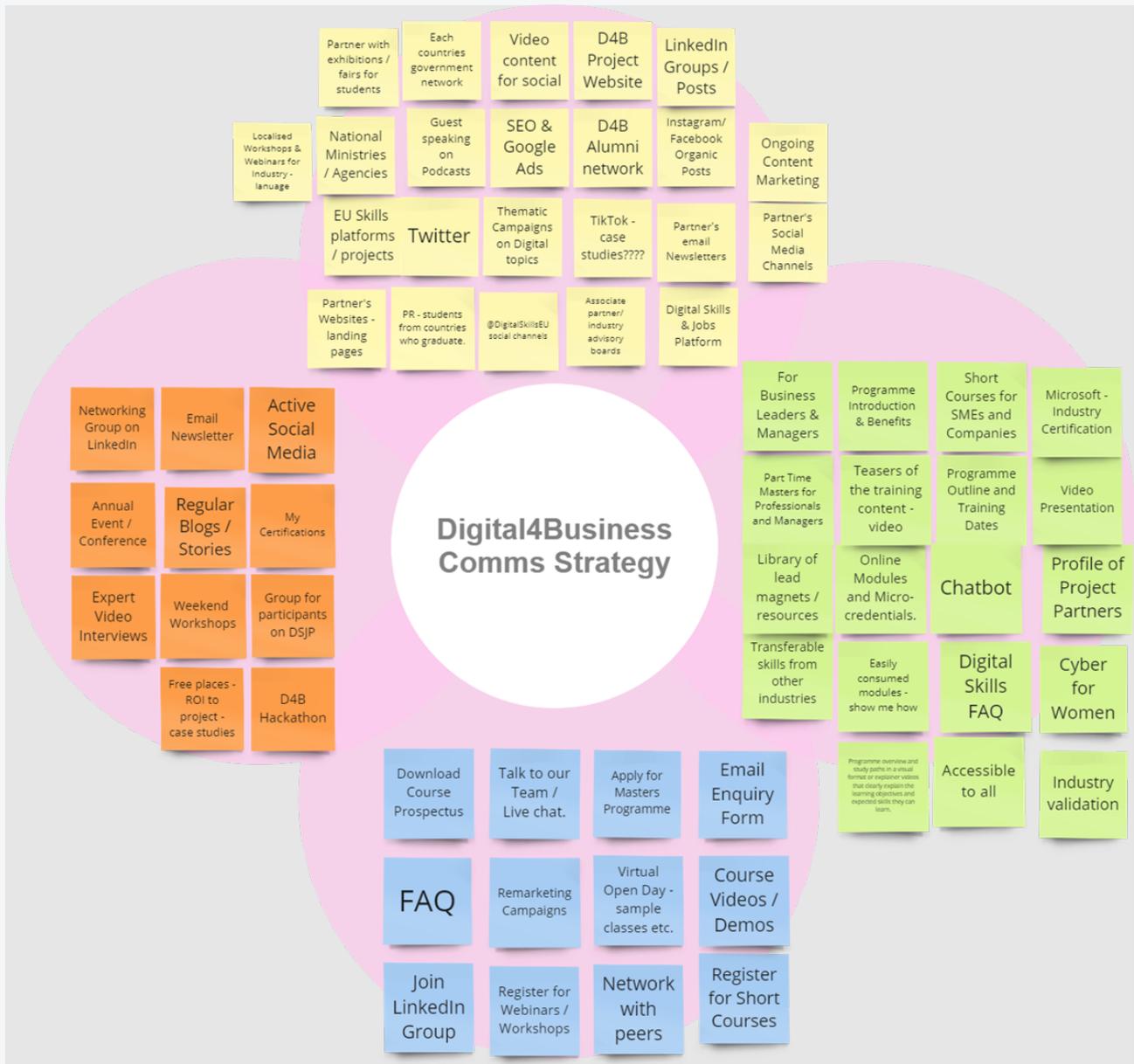
## RACE By target audience

The RACE approach will be tailored for each of the primary target audiences to ensure we create targeted campaigns using the right channels and communicating very specific messaging as defined in the customer personas above. The RACE strategy for each target audience is outlined in the figures below:

### SME owners

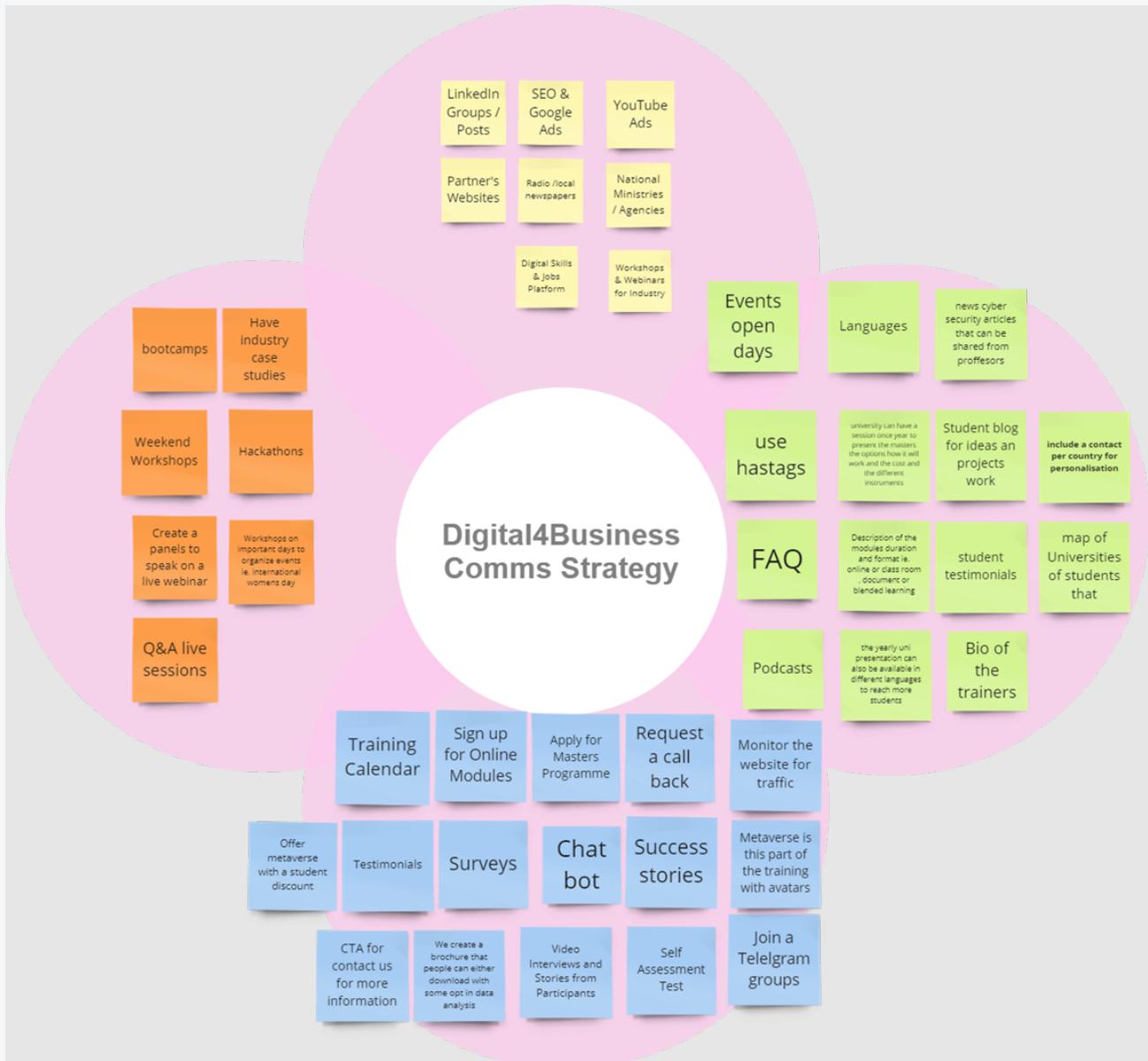


Young professionals



Senior professionals/managers





**Recent graduates / non-ICT students**



## Promotional campaigns

Throughout the project duration, Digital4Business will implement several promotional campaigns to reach the communication objectives. These are separated into two categories:

Category	General objective
<p><b>EU-wide campaigns</b></p> <p>Promote the opening of each master's programme and the key project outputs to specific target audiences.</p>	<ul style="list-style-type: none"> <li>● Create follower/subscriber base.</li> <li>● Drive enrolment in the courses</li> <li>● Collect feedback/input.</li> <li>● Recruit Partners</li> <li>● Leverage multipliers</li> </ul>
<p><b>Mini campaigns</b></p> <p>Promoting project activities, milestones, and results to key stakeholders and the general public.</p>	<ul style="list-style-type: none"> <li>● Raise brand awareness.</li> <li>● Attract new followers/subscribers.</li> <li>● Promote success/case studies.</li> <li>● Recruit Partners</li> <li>● Leverage multipliers</li> </ul>

Table 4: Types of campaigns in Digital4Business

## EU-wide campaigns

We will develop and implement 2 types of EU-wide communications campaigns during the project as outlined in the table below:

#	1	2
Campaign	Industry and education campaign to encourage widespread adoption	Digital4Business launch and student recruitment campaigns
Target audiences	<ul style="list-style-type: none"> <li>● European SMEs and companies undergoing digital transformation.</li> <li>● Other HEIs, training and industry Partners who want to join D4B.</li> <li>● EU/national digital skills stakeholders</li> <li>● EU-funded digital skills projects and platforms</li> </ul>	<ul style="list-style-type: none"> <li>● Senior professionals and managers</li> <li>● Young professionals</li> <li>● Recent graduates</li> <li>● SME owners/directors</li> <li>● C-level executives in larger companies</li> <li>● Students from the Diversity Group applying for scholarships</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>● Build awareness of the Digital4Business master's programme</li> <li>● Showcase the case studies and results</li> <li>● Encourage adoption of the D4B model for ADS upskilling of SMEs/companies.</li> <li>● Recruit new Partners for a future phase of D4B as part of the sustainability strategy.</li> <li>● Encourage the employment of D4B graduates</li> <li>● Attract new Partnership and funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>● Build awareness of the Digital4Business Masters Programme</li> <li>● Maximise enrolments on each Digital4Business master's programme intake</li> <li>● Promote short courses and modules and generate sign-ups.</li> <li>● Ensure training and revenue generation KPIs are achieved.</li> </ul>

<p>Activities</p>	<ul style="list-style-type: none"> <li>● Design and execute an EU-wide campaign focused on industry and education providers to promote the results and impact of the programme and encourage widespread adoption of the online master's format for rapid Advanced Digital Skills (ADS) upskilling. Develop a series of webinars and hybrid online/offline networking events for both education and industry, highlighting key outputs, activities, and case studies from the programme. (Min 12 in total over 4 years)</li> <li>● The campaign will be planned in close collaboration with DG CNECT (Directorate-General for Communications Networks, Content and Technology) and our industry and education Partners in order to align with EU policies and campaigns and ensure maximum synergies and impact from joint activities.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop and implement EU-wide communications campaigns to promote the launch of Digital4Business and ensure a high level of student enrolment for each intake, with consideration given to increasing gender equality and ethnic diversity among the student cohort.</li> <li>● The launch campaign will also target owners and executives in SMEs and companies to encourage them to enrol their staff in the programme and participate in the employability programme, weekend events, collaborative projects, and student support activities.</li> </ul>
<p>Timelines</p>	<p>Dec 2025 - Nov 2026</p>	<ul style="list-style-type: none"> <li>● October 2023 - Aug 2026 (Promotion of at least 5 master's programmes' intakes)</li> </ul>

Table 5: Two EU-wide campaigns overview

As part of the strategic planning, a Campaign Plan and Communications Pack will be developed before the rollout of each campaign. It will outline the concrete directions, messages, tools, and channels used, and timeline for publications.

Each of these campaigns will be coordinated by the WP5 leader, with the proactive support of the project Partners, associated Partners, and active multipliers.

## Communication channels and tools

The table below provides an overview of the main communication tools that will be used for the dissemination and outreach activities of the Digital4Business project, as well as their respective characteristics of communication.

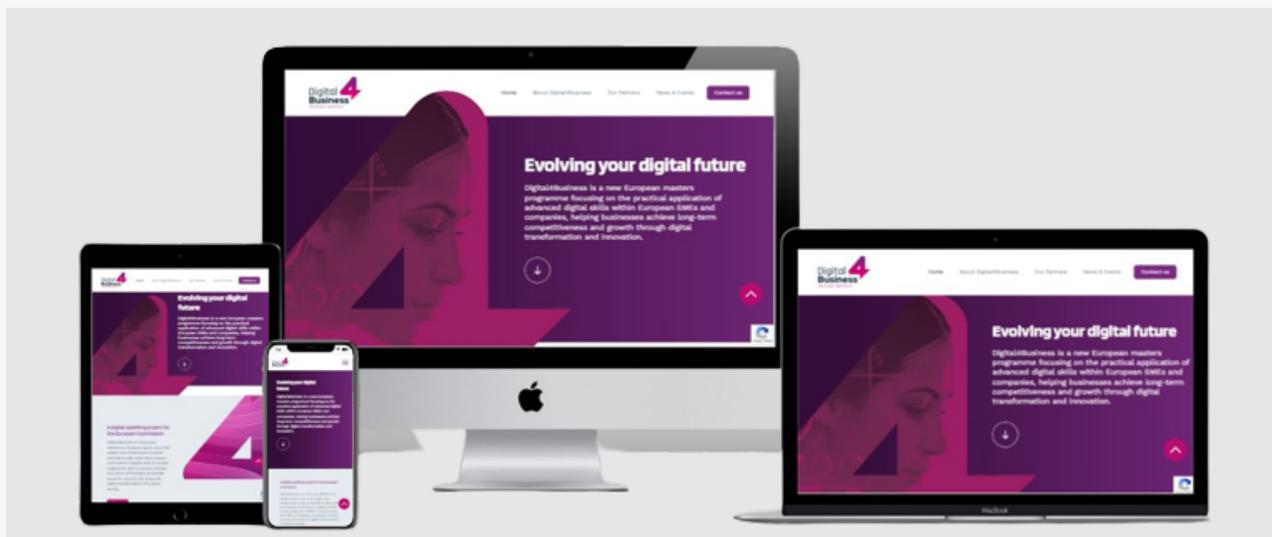
Tool	Channel	Characteristic
Digital4Business website	Portal for LMS	Official, informative, welcoming
	Blog articles	Semi-formal, informative, narrative, engaging
Social media	LinkedIn	Professional, informative, visual, engaging, interactive
	Twitter **	Semi-formal, informative, interactive
	Facebook**	Informal, informative, visual, engaging
	Instagram**	
Mailing	Project email newsletter	Official, informative, narrative, promotional
	Partners' email newsletter	
	Direct mailing/message	Informal, informative, promotional
Press and media	Press releases	Official, informative, storytelling
	Press articles	
Events/webinars	Project events	Official, informative, storytelling, promotional
	External representations	
Visual assets	Online and offline communications	Official, informative, visual, engaging

Table 6 - Comms tools and channels

These tools are presented in more detail in the sections below while developing the rationale, objectives, contents, and use.

*\*\* Dissemination will be on partner platforms initially with D4B channels created as required.*

## Digital4Business website



The Digital4Business website is available at [www.Digital4Business.eu](http://www.Digital4Business.eu). The website has two main purposes:

- Informative — it informs stakeholders about the project through a narrative-based user experience — make all public project results available.
- Collaborative — it will host/link to the Digital4Business Digital Learning Platform which hosts the learning management system and teaching resources for students.

The website uses a WordPress CMS to allow content updates and collaboration across the Consortium Partners.

The website will be developed in two phases:

- Brochure version: static website with basic pages, a contact form and blog posts (launched 18/05/2023).
- Full version: reflecting course content and linking to the Learning Management Systems (due date: 31/10/2023 and iterations).

The website's blog, aka the News & Events section, is the central hub for the latest updates on the project and related topics — positioning Digital4Business as the leader and expert in its field. It will include:

- Informative articles on the project's milestones, outputs progress/release, and activities
- News on related European projects and initiatives
- Announcement of all Digital4Business events
- Evergreen content and hot topics content on digital skills and digital transformation

During the second phase of development the website will integrate the Learning Management System and tools developed under WP3.

## Social media

Digital4Business will communicate on LinkedIn initially, until the master's programme is open to student enrolment.

LinkedIn: [Digital4Business](#)

LinkedIn Group: [Digital4Business Group](#)

Digital4Business will launch a Facebook and Instagram account when recruiting for the first cohort of students commences. Prior to the launch of the official channels, social media presence on Facebook and Instagram will be ensured via the Partners' social media channels (see annex 1) and active multipliers — respectively to reach out to education and training professionals and potential learners, more specifically students.

## Social media engagement strategy

Resources will be allocated to specific actions to create an active community of followers on Digital4Business social media accounts:

- Regular flow of publications and interactions with Digital4Business's ecosystem
- Promotion of Digital4Business accounts via the project email newsletter
- Promotion of Digital4Business accounts via Partners' social media channels and email newsletters
- Promotion towards targeted audiences with the use of sponsored content
- Use of relevant hashtags

Studies show that social media communications including hashtags are more likely to draw engagement. Thus, Digital4Business channels will leverage existing popular hashtags:

#DigitalSkills #coding #DigitalTransformation #AI #blockchain #IoT #BigData #cloud

In parallel, Partners will use a common hashtag #d4bEU to improve brand awareness and facilitate the tracking and impact assessment of Digital4Business communications.

WP5 leader Matrix Internet manages the Digital4Business social media accounts to ensure a regular flow of information and editorial consistency. Partners are encouraged to submit interesting and related content directly to Aoife O'Driscoll (aoife@matrixinternet.ie) such as:

- Partners' own content related to the topics of the project.
- Third-party content that Partners find suitable and interesting for Digital4Business target audiences (e.g., evergreen content, hot topics content).

## Mailing

The official Digital4Business newsletter is set up on Brevo. It will be issued every second month — starting from year 2 — and in an ad-hoc manner, when needed. It will be used to communicate about the project progress and results and key related topics.

WP5 leader Matrix manages the Digital4Business newsletter editorial line to ensure consistency. Partners are encouraged to submit interesting and related content directly to Aoife O’Driscoll (aoife@matrixinternet.ie) to be promoted on the newsletter.

- Partners’ own content related to the topics of the project.
- Third-party content that Partners find suitable and interesting for our target audiences (e.g. evergreen content, hot topics content)

All Partners can already subscribe to Digital4Business newsletter. To promote the newsletter, Partners are encouraged to share it with their network.

Website visitors can subscribe to the newsletter via an embedded form.

For some specific communication and outreach purposes such as surveys, event invitations, or establishing the first contact for further communication and support, Consortium Partners will reach out to stakeholders and potential multipliers via direct mailing. This includes:

- Sending emails to individuals and organisations by Consortium representatives.
- Using Partners’ mailing lists/contacts to target specific target audiences.

All mailing lists will be handled respecting GDPR norms.

## Press and media

Press releases will be published throughout the project. These aim to enhance the visibility of the Digital4Business project and share the most relevant outcomes of the project with the press. The following press releases have already been produced:

- Press release on the launch of Digital4Business (March 2023)
- Press release on the launch of the website (May 2023)

Each project partner will distribute the press releases to their respective networks and media contacts. Project Partners will also be encouraged to host the press releases on their website and share them via their newsletters and social media channels.

## Visual assets

Several visual assets will be produced by the WP5 leaders to serve the communication and outreach activities throughout the project lifetime. The visual assets will be produced in English. Partners can themselves choose to localise these assets.

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Linkedin 1200x62...



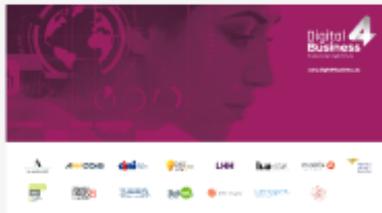
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Sample of visual assets formatted for social media.



*Sample of the PPT presentation templates*

*Sample of the press release template*



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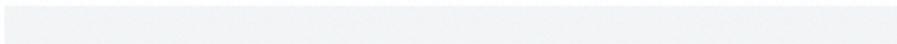
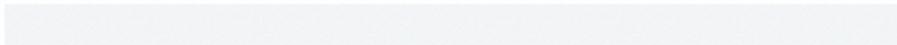
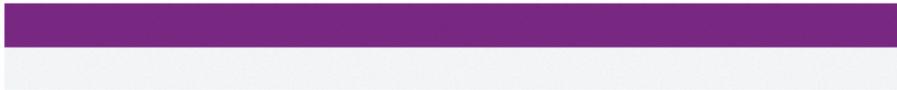
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*Sample 2 - from the Word template*

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*Sample 3 - from the Word template*

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### Work Package 1

Work Package No/Name	WP5 Dissemination & European Impact
Deliverable Name	D5.1 Communications Strategy & Package of Comms Materials
Partners involvement	<b>Matrix Internet &amp; Schuman Associates</b>
Submission Deadline (As per Annual Work Plan)	<b>31-05-2023</b>

### Work Package 2

Work Package No/Name	WP5 Dissemination & European Impact
Deliverable Name	D5.1 Communications Strategy & Package of Comms Materials
Partners involvement	<b>Matrix Internet &amp; Schuman Associates</b>
Submission Deadline (As per Annual Work Plan)	<b>31-05-2023</b>

### Work Package 3

Work Package No/Name	WP5 Dissemination & European Impact
Deliverable Name	D5.1 Communications Strategy & Package of Comms Materials
Partners involvement	<b>Matrix Internet &amp; Schuman Associates</b>
Submission Deadline (As per Annual Work Plan)	<b>31-05-2023</b>

Sample 7 - from the Word template

### Work Package 4

Work Package No/Name	WP5 Dissemination & European Impact
Deliverable Name	D5.1 Communications Strategy & Package of Comms Materials
Partners involvement	<b>Matrix Internet &amp; Schuman Associates</b>
Submission Deadline (As per Annual Work Plan)	<b>31-05-2023</b>

### Work Package 5

Work Package No/Name	WP5 Dissemination & European Impact
Deliverable Name	D5.1 Communications Strategy & Package of Comms Materials
Partners involvement	<b>Matrix Internet &amp; Schuman Associates</b>
Submission Deadline (As per Annual Work Plan)	<b>31-05-2023</b>

### Work Package 6

Work Package No/Name	WP5 Dissemination & European Impact
Deliverable Name	D5.1 Communications Strategy & Package of Comms Materials
Partners involvement	<b>Matrix Internet &amp; Schuman Associates</b>
Submission Deadline (As per Annual Work Plan)	<b>31-05-2023</b>

Sample 8 - from the Word template

The table below presents the initial assets that will be provided to the Partnership:

Asset	Use for/on
Email marketing template	Email marketing, direct emailing
Online banners	Digital4Business EU-wide and mini-campaigns, social media posts, email marketing
Infographics and branded graphics	Websites, social media posts, email marketing
Roll-up banner	Physical events
Official PPT presentation	Online/on-site events, direct emailing
Official Word template	For all project communication and deliverables
Partnership logos image	Online/on-site events, social media posts
Brand Guidelines and communication toolkit	Localisation and creation of own content

Table 7 - Visual assets

## Events/webinars

As part of the Industry & Education Campaign we will organise a series of webinars and hybrid online/offline networking events. These events, totalling a minimum of 12 over the project's four-year duration, will serve as platforms for showcasing project achievements and facilitating knowledge sharing among stakeholders from the education and industry sectors.

All Partners are also encouraged to organise/host events for their key audiences to support the communication efforts both at national and EU level. This can take the form of:

- A standalone local, national, or pan-European (online/on-site) event: this format of events can be used to promote the project at large or specific outputs to a large audience.
- A multi-stakeholders meeting: this format can be interesting to create a personalised relationship with key stakeholders, in smaller committees, and promote the project, the outputs, and/or recruit new multipliers and associated Partners.
- A workshop or presentation embedded into Partners' flagship events: this format is lightweight and interesting for Partners to raise awareness about the project and its outputs towards their organisations' key stakeholders.

In any event, Partners can rely on the WP5 leader to support them in their event-based dissemination efforts — either by directly contributing to the content of the event or creating supporting material (visual assets, invitations, etc).

### External representations

Over the duration of the project, all Partners can participate and contribute to (large-scale) strategic external events to boost the project dissemination and impact. The preliminary mapping of interesting events will be further developed over the duration of the project by the project Partners.



## Digital Skills & Jobs Platform

A key element of our communications strategy will be the development of content and online learning resources for the Digital Skills & Jobs Platform, (<https://digital-skills-jobs.europa.eu/en>) as well as engaging in collaborative efforts to support communications campaigns, webinars, and community building activities.

We will collaborate closely with the Digital Skills & Jobs Platform team to create content and online learning resources that contribute to the platform's mission of fostering digital skills development. We aim to adapt the existing master's programme online modules, ensuring they are available in English and further localised into at least three languages. Through this collaboration, we will enhance the visibility and accessibility of the programme.

The table below presents the collaboration with the Digital Skills & Jobs Platform:

Activity	Elements
Content development	Work closely with the Digital Skills & Jobs Platform team to develop content for online learning resources
	Ensure that the content aligns with the platform's objectives and addresses the needs of the target audience
Communications campaigns	Contribute to communications campaigns organised by the DSJP to promote D4B
	Participate in joint promotional activities and engage with the DSJP Community
Community building	Participating in webinars
	Participate in dedicated discussion thread
	Participate in community workshops focused on the master's
Localisation and publishing	Localise online modules into at least three languages, ensuring accessibility to a diverse range of students
	Publish localised content on the DSJP
	Promote the availability of the localised content through platform-wide announcements and targeted communications efforts
Partnership development	Liaise closely with the DSJP project team to facilitate partnerships with the National Coalitions and other key digital skills projects and stakeholders throughout Europe.

Table 8: Collaboration with the Digital Skills & Jobs Platform

Through collaboration with the Digital Skills & Jobs Platform, we will maximise the impact of the programme by making the online learning resources widely accessible and promoting them to a broader, yet targeted, audience.

## Partnership Development Programme

As part of our strategic alignment with the Digital Skills & Jobs Platform, we will create and implement a Partnership Development Programme to build a pan-European ecosystem of industry and education partners, strengthening the network of content contributors, industry experts and host companies year on year. We will liaise closely with the DSJP project team to facilitate partnerships with the National Coalitions and alignment with DG CNECT comms activities. We will also seek to work closely with Digital Transformation Accelerator project to maximise the involvement of EDIHs and synergies with SMEs.

## Case studies and good practices

The development of case studies and good practice examples aim at showcasing the effectiveness and impact of the Digital4Business programme. We will create electronic documents and video case studies in English, with the possibility of localising them as needed to ensure relevance and accessibility across different regions.

The objective of developing case studies and good practice examples is to provide tangible evidence of the programme's success in strengthening competitiveness, delivering societal benefits, and driving positive change in the digital skills landscape. Through surveys, interviews, and feedback aggregation, we aim to gather valuable insights from industry partners, host companies and students, to evaluate the programme's effectiveness and identify areas for ongoing improvement. Additionally, we will analyse the impact of the programme in promoting gender equality, ethnic diversity, creating educational opportunities, and reducing unemployment among disadvantaged and vulnerable groups.

The table below presents the output of case studies and promotion of project results:

Activity	Elements
<b>Surveys and interviews</b>	Conduct surveys and interviews with industry partners, host companies, and students to collect feedback on the programme's outcomes and effectiveness
	Evaluate the extent to which the program has contributed to strengthening competitiveness and delivering benefits to society

	Get recommendations for ongoing improvement to enhance the programme's impact and relevance
<b>Case studies and good practice examples</b>	Develop case studies that showcase successful outcomes
	Document the impact of industry-education collaborations
	Highlight good practices that can serve as inspiration for future initiatives
<b>Video / multimedia content for promotion</b>	Using visual storytelling techniques to highlight success stories and programme benefits
	Use visual storytelling techniques to highlight success stories and programme benefits
<b>Impact analysis</b>	Perform an analysis of the collected feedback to assess the programme's impact on increasing gender equality, promoting ethnic diversity, and creating new educational opportunities
	Evaluate the programme's role in reducing unemployment among disadvantaged and vulnerable groups
	Identify key success factors and challenges in achieving these objectives and use them as a basis for improvement

Table 9: Case studies and good practices

By developing case studies, good practice guidelines and multimedia content, we aim to effectively communicate the achievements and impact of the Programme. These resources will serve as valuable tools for promotion, sharing knowledge, and inspiring future initiatives.

## Industry & Education Campaign

The Industry & Education Campaign within the Digital4Business project aims to promote the project's outcomes and engage both industry and education providers throughout Europe. It will

be an EU-wide campaign, with materials in English and localised by project Partners to suit specific regional needs. The campaign will be planned in close collaboration with DG CNECT and our industry and education Partners in order to align with EU policies and campaigns and ensure maximum synergies and impact from joint activities.

The campaign will utilise various communication tools that previously have been presented. Its primary objective is to highlight the project's key outputs, activities, and case studies from the programme to demonstrate best practices and serve as a template for successful European online master's programmes in advanced digital skills that can be adopted by other mid-size HEIs.

To achieve this, the campaign will include the development of a series of webinars and hybrid online/offline networking events. These events, totalling a minimum of 12 over the project's four-year duration, will serve as platforms for showcasing project achievements and facilitating knowledge sharing among stakeholders from the education and industry sectors.

This campaign will run in year 4 of the project once we have developed the case studies and template guidelines based on our experience of running the first two-year master's programme. As part of our sustainability strategy, we will design a long-term action plan for the progressive EU-wide rollout of project outputs after this initial four-year project has finished.

The table below presents the campaign activities and their components:

Campaign activity	Components
Webinar series	Webinars featuring experts, project Partners, and industry leaders
	Cover various topics such as digital transformation, innovation, advanced digital skills, and the impact on businesses
	Highlight case studies, best practices, and lessons learned

Hybrid networking events	Plan and host hybrid online/offline networking events that bring together industry and education stakeholders
	Include presentations, panel discussions, and interactive sessions focusing on the project's achievements and outcomes
	Create opportunities for networking, collaboration, and partnerships between businesses and educational institutions
Multimedia content	Produce engaging content, testimonials, and success stories showcasing the impact of the project
	Develop informative articles, posts, and press releases highlighting key project milestones and achievements
	Utilise social media platforms and the project website to disseminate content and engage with the target audience
EU wide promotion	Leverage EU-wide communication channels, including DSJP to promote the campaign
	Engage with stakeholders to create awareness and gain support for the project's outcomes
	Participate in relevant industry events, conferences, and forums to present the project's achievements and foster collaboration

*Table 10: Industry & Education Campaign activities*

Through this comprehensive and targeted Industry & Education Campaign, the Digital4Business project seeks to disseminate its achievements, inspire collaboration, and create a lasting impact on the digital skills landscape in Europe.

## Processes, implementation, and reporting

The Consortium has agreed to implement internal communication processes to facilitate the implementation and reporting of the communication and outreach activities. The below sections present these processes and their strategic value.

## Campaign planning

Starting from May 2023 (M5), the promotional strategy will be translated into a clear **campaign plan** — an actionable document defining the communication and dissemination activities to be performed.

There will be nine iterations in total:

**Forecast of the strategic plans**

Delivery phase	Active period	Campaigns	Indicative contents and activities
Phase 1 Q2 2023	01/04/2023-31/05/2023	Launch of D4B branding and website aligned with the European Year of Skills launch.	<ul style="list-style-type: none"> <li>● D4B Launch campaign.</li> <li>● Brand launch</li> <li>● Website and landing page launch</li> </ul>
Phase 2 Q4 2023	01/09/2023-30/11/2023	Launch of Digital4Business and campaign to maximise enrolment for D4B1 and D4B2 pilots in January 2024.	<ul style="list-style-type: none"> <li>● EU-wide campaign focused on recruiting students and senior staff from SMEs/companies.</li> <li>● Teaser Campaign</li> <li>● Social media campaign</li> <li>● Email marketing campaign</li> </ul>
Phase 3 Q2 2024	01/04/2024-31/05/2024	Launch and promotion of online learning modules and content on the Digital Skills & Jobs Platform	<ul style="list-style-type: none"> <li>● Liaise closely with DSJP to develop content and online learning resources for the platform</li> <li>● Publish online modules and content localised into at least 3 languages.</li> <li>● Promotion of the training resources and the master's programme via DSJP channels</li> </ul>
Phase 4 Q4 2024	01/09/2024-30/11/2024	Campaign to maximise enrolment for D4B3 full-time Programme in January 2025	<ul style="list-style-type: none"> <li>● EU-wide campaign focused on recruiting students and senior staff from SMEs/companies</li> <li>● Teaser campaign</li> <li>● Social media campaign</li> <li>● Email marketing campaign</li> </ul>

Phase 5 Q1&2 2025	01/02/2025- 30/04/2025	EU-wide campaign focused on industry and education	<ul style="list-style-type: none"> <li>● EU-wide campaign focused on industry and education</li> <li>● Webinars and hybrid online/offline networking events, highlighting key outputs, activities, and case studies</li> </ul>
Phase 6 Q3 2026	01/09/2025- 30/11/2025	Campaign to maximise enrolment for D4B4 and D4B5 full-time and part-time intakes in January 2026	<ul style="list-style-type: none"> <li>● EU-wide campaign focused on recruiting students and senior staff from SMEs/companies.</li> <li>● Teaser campaign</li> <li>● Social media campaign</li> <li>● Email marketing campaign</li> </ul>
Phase 7 Q2 -Q4 2026	01/03/2026- 31/10/2026	EU-wide campaign focused on industry and education	<ul style="list-style-type: none"> <li>● Webinars and hybrid online/offline networking events, highlighting key outputs, activities, and case studies</li> <li>● Showcase the ‘best practice’ case studies from Partners and the ‘template’ for a successful European online master's programme in advanced digital skills that can be adopted by other mid-size HEIs</li> </ul>

Table 11: Forecast of the strategic planning.

## Campaign planning loop

To create and validate the quarterly strategic plannings, the following cycle will be observed:

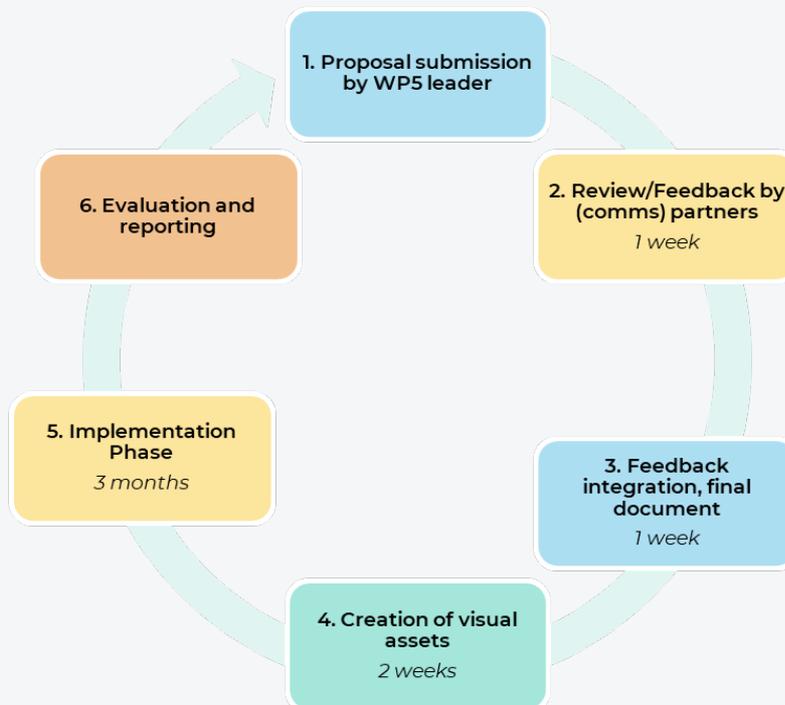


Figure 5: Campaign planning loop

- Phase 1: WP5 leader delivers the campaign proposal in M-2 of its effective start date.
- Phase 2: Partners review and give feedback on the proposal. They should add any other elements that they deem important — including completing the event mapping and speaking opportunities.
- Phase 3: WP5 leader integrates the feedback received and liaises with the relevant Partners to finalise the campaign planning. If any event and/or speaking opportunities are listed, WP5 leader will contact the potential speakers/contributors within the consortium.
- Phase 4: WP5 leader creates the supporting visual assets, in English. Partners can themselves choose to localise these assets. In the latter case, they can ask the WP5 leader for the designer files.
- Phase 5: During the 3-month campaign period, all Partners commit to implementing the strategic planning through their own communication tools and channels.
- Phase 6: Partners report on their past 3-month activities at the end of each cycle. Example: In Feb 2024, Partners will report on the past 3-month implementation phase, covering the period from 01/11/2023 to 31/01/2023.

## Tools and practicalities

The Consortium has agreed to use Teams as its main tools for internal communication. In this light, several communication channels have been created/highlighted and agreed to be used in the following respect:

Channel	Used for
Communication thread Teams posts	<ul style="list-style-type: none"> <li>• Announcements and updates</li> <li>• Document sharing</li> <li>• Knowledge sharing</li> <li>• Notifications and reminders</li> </ul>
Repository Teams files	<ul style="list-style-type: none"> <li>• Document storage and organisation</li> <li>• Collaborative editing</li> <li>• Document sharing, templates, and resources</li> </ul>
Event calendar Teams calendar	<ul style="list-style-type: none"> <li>• Event planning</li> <li>• Deadline management</li> <li>• Reminders and notifications</li> </ul>

Table 12: Internal communication tools in Digital4Business

All Partners have appointed a person within their organisation who will be the main contact person for all communication and dissemination-related activities. In turn, this should greatly support the high level of quality and impact of the project communication activities.

## Reporting and evaluation

As presented in the quarterly campaign planning loop (see **Phase 6**), Partners will report every 3 months on their past activities. All the reporting will be centralised via a Google Form or Word document on Teams, and the data processed by the WP5 leader.

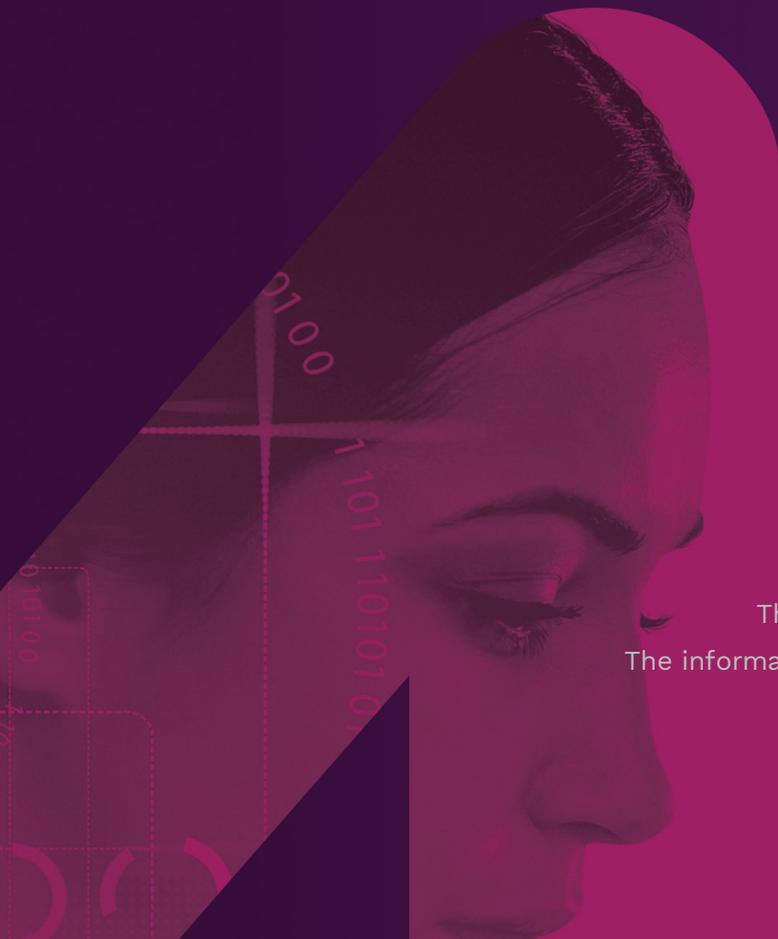
The data collected will be used for:

- Providing the necessary information to the WP1 leader to fill in the project internal reports (interim, final reports).
- Continuously assessing the impact of the communication activities to reach the project KPIs.
- Being able to adapt future communication strategic planning.

In addition, the communications activities and progress towards KPIs will be actively monitored and reported via the quarterly flash reports.

# Digital **4** Business

Evolving your digital future



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