



C-E.N.T.E.R. Toolkit

The easiest way to better
dissemination

C-E.N.T.E.R. - Competence, Cooperation, Communication in the C-
E.N.T.E.R. of Dissemination and Exploitation of EU Project Results
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INTRODUCTION

The C-E.N.T.E.R. project (Competence, cooperation and communication in the C-E.N.T.E.R. of dissemination of EU project results) is funded by the transversal action “Key Activity 4 - Dissemination and Exploitation” within the framework of the Lifelong Learning Programme.

Dissemination and exploitation are of vital importance in EU projects and have to be taken into account by all project managers and their consortia. Different tools and instruments are available for this purpose, but in the Lifelong Learning Programme field, most people have no specific skills in marketing or product placement to help them plan, implement and monitor these activities.

The aim of the C.E.N.T.E.R. project is to present and publish a Toolkit which will help people develop these skills so they can support EU project teams in the implementation of dissemination and exploitation activities; such as the presented publication – the C-E.N.T.E.R. Toolkit.

The C-E.N.T.E.R. Toolkit contains a comprehensive description of the most up to date knowledge and recommendations for improving of the dissemination and exploitation activities and success within European co-operation projects. It is a collection of the most crucial issues around the topic of dissemination, exploitation and project results marketing in general. The toolkit is divided into 5 theoretical

chapters, each with an annexe that provides practical tools and instruments to be used when planning and implementing different dissemination and exploitation activities in your EU-project. The topics of the chapters and main contents presented have been chosen on the basis of the feedback received from a comprehensive survey implemented under this project with more than 300 interviews performed with project promoters and representatives of funding bodies. (Further information about the results of the survey performed and other relevant document can be obtained from <http://www.c.enter-network.eu/> and follow us on Facebook <http://www.facebook.com/Centerproject?ref=hl>

The C-E.N.T.E.R. project team





DISSEMINATION AND MARKETING

What is dissemination

Definition

In order to understand fully the concepts of dissemination and exploitation, the definition of dissemination from the European Commission (EC) should be quoted¹:

“a planned process of providing information on the quality, relevance and effectiveness of the results of programmes and initiatives to key actors. It occurs as and when the results of programmes and initiatives become available.”

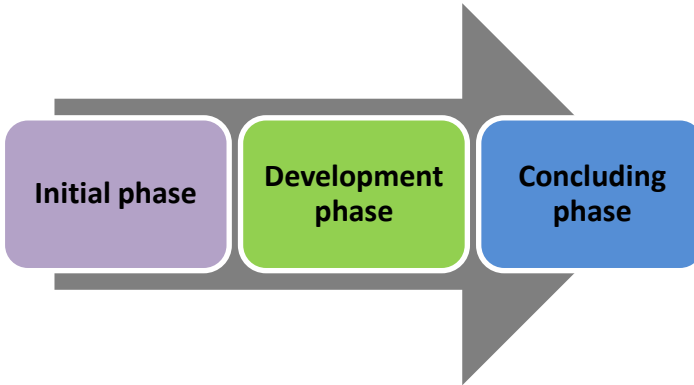
This definition creates the overall frames for what dissemination is, however it may be difficult for project managers to understand from the above definition what dissemination is with regard to their specific projects and what is expected of the project managers.

Project phases

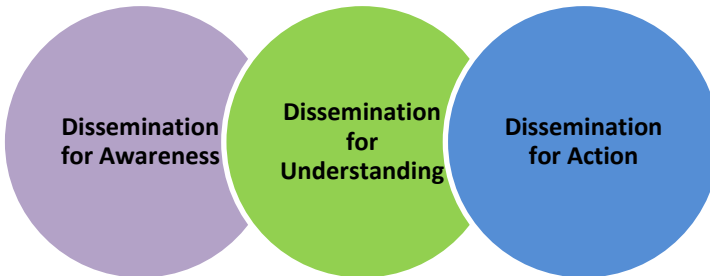
Considering this definition, but trying to be more specific and reach to the center of dissemination, it might be useful to consider dissemination in the context of a project’s different phases or stages of development.

Every project goes through different project stages, which (generally speaking) can be divided into three phases:

¹ http://ec.europa.eu/dgs/education_culture/valorisation/why_en.htm



The dissemination can be divided into three similar categories linked to the phases of the project's development phases²:



The **initial project phase** is characterized, as the word suggests, to be the beginning of the project. It is difficult to allocate a set amount of time to this phase, as the period of time allocated to each phase depends highly on the project duration in total. However, this phase is about 'starting up' the project, allocating

² Creating an effective dissemination strategy
<http://www.innovations.ac.uk/btg/resources/publications/dissemination.pdf>

tasks and getting a feeling of what this project is all about. It is also in this phase that the target group (s) are finally decided upon (of course the target group (s) are always decided within the proposal stage, but very often it is necessary to discuss further exactly who the project addresses and perhaps include more than one target group, if suitable). It is also within the initial project phase that dissemination awareness is, as the word suggests, a way of creating awareness of your project to the target group or to the general public. This means that if people are aware of the project, it is much more likely that they will be active in discovering more about the project. Of course, all along your project's lifetime, you will need to make dissemination for awareness; however this action is also extremely important in the beginning of the project. Making people (general public and target group) aware of your project, even though you might still only have developed the initial project phase, is a good thing. If people find the project interesting, they will be proactive in receiving more information about the project it is develops. Another positive thing about creating awareness for the general public is that you might reach individuals which you didn't think of as your target group, but can be. The dissemination materials here would be flyers, brochures, website, gadgets, etc.

In the **project development phase** all initial project activities and objectives are agreed. Most likely the main activity and product/result of the project will be initiated here. For instance, that could be the development of a tool, a handbook, a workshop

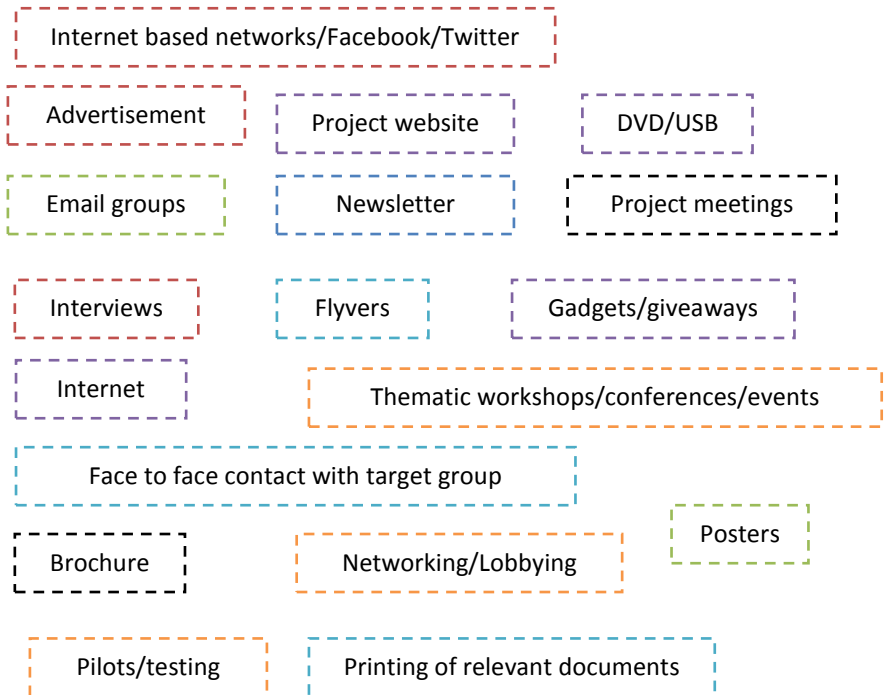
etc. Dissemination for understanding is another concept within dissemination; this term is used when you want your target group to really understand what you are doing with this project and the project objectives. It is likely that when you are disseminating for understanding you need much more close interactions with the target group. In the best case scenarios and when possible, it would be better to personally interact with the target groups at conferences, roundtables and other settings which would allow you to explain in more detail what the project is about and how the target group can benefit from this.

In the **concluding phase of the project**, the projects' main products and activities have been set-out. If the project involves the testing, evaluation, and validation of the project results, this is the phase to implement any changes or modifications if needed. In this phase, you can also consider any recommendation, or conclusions that you may have reached. Conferences and seminars are also most likely to take place during this phase to summarize issues and themes regarding the project and further 'spread the word' of the project to the future and beyond its lifetime. Dissemination for action would most likely be in the last phase of the project's lifetime. Dissemination for action could be plans for a training course or workshop; and you want your target group to be participants. Your objective for this is to make the target group interact within the project sphere. This would require very selective and proactive approach. For example; in order to get participants to the training

course, you would need to identify suitable people, which hopefully would be people you have identified along with the project, so you have a list you can send invitations too.

Dissemination activities

There are some general activities/performance that will most likely be valid dissemination activities in at least the majority of European projects. Some of the most common dissemination activities are presented below:



Dissemination is a corner-stone of the project and without dissemination the project would not exist. However, dissemination can be a very challenging task for many project managers. Of course, each project has its own difficulties and reasons why dissemination may be a challenging task, but there are some common issues that often prevent or challenge dissemination.

From an overall perspective, dissemination activities such as developing a website, producing a project brochure or organizing workshops etc. are the most successful. The difficult part of dissemination with regard to the website is not the creation of the website, but to attract the target group to visit the site and use the information available there i.e. the impact of the dissemination activities.

In practice dissemination actually needs to begin before the project has produced any real results. This means that emails, documents and brochures are often sent to the target groups/stakeholders with only just a description of the project, its objectives and outcomes, and this can for many stakeholders be very confusing and they may not understand fully the project and how it can benefit them. As in many other situations in life, first impressions are always important; within seconds we form an opinion on whether we like the something or not.

Another issue regarding the difficulties of dissemination is that the outcome of European projects is not always a tangible product. It can be intangible, such as a training course, or a seminar. It can be difficult to 'show' the value of an intangible product to the target group as it is not a physical product that you can actually give to your target group to use.

Time is also an issue that impacts on dissemination activities and performance. The main problem is often that the project will come to an end (as it has a project duration), and the final format of the results/project as a whole might have changed during the different development stages, so sometimes the product promised is not the same as the final one.

As already mentioned, there are many different factors that cause difficulties in dissemination. However, there is one issue that may have slighter higher impact on the dissemination challenges than the others and that is a low budget. It is most common that in European projects the budget for dissemination is relatively small and that there is no possibility within the budget to perform any high level dissemination activities such as paid advertising (radio and TV ads) or events. Often the projects do have events, but they tend to be low key, as there is not much money for advertising, or to fund key note speakers and other interesting people to these events. However, the low budget is a fact and has to be accepted. It is therefore important as a project manager to develop and create

innovative and creative dissemination activities that are low cost. We know that this is much easier said than done.

Apart from the low budget, which is fixed and therefore difficult to change, lack of time can make dissemination even more of a challenge. Project managers often manage several projects at the same time. Dissemination is very time consuming. Every project manager will probably agree with this statement:

A simply activity such as sending out mails or contacting stakeholders takes up so much time that finding more time to come up with creative and innovative dissemination activities, on top of the already previewed activities in the proposal, is completely out of the question. The time is of course very difficult to change, no matter what we do there are only 24 hours per day. However, what is a possibility is to try and optimize the time you do have and make the most of it (easier said than done).



An example: A stakeholder answering a questionnaire or being interviewed as part of a needs analysis or research phase in your project can also be a dissemination activity if you include a newsletter, leaflet and project summary when you send out the questionnaire and ask stakeholders to distribute this information to their contacts and networks at the same time.

Geographical coverage of dissemination

What also challenges dissemination activities today are the fact that the same dissemination activities are implemented in different countries with different national contexts, and different traditions of marketing use.

There are 27 Member States in EU and thus 27 different ways of implementing dissemination and exploitation activities. Traditions, cultures and socio-economic factors can therefore also influence how 'easy' or 'difficult' it is to perform dissemination activities.

There may also be cities, regional parts or even countries that are more open towards European projects than others. Often stakeholders have simply not heard of, or are aware of what European projects have to offer and are therefore more skeptical towards it.

On the other hand, there may be a city or a region that has benefitted greatly from EU-projects and are therefore more open-minded towards all projects.

Dissemination strategy

A dissemination strategy is a tool and the key driver for your dissemination activities. The strategy explains your methodology of dissemination and keeps a record of the past and future activities. The dissemination strategy is just as important to the project as the actual project results.

'It is all too easy to spend time working on the planned development and not enough time telling people about it.' -

MaPPit Project, University of Huddersfield

The strategy plan is most likely a paper which has previewed basic activities and as the project progresses, further activities will be included. These unforeseen activities could be conferences, workshops, meetings, or some other interactions with the target group.

Dissemination would most likely be a Work Package (WP) within itself and have a WP coordinator. The coordinator of the WP would most likely be in charge of developing the dissemination strategy in general, but it would be the responsibility of each partner to do the dissemination and include more activities at national level.

The dissemination strategy plan must consider a number of issues, and must be clearly and concisely written. One very important aspect is to remember that you are writing this strategy/plan to an international audience, which means that the strategy will be read by people who most will be using their second language skills. The

dissemination strategy is mainly targeted to the partners of the project, but also an external project evaluator or a person from the Commission would perhaps see it, so it must also be professionally presented. It is important to avoid very technical words and expressions, which cannot be guaranteed to be understood by everyone³.



As the saying goes: “Timing is everything”; this is especially true with regard to dissemination. It is vital that the dissemination activities are coordinated both between the partners but also regarding the project development. It would be very beneficial to have a start and end date of the key milestones of the dissemination activities. The strategy plan should also clearly state who does what within the partnership.

Depending on the project and partnership the dissemination strategy might differ. However, there are some general things that should be mentioned in the dissemination strategy. A checklist of items to help you establish a good dissemination strategy can be found in the annex.

³ http://ec.europa.eu/dgs/education_culture/valorisation/writing-beyond_en.htm

According to the Directorate-General for Education and Culture⁴ a dissemination plan could be covering the following aspects:

- Project website – including design, hosting and management;
- Straightforward, ‘start-up’ leaflet explaining project aims in all partner languages;
- A database of key project personnel/contacts, which can be updated as the project progresses;
- Production and publication of regular printed and/or electronic newsletters – many EU-funded projects produce final reports in brochure form or an extensive project book containing all major results and outcomes;
- Dissemination conferences, seminars, workshops and meetings to coincide with key project milestones. A final conference to discuss dissemination of results has become a popular end-of-project activity;
- Public relations activities, to include writing and distribution of press releases/packs, placing of articles in relevant trade journals, etc. Items must be newsworthy to receive unpaid-for publicity – it is worth remembering that news media has no duty to publish press releases, whole or in part.

⁴ http://ec.europa.eu/dgs/education_culture/valorisation/writing-dissemin_en.htm

Of course you need to build your own dissemination strategy tailored to your project, however as European projects are funded, you need to make sure that you accomplish what the funding bodies are expecting. It can sometimes be difficult to understand what the funding bodies consider as good dissemination and this question is especially relevant when you are developing your dissemination strategy.

Dissemination and marketing

When you are doing dissemination, it can be argued that what you are really doing is carrying out marketing activities; because you market your project even though it may not be for profit. However, you are using the same strategies and tools. It is not necessary to be a marketing professional to benefit and use the principle of marketing for your project and project results. If you follow the basic principles of marketing and transfer these into your dissemination strategy and activities, your project will definitely benefit from this action. In the following section the **marketing principles** will be described. Accordingly to the American Marketing Association (AMA):

‘Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large’.

This definition holds many of the same aspects as dissemination, because dissemination is also about communicating, exchanging and delivering offerings (i.e. project results).

It may sound like the obvious thing to do, but before you even consider disseminating your project and its results, you need to understand what your project is and what it is about, because if you do not understand it, the risk that the stakeholders and target group also do not understand it, and then your dissemination activities will be very difficult.



Read the proposal several times before the kick-off meeting of your project and write down all doubts and uncertainties that you/others might have.

Having a clear idea of what the project is about and what you want to accomplish with it is just as essential for the dissemination as it is for the actual development of the project deliverables.

SWOT analysis

As explained above, you can use marketing within many different aspects of dissemination. One tool of marketing that could be very useful, also internally, in the project partnership is a SWOT analysis. A SWOT analysis is Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T). The first two, S and W is an internal analysis. The O and the T is external. If you make a SWOT analysis for your dissemination strategy and activities, you will very clearly see where your activities have positive and negative aspects. The analysis results can then be used to help you disseminate better. For instance, if one of your weaknesses is lack of response from a target group, maybe you should adjust your target group or expand it to include more stakeholders. However, if you would not have sat down to analyze your dissemination activities, then you would never have realized this situation. Below is an example of a SWOT analysis for a dissemination strategy. This will provide you with a better understanding of SWOT and how it can be used to analyze your dissemination strategy.

SWOT - Analysis of a Lifelong Learning (European) project

Strengths (S)

Strong local networks
Target group has shown general interest
Partnership dedicated to make this project

Opportunities (O)

Innovative project
Project partners with extensive experience
Possibility of cooperation with another project

Weaknesses (W)

Only a small portion of the target group is reached
Dissemination activities do not seem to be prioritized
Doubts about how to disseminate with impact

Threats (T)

Dissemination instruments are the same as on other projects
Our project 'drowning' in all the other European projects
Different dissemination possibilities in the partners countries

Marketing principles

The 4 Ps: Product, Price, Place, Promotion

The marketing mix, also known as the four Ps – Product (service), Price, Place, and Promotion are tools that can help you disseminate your project and the results. These Ps can be useful when you are making marketing decisions i.e. dissemination activities. Each of these Ps is controllable and can be adjusted accordingly to the target group. The trick is to mix the four Ps so you meet your objectives. Under each P, variables that you can influence are listed:

Product/Service	Price	Place	Promotion
Product variety	List price	Channels	Sales promotion
Quality	Discounts	Coverage	Advertising
Design	Allowance	Assortments	Sales force
Features	Payment period	Locations	Public relations
Brand name	Credit terms	Inventory	Direct marketing
Packaging		Transport	
Sizes			
Services			
Warranties			
Returns			

The variables are possible matters to consider under each P, however this list of not exhaustive and depends highly on the individual case. You probably look at these variables and think what does that have to do with me and my project? Some of the variables will not be applicable to European projects, but many of them are

and you can use these marketing techniques to promote your project.

Let us give you an example: “Promotion.” Now you think: “Yeah great, with my budget it is definitely realistic that I have a sales force, public relations office and advertising (...)!” We completely agree with you, but when we list these items for you it is merely meant as guidelines and new ways of thinking, not you spending your entire project budget on one TV commercial!

You need to advertise your project and its results, right? You also need to tell people about your project and “sell” them the project idea, so they get convinced that the results are useful for them. Thinking in the term of advertising helps you to really understand that this is exactly what you need to do, it is not just enough to bring a brochure to an event and say: “great, I disseminated”. Of course this activity is also useful, but you need to really advertise your project just as you would if you were a sales person selling insurance, a car or cloth! **Spread the word!**

Additionally, viewing your project/its results from the aspect of dividing it into these 4 categories will help you to consider issues that you never thought of before for instance the term Price? Do you want to profit from the project or simply make it available to all, when the project ends? These considerations are also very important as they influence your dissemination.

In the marketing industry a saying goes like this⁵:

‘Putting the right product, at the right place, at the right price, at the right time’.

However, this quote makes it sound easier than it really is. Matching the four Ps so your project becomes a success is slightly more difficult than this quote suggest. In order to develop your marketing mix for your project, there are some helpful questions that you may ask⁶:

Product/Service (service can for instance be a training course)

- What do the customers/users/target group want from the product/service? What needs does it satisfy?
- What features does it have to meet these needs (for instance it is an online learning tool)?
 - Are there any features you've missed out (go in detail through your product/service and list everything it is capable of)?
- How and where will the customers/users/target group use it?
- What does it look like? How will customers/users/target group experience it (here we want to address the point of perception - your idea of your product/service might be that it is the best in the world - but do you really succeed in transmitting this message along to your users? What do they see?

⁵ http://www.mindtools.com/pages/article/newSTR_94.htm

⁶ (Ibid)

- What size(s), colour(s) etc should it be?
- What is it to be called?
- How is it differentiated for other products/services (for instance why is this training course more relevant than others or the online learning resource)?

Place

- Where do customers/users/target groups look to find your product or service?
- How can you access the right distribution channels (this question is very relevant - for instance should you consider to ask others to help you to reach your target group? Networks/associations can be very helpful.
- How do other projects handle this, and how can you learn from that and/or differentiate?

Price⁷

- What is the value of the product or service to the buyer (free or)?
- Are there established price points for products or services in this area?
- What discounts should be offered to trade customers, or to other specific segments of your market?
- How will your price compare with your competitors (it is important to understand if your project results already exist in some format, where people maybe charge money

⁷ As European projects are free for the target group, the price issues differ here from normal products/services. However that it is free is still an advantage that should be explored. But after the project ends, it is possible for partners to charge money for the product; as such the issue of price is ambiguous.

for it - then you providing it for free gives you a competitive advantage)?

Promotion

- Where and when can you get across your marketing messages to your target market (for instance is your target group in your city or would you need to travel to another city/country to reach them)?
- Will you reach your audience by advertising in the press, or on TV, or radio? By using a direct marketing mailshot? On the Internet (you need to understand who your target group is and what channels of communication they prefer to use)?
- When is the best time to promote (products/services for teachers are perhaps not best promoted during the summer, when they are on holiday)?
- How do other European projects do their promotions? And how does that influence your choice of promotional activity?

When you develop your marketing strategy, you need firstly to identify what it is that you want to analyse i.e. the project as a whole, the project results etc. When that is done you should try and answer the questions listed above. In general asking 'why' and 'what, if' questions makes your answers more specific. 'Why should anyone be interested in our project?'; 'What, if we promote it at the conference next year?'

When you have your marketing mix defined through the answers of the questions, it might be helpful to try and test it from the

customer's perspective by asking questions which focus on the customer⁸:

- a) Does it meet their needs? (product)
- b) Will they find it easily? (Place)
- c) Will they consider its price favourable? (Price)
- d) Will the dissemination activities reach them? (Promotion)

After asking these questions, it might be necessary to review the four Ps one last time to make sure that they are accurate. Once the four Ps are ready, you have developed your overall strategy of how to reach your target group.

What is really a problem when dealing with marketing and dissemination is that very often it is not a tangible product. It may be a training course, an online tool or some kind of other service. These intangible products can be really difficult to promote and it can be hard for the target group to really get a clear picture of what is being offered.

How to reach the target group

'How to reach your target group' is an essential issue that every project manager and every project faces. In order to answer this question it is necessary first to take a look at the target group and their satisfaction.

⁸ http://www.mindtools.com/pages/article/newSTR_94.htm

One of the objectives of marketing is to create customer satisfaction, so identifying what customers (target groups) really wants. However, in order to get the message out there, it is important that the target group is defined for the project.

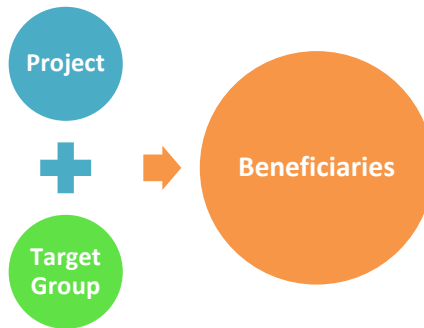
Marketing can be very useful when you need to define your target group for your project. The target group also referred to as the target market in the world of marketing is one of the first matters you need to identify and decide.

In the case of project dissemination, it is of course not for profit objectives that we need to define the target group, but to disseminate the project and project results to the target group.

Very often the target group already needs to be defined when you are developing the proposal of the project, which means that already there you have made some thoughts about who you want to address this project to. However, what is most likely to happen is that your target group is too broad or too undefined or does not consider differences within target group across countries. After the project has been approved, it would be good again to give some thoughts about the target group and consider national and local restraints and possibilities.

When you define your target group, it is also very important that you make a clear distinguish between target group and beneficiaries. The difference between those is that beneficiaries

might not directly benefit from the project, but indirectly. An example of this could be a project that would help to reduce stress among teachers, the target group will be the teachers but the beneficiaries will be the student that will benefit from not having a stressed out teacher.



Definition of target group

The first step towards defining a target group is **NOT** to focus too much on the product and thus only define your target group from that. If focusing only on your product you might end up with a target group that is e.g. 'Everybody interested in entrepreneurship'. This is simply too broad and comprehensive, for anybody to know who to reach with this target group. You need to think much narrower and really try to identify the core users and target group of your project. If the target group would be defined as: 'Young entrepreneurs (age 25 - 35) with a business, it would be much clearer who to address. **When the**

target group is more specific it will also be easier for them to recognize that it is them that you are talking too.

Stakeholder is another term for target group, but can perhaps embrace more people per definition than the target group. The business directory defines stakeholders as:

“A person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies. Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, and the community from which the business draws its resources.¹”

Low budget marketing

Most European projects do not have marketing budgets available like big companies, nor do they have resources in terms of staff dedicating all of their working time to this. Marketing the project needs to be on a low budget. Even though at first it can seem quite difficult to see marketing opportunities when there is no money, there are actually a ton of possibilities.

From the C-E.N.T.E.R survey⁹ report identified dissemination tools that are cheap and effective are:

a) Internet:

Internet is an easy and cheap method,

b) Networks:

The existence of networks to every single topic or target group makes it easy if they are included,

c) Other:

*Local media/organizations to report local issues,
Dissemination plan needs to be reviewed during the course of the project, this makes dissemination easier,
Support from National Agency / European Agency,*

⁹ The name of the survey is "Valorise or Vaporise" State of the art survey. Please find it on the project website.

Please see below for more cheap dissemination ideas!

- Make T-shirts with the project title and a catchy sentence that makes people look
- Write blogs about interesting topics within your project
- Send mails internally and externally to all kinds of people (you never know who catches an interest)
- Get support of thematic (if possible European) networks
- Distribute brochures/project material at events
- Contact stakeholders and target group whenever something new has been developed
- Organise informal meetings with the target group in your local area
- Use YouTube when possible
- Whenever you have the chance, take a few minutes to present your project / topic to a group,
- Make newsletters as often as possible and keep updating the project's website
- Try to identify similar projects to yours and cooperate with them and make them disseminate your project as well
- Put your project on Facebook and Twitter

When you disseminate on a low budget try and think to disseminate on a local level, use your networks locally and try maybe to arrange workshops and conferences with other organisations that are also

interested in disseminating projects. It is also of vital importance to ensure that you have full support from the entire partnership, otherwise it will complicate the dissemination activities, and they will not have the impact as predicted.

Evaluation of dissemination activities

'(...) The cycle of innovating, piloting, evaluating and refining together with dissemination of the process and its outcomes is a widely accepted model of development. Yet many project managers are unclear about what evaluation actually means and, more importantly, how do they do it in practice. (...)'¹⁰

With regard to dissemination, the evaluation would most likely consist of evaluating the activities performed to date, their impact and if any extra activities have been performed or any activities have been delayed. The terms qualitative and quantitative are also factors that need to be considered in the evaluation.

'(...) You may have also heard the terms 'qualitative' and 'quantitative' used to describe an evaluation. These terms refer to the types of information or data that are collected during the evaluation and not to the type of evaluation itself. For example, an

¹⁰ <http://www.pontydysgu.org/wp-content/uploads/2008/02/EvaluateEuropeVolume1final.pdf>

outcome evaluation may involve collecting both quantitative and qualitative information about participant outcomes. (...)¹¹

When you are evaluating, for instance, the effectiveness of a dissemination strategy, and simply looking at the publicity produced, there is a great risk that you are actually measuring the marketing or advertising instead of the real dissemination. You need to evaluate factors such as, how many brochures did we distribute? Did we get any responses back, when we published the needs analysis report? Have any individuals or organizations signed up for the newsletters using the website entry?

When you are measuring factors like this, you are evaluating the real dissemination and exploitation impact and effectiveness.

The coordinator of the work package and the partnership as a whole should take part in this evaluation.

Documentation of dissemination and exploitation activities

It cannot be emphasized enough the importance of being able to document your dissemination and exploitation activities, with appropriate evidence.

For instance, let us assume that you have participated in a meeting where you distributed some project brochures and explained briefly

¹¹ <http://www.pontydysgu.org/wp-content/uploads/2008/02/EvaluateEuropeVolume1final.pdf>

the project. Now you need to keep a record of this and provide evidence - how do you do that efficiently?

You can develop a template for the dissemination activities that you perform, which can help you to keep a record of your dissemination. Very often the European projects stretch over 2, 3 or even more years. The template will enable you to maintain a clear overview of what has been performed to date by all partners. Also some dissemination activities will already have been described in the proposal; others will be inputs that were not previewed, but possible for partners to perform. In order to keep track of both the previewed and non-previewed activities it is necessary to have this template for partners to be able to fill in. An example of this is provided in the annex to this chapter.

Exploitation

This chapter will examine only the aspects of exploitation, as there are some issues that you need to be aware of regarding this matter.

The definition of exploitation from the EC:

To exploit' means to 'make use of and derive benefit from (a resource)'.

The EC continues: *'Although your project is an entity and product in its own right, it is also important to see it as a resource or a tool that you will put in the hands of others'.*

To exploit' means to 'make use of and derive benefit from (a resource)'.

The EC continues: *'Although your project is an entity and product in its own right, it is also important to see it as a resource or a tool that you will put in the hands of others'*

The EC divides exploitation into two distinct categories¹²:

mainstreaming and **multiplication**. Mainstreaming is:

'the planned process of transferring the successful results of programmes and initiatives to appropriate decision makers in the regulated local, regional, national or European systems. In contrast, multiplication is 'the planned process of convincing individual end users to adopt and/or apply the results of programmes and initiatives.'

¹² http://ec.europa.eu/dgs/education_culture/valorisation/why_en.htm

Exploitation is about ensuring the sustainability of the project, even after its lifetime and facilitates a high impact on the key actors and the general public. Through exploitation strategies, its objective is that stakeholders will use and benefit from the project, also from their own initiative, as when the project ends there will not be continuously promoting activities for the project (as was the case during the project's lifetime).

As well as there are common dissemination activities, there are also common exploitation activities. As very often dissemination and exploitation are very closely connected, you can argue whether one activity or task is dissemination or exploitation or actually both.

Exploitation activities could for instance be: exploitation strategy, final conferences, website (as it will also be available after the project ends), Intellectual Property Rights (IPR), Brochure, Multimedia presentations, DVDs (containing all the project results) etc.

The development of a stakeholder list is not only a key point under dissemination, but also exploitation. The stakeholder list will of course be used throughout the project, but after the project a stakeholder list can still be quite useful.

The exploitation work package normally lasts the entire period of the project, but the activities performed within the duration of the project also facilitate the longer term sustainability of the project.

Management of intellectual property rights (IPR)

IPR is a strategy document and legally binding contract between the partners that provide them with the right to use the product results after the project comes to an end.

It outlines which partner is entitled to use what from the results, and if one partner is allowed to change the results or not etc, and when the partnership should be asked for permission to use the results etc.

The IPR Agreement

An IPR agreement is normally developed by the coordinator of the project, but of course other arrangements can have been agreed upon within the partnership.

There is as such no official template for an IPR agreement, as it will depend completely of the partners and how they prefer to handle this issue.

However, in most IPR agreements there are some aspects, which are normally included. Please see example for inspiration:

Partnership Agreement on the use of XYZ materials after the completion of the XYZ project (xxxxxxx-LLP-1-2009-1-XX-XXX-XXXXX)
BETWEEN:

Please list partners (coordinator should always be first), including address of official office registration, and the name of the representative.

It is agreed as follow:

Object:

This section should include the main objective of this agreement, such as; *this agreement aims to establish the use of the produced training materials in the course of XYZ project, after the eligibility period (from DD.MM.YYYY), by all partners involved in the consortium.*

Materials:

This is a very important part of the agreement, as it outlines the exact outcomes/materials that this agreement is about. Depending on the project, the materials can be everything from word files, online platforms, training courses, workshops etc. It is very important that all partners agree fully, to what is understood by the materials. Please note that materials can also include other outcomes of the project, not just the most obvious ones. As almost all projects are transnational projects, the outcomes will be available in various languages, so each outcome of the project in a language is to be considered as a separate material, and be described in this section.

Right on the usage of materials:

This section aims to outline what and how the materials can be used. For instance, each partner can use the materials in their language etc. It is important to discuss which partner will have the right to use which materials in which language.

Duties on usage of the materials:

This heading is to ensure that partners are obliged always to make a reference to the project/individual partners/people where applicable, and please remember to make a reference to the fact that the project has been funded or partly funded by the EC, specifically the funding programme.

Usage by third parties:

The name of this section also describes the objective of it, so clearly state how third parties (people/organisations outside the partnership) can make use of the project. There are no rules for this, the partnership can decide that they simply do not want third parties to use their project's results and then that is that. However, in most cases, third parties are allowed to use the results, as long as they refer back to the project and acknowledge the source. Another important note to make, when talking about third parties is the commercialization of the results (i.e. either making profit or non-profit of the results). Many partnerships decide that third parties can use the results, as long as they do not profit from it, and ask the partnership first. Again, this really depends on the partnership and the kind of project, so please discuss this thoroughly.

Following this is normally the signatures section, where organisations sign the agreement.

Each partner shall have an original copy.

The objective of the IPR agreement is simply to protect both the projects and partners after the project ends, and to ensure that all partners have equal access and rights to use the project as they please. If you don't have an agreement, you risk that one partner could exploit the results and gain in ways other than the original objective set out for the project. Such an agreement also exists to avoid third parties benefitting (for profit) from something that you and your organisation have invested time, money and resources in.

Included in the IPR agreement is also the issue of copy right.

The Webster dictionary defines copy right as:

The exclusive legal right to reproduce, publish, sell, or distribute the matter and form of something (as a literary, musical, or artistic work)

It is important that you protect the work that you have created.

Free licenses

In today's Web 2.0 world, it can be difficult to protect your information online and retain your copyrights as it is easy for anyone to copy, paste, edit sources and post new items online.

Several organisations have recognised this issue, and offer free licenses such as www.creativecommons.com.

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Even though most people imagine exploitation as a 'thing' after the project ends, most of the exploitation activities actually go on within the project's duration. If you perform your exploitation activities well, then you will help to ensure the sustainability of the project after its lifetime. For instance conducting final conferences at national and European level can help to facilitate discussions and form a basis for policy recommendations at both levels.

What to remember

- Dissemination is *“a planned process of providing information on the quality, relevance and effectiveness of the results of programmes and initiatives to key actors. It occurs as and when the results of programmes and initiatives become available.”*
- *“To exploit’ means to ‘make use of and derive benefit from (a resource)’. The EC continues: ‘Although your project is an entity and product in its own right, it is also important to see it as a resource or a tool that you will put in the hands of others”.*
- Dissemination follows the stages of the project – initial, interim and final phase. Also adjust your dissemination to this.
- The outcome of European projects is not always a tangible product, but can be intangible objects such as, a training course, or a seminar.
- Time is also an issue that impacts the dissemination activities and performance.
- What also challenges dissemination activities today are the fact that the same dissemination activities are implemented in different countries with different national contexts, and different traditions of marketing use.
- A dissemination strategy is a tool and the key drive for your dissemination activities. The strategy explains your



methodology of dissemination and keeps a record of the past and future activities.

- When you are doing dissemination, it can be argued that what you are really doing are marketing activities.
- Having a clear idea of what the project is about and what you want to accomplish with it is just as essential for the dissemination of it as for the actual development of the project deliverables.
- The four Ps - Product (service), Price, Place, and Promotion are tools that can help you disseminate your project and the results.
- When you disseminate on a low budget try and think to disseminate on a local level, use your networks locally and try maybe to arrange workshops and conferences with other organizations that are also interested in disseminating projects.



COMMUNICATION AND NETWORKING

Firstly, let us be clear about what communication and networking is. In everyday use communication is the process of transferring information from one entity to another.

Words are, of course, the most powerful drug
– Rudyard Kipling

It is important that there is a division between information and the medium to transfer it. Very often it is considered one and the same. They are not. It is necessary to distinguish between the information being sent and the medium used to send it.

Information can be: Words, gestures, drawings, paintings, songs, music.

The means can be: speeches, emails, blogs, forums, text messages, voice messages, poems, essays, books, newspapers, ads, articles, and practically anything you can speak through, write on or draw on¹³.

There are different types of communication: written communication, oral communication, non-verbal communication and active listening.

All dissemination/exploitation activities come under one of these headings. For instance, a project brochure is written a communication and a dissemination conference is oral communication. A whole dissemination activity would be a mixture of several communication types.

¹³ <http://www.people-communicating.com/what-is-communication.html>

Dissemination/exploitation is related to the later, the mean, the information is already developed and now it is about sending the information and also another important aspect - that it is the right people that receive the information.

To obtain this, a term **effective communication** is used when:

A message is received and understood by the receiver in the manner that the sender intended it to be¹⁴.

Effective communication you can say is more or less also what the objective of ours dissemination/exploitation is. To reach the target group and that the message is received and understood. Thus, as the objective of communication and the objective of dissemination are the same (generally speaking of course) it is possible to explore the tools of communication and transfer these to dissemination.

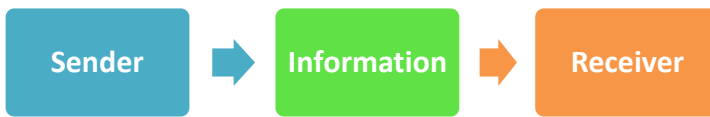
One of the difficulties about dissemination in transnational projects is that you are not only applying it only for one country or only one context, it needs to be applicable for several different countries, cultures, etc. This is the same with communications; you cannot expect that one communication tool or skill will be perfectly applicable to all individuals. Some will respond better or find more interest when you use one communication approach, and others will find it in another.

¹⁴ (Ibid)

Additionally, there are also cultural differences within communication, so it is important that you use communication approaches that are applicable in all countries sharing your project.

One to one communication

One-to-one communication is an activity in which an individual is communicating with another individual. It simply just means that one entity is communicating with another and no third parties are involved in this communication action.



There are several dissemination and exploitation activities that use one-to-one communication. For instance, sending out a mail/letter to a person announcing news, or other project related one-to-one communications.

Some of the benefits of one-to-one communications:

- Higher impact than using mass-communication
- Being able to tailor your message to one specific person
- Higher chances of receiving focused feedback

Typical one-to-one dissemination/exploitation activities will involve some kind of personal contact. For instance; interviews, meetings,

phone calls etc. The ability in which the receiver of the information understands the message content will depend largely on your ability to communicate the message so it can be understood by your target individual.

Express yourself well so you are understood.

Message Chunking

The term message chunking is used when communicating. It is important when communicating to be aware of that the other person can only listen to, process and understand so much information without hitting information overload. The term *less is more* is essential in when trying to understand the meaning of message chunking.

Message chunking involves breaking up the information you have to convey into smaller, well organized and related pieces or chunks.

Then, what you do is talk/write about the chunk, check for understanding with the other person, allow the person to reflect, and THEN move to the next chunk, making sure the person is clear about the relationship between one chunk and the next¹⁵.

Message chunking can be good, if for instance you are trying to explain to an individual about the project. Project descriptions can often be quite long because you have objectives, aims, target group, the results/outcome, the partnership, the funding programme etc. to include. When you have finished your explanation, you may

¹⁵ <http://work911.com/communication/chunking.htm>

realise that the receiver of this information is still considering the objectives of the project. If you do message chunking, you would firstly describe the project funding and development programme. Then make sure that the person understood this and ask if there are any questions before moving on to the next stage (chunk) - objectives and aims of the project, and so on.

Different understanding of the same word

Another tricky aspect of communication is the choice of words that you use, for instance during an interview, or written in an email.

It can be confusing that one thing you say to one person is well understood, while using the same words to another person creates confusion and doubts, why is that?

There are actually two distinct meanings to words and languages; the first one is called **the denotative meaning**. It refers to what the word refers to. For instance the word “cat” denotative meaning is an animal with four legs, and paws, a tail, whiskers, etc. There might be differences in the opinion between people on what they believe a cat to be, but normally there is not something that is difficult to agree on. So, when you talk about a cat, most people will understand what you are referring to, this is not the difficult part¹⁶.

The second type of meaning is called **the connotative meaning** of something and has to do with the individual, based on that

¹⁶ <http://work911.com/communication/differentmeanings.htm>

particular person's experiences and emotional reactions and judgements associated with the word or what it refers to.

The "cat" example will be used here to demonstrate what it means. Two people might have the same understanding about what the word cat means. But there the similarity ends: one person may have had lots of cats and enjoy the company of cats. The other person however, may have had an unpleasant experience with a cat and was attacked when they were a child, and associates the word cat with unpleasant emotions, thoughts and judgements. In this case, the word cat (in terms of its associations) is very different for each of these people¹⁷.

Of course, meeting stakeholders you do not know very well makes this difficult as you don't know how they will react to certain things. Select your words carefully and understand that people react differently because of their associations with certain words.

¹⁷ (Ibid)

Mirroring

The main purpose of mirroring is to improve the relation with another person by simply imitating the other person's physical positions and mannerisms and or imitating the other person's verbal approach and style. Physical mirroring is when the person mirroring reflects the body posture and non-verbal's of the other person.

On the other hand, in verbal mirroring the person doing the mirroring adopts the tone of voice, word use and communication style of the other person.

You can use this technique when you want to try and make the other person feel comfortable by trying to create the perception of perhaps having a closer relationship than reality. The reason why this is useful is because when you try to disseminate the project. If people feel they can relate to you, the chances that they pay more attention and become more interested in the project is much higher. You all know the situation: You might be interested in a product/service, but if you don't feel you can relate to the person offering it, you might unconsciously dislike the product/service¹⁸.

Group communication

Group communication can be defined as a sender transferring information to more than one individual i.e. group.

¹⁸ <http://work911.com/communication/skillsmirroring.htm>

Group communication with regard to dissemination/exploitation activities can be for example a conference, a workshop or a seminar.

You can enhance the possibilities of a better dissemination activity and increase the impact of it, by improving your communication skills with regard to group communications. However, there are both advantages and disadvantages in group communication. The advantage is that you efficiently reach more people than with a one-to-one communication. A disadvantage is that you cannot ensure that all the participants understand the message.

A communication skill, which will often be useful in group communication, is presentation techniques, in order to ensure that your message does not get lost, when presenting your project at a conference or seminar.

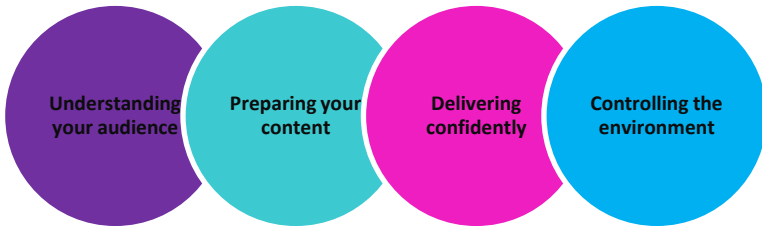
Good and effective presentations are a mixture and variety of elements¹⁹:

- You need to know what your audience wants;
- You need to prepare good interesting engaging content;
- You also need to be confident when presenting the material;
- You have to know how to manage your environment successfully, and;
- Your message has maximum impact.

¹⁹ http://www.mindtools.com/pages/article/newCS_96.htm

Implementing all of these elements in reality is more difficult. But you can with the correct tools and material, reach out and make sure that people hear and understand your message.

There are four key elements to a successful presentation:



The peculiar thing about presentations to groups is that they are the judges. You might think you did a good job, but the responses from the group/audience might imply otherwise. Therefore it is very important that even before you think about your presentation and what you should say that you think about who your audience is and what they want out of your presentation.

By following the next steps you can ensure that you recognize the importance of your audience²⁰:

1. Determine who the members of the audience are

²⁰ (Ibid)

2. Find out what they want and expect from your presentation. What do they need to learn? Do they have entrenched attitudes or interests that you need to respect? And what do they already know that you do not have to repeat?
3. Create an outline for your presentation and ask for advance feedback on your proposed content.

When your audience is satisfied, it does not matter if your actual delivery was not perfect. The primary goal of the people listening to your presentation is to get the information they need

– Mindtools

Do the following to perform at your very best²¹:

- **Identify a few key points** - this will make it easier for the audience to understand and receive your message. You can use the chunking principle from the one-to-to communication section.
- **Don't include every detail** - Effective presentation inspires the audience to learn more and ask questions and share opinions.
- **Use an outline** - At the beginning to describe to your audience what subjects/areas you intend to cover and generally let them know what to expect. This also facilitates interest from the start.

²¹ (Ibid)

- **Start and end strongly** - This captures people's interest right away, and also leaves them with a message that they will not forget.
- **Use examples** - Whenever possible, give examples - it is much easier for people to relate to practical examples, perhaps even examples from everyday life that people can think: 'this is exactly like me' etc.
- **Practice to build confidence** - If you memorize your presentation it will sound very rehearsed when you present it. However, you can practice the key elements and be familiar with the overall setting and content, so you feel comfortable about speaking, because you KNOW the presentation.
- **Be flexible** - This is much easier if you are comfortable with the material. This cannot be done with material that you saw for the first time the day before. You need to know your material well enough to answer questions. It is always much better, if you do not know the answer to admit it and say that you will find the answer.
- **Welcome statements from the audience** - This clearly states that the presenter knows what he or she is talking about. It builds audience confidence and it is much more likely that the audience will be responsive. An example of this could be that a person in the audience has another opinion or further knowledge than you, however as may be

a bit intermediating as you cannot know in advance what the person will say/do, (i.e. you may not have the answer to the question etc.) but this can turn out to be a great interaction and drive more participation from the audience, which will only better the situation.

- **Use slides and other visual aids** - These items can help you to deliver a confident presentation. But note that there is a balance between providing visual information as a help to the audience, and at the same time not distract them from what you are actually saying.

Communication plan

A communication plan can be a useful tool, to help you get the best out of your planned dissemination activities. The EC states this concerning the communication plan:²²

Your communication plan will help you to define your communication goals and use the right means to achieve them. Timing is of the essence. You can plan promotional activities over a specific period of time and during one or more project steps.

Following this, the EC lists relevant issues that you need to consider when developing a communication plan.

²² http://ec.europa.eu/ipg/go_live/promotion/communication_plan/index_en.htm

Determine your goals: It is vital that even before you begin the actual development of the plan that you have decided upon which goals and objectives to have within the communication plan.

Examples of goals can be:

- To increase product sales/success, for instance if you have a new product, you want to promote.
- To increase awareness.
- To announce/promote a precise event, policy or political initiative.

Identify target audience: Each goal of the communication should address at least one relevant target audience. When you know your audience in advance, you can better develop and deliver the messages you want.

Determine your resources: It is very important that you allocate the necessary resources:

- Human resources/time
- Material/financial resources
- Technological expertise and technological resource

Identify key messages: Key messages are the concepts that you want your target group or audience to remember from your communication campaign. These messages should be carefully selected and incorporated into all of your communication (dissemination) materials and activities.

Determine channels of communication: You can select different approaches, for instance the Internet, magazines etc.

Generally speaking there are two main types of communication:

- **Non-media communication**, which includes telemarketing, exhibitions, fairs etc. Please note that a wide audience cannot be reached by means of non-media communication.
- **Media communication**, which includes electronic media (TV, radio, Internet, DVDs etc), newspapers, magazines etc. A large audience can be reached in a short period of time.

Budget: You need to realize your communication plan and thus prepare a budget. Please always remember to include an additional 10% of the final estimated budget to cover unforeseen changes or activities in the development of the plan.

Evaluation: Each communication activity should be evaluated to measure it against the pre-defined goals. You can measure this through indicators such as visits to the website, direct feedback/comments etc.²³

How to develop an event

A very important activity that is very common within European project is the conduction of events for instance workshops and

²³ (Ibid)

conferences. A workshop/conference or a similar event is a fantastic opportunity to disseminate your project both to the target group(s), but also to the general public and to create general awareness about the project.

To conduct such events, and do it successfully with the desired results requires a lot of planning and thoughts about the event. In the following we will describe what things and issues to consider and what to do when you want to hold a dissemination/exploitation event. Please note that very often the decisions regarding the event need to be discussed with a possible partnership.



It can be very useful to include in the partnership, a partner with extensive experience in event development and implementation.

Generally speaking a process of an event can have three stages:

- Preparatory phase
- Implementation phase
- Evaluation and feedback phase

The preparatory phase

Prior to the event you should elaborate on:

- ❖ The aim of the event
- ❖ The target group
- ❖ Venue/dates
- ❖ Fees/no fees
- ❖ Content of event/agenda
- ❖ Promotion of event
- ❖ Social programme
- ❖ Invitations

a) The aim of the event:

Deciding the objective/aim of the event is the main priority before anything else is planned. It is important to consider questions such as: "Why this event should be implemented?"; "What are the results that we hope to obtain from this action?"; "What is the added value of the outcome of this event?" (These questions are only meant as guidance, more specific questions may be developed in a specific context). The content of the event will of course be based and developed from the objective and aim of the event.

For instance, many workshops are implemented with the purpose of testing/validating project results, before a final version is available. So, the objective/aim for such a workshop would be to: "Test and validate content of the draft guidebook, before Grundtvig In Service training course and final version of guidebook." The implementation of a conference could have the aim to: "Disseminate and exploit project final results and create awareness of the issues related to the project at a European level."

b) The target group:

The target group is also very important to consider when planning the event, as many events are conducted with the aim of reaching the target group in person and have direct contact with them. So, after having decided upon the objective of the event, the next question should follow: "Who do we want to participate in this event?". An example of a target group could be the following: A project is about bullying and schools and now a national seminar is being held to address these issues, present the project results and create awareness of the project. The target group for such an event would be teachers, professors, educators, trainers, the Clergy and other institutional individuals. You would also like to attract possible policy makers to lift the project and the event up to a level where it could actually influence the political agenda. Other interesting groups to invite could be parents, social professionals, associations for schools and organisations against bullying. Any issue should

always also consider that the general public might have an interest in this also and attract these as well.



The reasons why people might be interested to participate in a certain event can be difficult to predict, thus make sure that you promote the event with emphasis on the target group, but always also consider reaching the general public.

c) The venue and date:

The venue and dates may seem small practical details, which are only issues that are figured out when other more important issues are solved, however, this assumption is not entirely correct. The chosen dates and venue may influence the success of the event much more than you thought. Depending on the country the event is implemented in, there can be holidays, religious issues and other cultural issues to consider when choosing the date. The day of the week may also have importance for the participation level in the event. On Monday normally everybody is very occupied and is busy planning the week at work and catching up with delayed tasks from last week, whereas on a Friday (in most countries) it's much more flexible to participate in events and many people also leave earlier on Friday so have time to stop by an event in their neighbourhood.

The venue of the event may also influence the participation rate. Again, considering local restrictions, the venue should be in a place/location that is easy to travel to and access. If people spend

too much time locating the venue or it is difficult to access, for instance by public transport or car, it can be a factor that will prevent people from showing up.



On the back of invitations that you send out - make room for a small Google map that has the venue, so people instantly get a feeling of where it is located.

d) Admission fees:

The question whether or not to have fees depends on a variety of factors. However, as a general rule European events are funded through budgets of projects and thus do not have entrance fees, but in order to fund special events, fees might be necessary. As a general rule, if there are fees it is more difficult to attract people – at least the general public, when something is free – people may just think: "Oh, let me stop by and see what this is all about", and participants may be higher at events that are free to attend. But as said, fees may not be optional for whatever reasons, it should just be considered very carefully. It may also appear that possible participants would expect a low quality event if no admission fees are charged.

e) Agenda and content:

The content of the event and agenda plan needs carefully consideration. You probably have to develop and construct the

agenda and content of the event from numerous variables, depending on the event. For instance, if it is a workshop, the objective may be to evaluate or test an outcome of the project, before it is the final product. However, a workshop would typically have a more technical approach than for instance, seminars/conferences. Generally speaking, workshops are for participants to take active part in e.g. attend a course, or test guidelines developed etc. A workshop can be half a day, 1 day, 3 days, a week. Perhaps the most normal would be 2-3 days, at least if the workshop is about some kind of evaluation of a project product.

An example of a draft agenda can be found in the annex to this chapter.

Generally, whether the event is a workshop/ seminar/ conference or something else, the agenda is one of the first things that people will see, before deciding to go or not, and thus it is important that it is well written, highlighting the most important elements and activities of the event, so people will find it interesting. Be aware that interesting speakers which are known or have a special reputation of course do raise the interest of possible participants. Also if these speakers are not fully confirmed to participate in the event do mention them together with this remark “not confirmed yet” in the agenda.

f) Promotion of the event:

Promoting the event is of course of vital significance as the people participating at the event will be proportional with your promotion efforts. The budget for promotion activities will probably not be very much, or more close to nothing and that is why you need to be creative when promoting the event. Here are some ideas for cheap promotion of the event:

- Make small flyers that highlight the most important features of the event
- Post it on Facebook/Twitter with follow-up comments and information
- Post it on your company's website
- Hang up small posters in your local area (when allowed)

Use word-of-mouth and inform your colleagues about spreading the word also.

g) Social Programme:

Whether or not to have a social programme will depend highly on the event, for instance perhaps it would not make much sense to have a social programme after a conference, but a course that stretches over several days and the participants should get to know each other, a social programme is ideal. The objective of a social programme is to do something informal, so individuals can get to know each other, and additionally to see some of the attractions that the hosting country possesses. The social programme can also

open up for cultural barriers and open up eyes. The social programme can be a visit to a local attraction, tasting some traditional food, visiting a market etc. However, often costs of entrance etc. are something that the participants need to cover themselves, thus try to arrange something that everybody can afford or even for free. A social programme can have many positive effects.

h) Invitations:

It would also be good to prepare an invitation, and a separate programme, which could be sent out by mail to interested parties. In this mail a registration form could be included, requesting that people interested to participate in the conference, would need to fill out the registration form and send it back to you. For these kinds of events you really need to know how many people that are planning to come. Of course you can never guarantee that people will actually come, but having people to register themselves sometimes creates a more definite decision of people going or not. You need to know an approximate number of participants for several reasons such as; venue capacity, catering, materials available, etc.

Please find an example for a conference invitation in the annex to this chapter.

- ❖ Please explore the possibility of identifying a local cooperation partner that can support and help you on the

implementation of the event. If, you try and list benefit and advantages for this partner, which they would get by participating in this event, you might be able to convince them to finance elements of the events, such as the local cooperation partner provides the event venue, support the dissemination and promotion activities (informing their contacts as well), have gadgets available to provide to the participants, help on the catering cost etc.

- ❖ You may also want to ask key speakers, if they would be interested in providing their speech for free by in return giving them an opportunity to promote their organization, by having a stand for their promotion materials etc.
- ❖ Please use your local area to help you establish an event, organizations and local communities might be much more interested to help and contribute than you might think.

The Implementation phase

During the concrete implementation of an event you should probably consider the following items/issues:

- ❖ Agenda ready
 - ❖ All material printed and ready
 - ❖ PowerPoint presentations ready
 - ❖ Confirmed with trainer, speakers etc
 - ❖ Arranged the room
 - ❖ Technical equipment
 - ❖ Drinks and snacks for coffee breaks
 - ❖ Social programme planned
 - ❖ Feedback material ready
- The agenda functions as the guidelines/framework for the event, and is a key tool for a successful event implementation. Have the agenda available and printed in enough examples to handout at the event.
 - At the event it is most likely that presentations will be done. Remember to have the presentations ready at least the day before (get the speakers to send them to you) and

put them all on the same USB cable or something similar, so you know you have everything in the right order.

- The day before the event, confirm with the trainers, speakers, and lecturers that they will be there, they know the location and timings.
- Arrange the room for the event with the appropriate chairs, tables handouts etc.
- The technical equipment is always a difficult one, but to ensure the fewest problems with microphones not working, computers freezing etc, make test sessions with everything and make sure that on the day of the event there is a person that has sufficient knowledge and technical skills to quickly solve technical issues should they arise.
- Remember that everybody needs a little refreshment, have coffee, tea, juice, water etc accompanied with a few snacks prepared, this is also a great time for people to socialize with each other.
- If there is any social programme planned, confirm with the attractions that they are open, prices etc and if a group discount is available. Make sure that you check these things in advance.

The Evaluation and Feedback phase

Often you want feedback/comments about how your event was and what the participants thought about it. The feedback is most likely to be verbal or through questionnaires etc. Have your methodology and possible questionnaires ready to give to people before they leave the conference. Please remember that nobody is in the mood to fill out page after page of questions and comment, make a small but sufficient questionnaire that people can easily complete.

First of all, talk to your colleagues that participated in the event with you (you probably didn't do it alone), talk to the speakers, trainers etc. about their opinion, discuss with the partnership, and finally look at the questionnaires that were completed. As there will be many different inputs, also depending on whether it is the participants, the trainer, etc. that are being asked, it might be a good idea to make a small report summarizing the main points; list positive and negative sides etc. Then you can use this report the next time you need to develop an event.

Networking

According to the C-E.N.T.E.R survey²⁴ performed, networking is the second reason, why dissemination could be considered an easy and effective task.

²⁴ Please consult annex related to this chapter.

Network and networking can be used to increase the impact and sustainability of the project. You can use your network to disseminate your project and ask for your contacts to send it to their contacts; this means that you can perhaps reach hundreds of contacts and stakeholders with very few efforts.

However, this requires that your organization already has a large network, if you need to start from scratch this is perhaps not the best dissemination and exploitation channel.

Networking is about:

Developing long term relationships for mutual gain and creating a lasting impression with people so that they think of you positively when an opportunity arises.²⁵

You can use your network in a variety of ways when trying to promote your project. For instance, you can send mails describing the project in general, and ask your contacts and network to distribute it to their contacts. Or perhaps someone in your network is part of your target group and you could invite them to participate in workshops, conferences etc.

But as stated above, networks are about long-lasting relationships, so **do not push** too much, if some contacts in your network, inform

²⁵ <http://www.londonhr.org/networking-benefits.php>

you about that they are not interested to be involved in this project. Respect that they are perhaps not interested.

The above mentioned activities mostly apply for already existing networks. However, networks that you create within your project can be of even higher value. Be very aware of conferences, seminars etc. within the same theme of your project that are implemented by others during your project's lifetime, and if possible participate in these. In these events you can get direct contact with the target group, and also established some valuable contacts throughout Europe, which you can use as dissemination channels.

Try and allocate resources to participate in such events, and depending on the country, see if any partner might go and promote the project and establish some contacts. It might be beneficial for the project to do this in the initial phase of the project to create awareness of the project in general, but also when you are testing/validate some draft results or even in the end to facilitate sustainability.

Another aspect regarding networking is to include in the partnership, or as an associated partner, a European network of some sort. They can disseminate the project on a completely different scale than you would be able to. Often they have thousands of contacts and can send mails, newsletters etc very easy to a large number of people. Today there are many different European associations and networks, which have members in all EU

countries, which make them a brilliant dissemination partner. They usually focus on one to two thematic areas. Your project will most likely fit with one of them.

Most likely they also have the possibility to implement conferences and events at larger scales than normally seen.

Further, try to link your project to projects similar to yours – within same topics, areas, target groups etc. If you create these project synergies with other projects, you can most likely access their stakeholders or participate in their events. You could include each other's projects in your newsletters or on the project websites etc. Go online and search for similar projects, which are great networks to use.

What to remember

- Communication is the process of transferring information from one entity to another.
- Different types of communication - written communication, oral communication, non-verbal communication, active listening.
- Effective communication is where: *a message is received and understood by the receiver in the manner that the sender intended it to be.*
- Make sure to reach the target group and that the message is received and understood.
- One to one communication is an activity, in which an individual is communicating with another individual.
- Be aware about what you want as a conversational outcome, and the kind of conversation that you want so you will be able to work intentionally to create what you want (with this conversation).
- Group communication with regard to dissemination/exploitation activities can be, for example, a conference, a workshop or a seminar.
- Always determine who the members of the audience are.
- Distinguish between internal and external communication.
- A communication plan can be a useful tool, to help you get the best out of your planned dissemination activities.



- You can use the communication plan as a strategy for the dissemination and exploitation activities.
- A workshop/conference or a similar event is a fantastic opportunity to disseminate your project to the target group(s) and also to the general public and to create general awareness about the project.
- The recruitment of participants for the event requires a well planned dissemination strategy and implementation of this. All partners should be very active in 'spreading the news' at national level and to their known contacts.
- Depending on your course, the deadline for applying for funding from the national agency by the participants may be up to 6 months or earlier before the course! Therefore, make sure all promotion activities are planned well ahead, so the grant applications can meet the deadlines. It is beneficial to start up the promotion activities even a year before!



ICT AND DISSEMINATION

Website

To develop and have a project website is a most common dissemination tool in our technological world today. However, building and maintaining a website that will attract the target group, and additionally to facilitate sustainability beyond the lifetime of the project (exploitation) is much more difficult.

Nowadays it is very close to correct to say that EVERYBODY is using the Internet, and your project should definitely benefit from this.

The objective of a website is to have all relevant information about the project collected in one place so the target group can access it when and wherever they want to. The website also creates awareness in the general public and is a hit, when searching for selected key words from a search engine such as Google.

According to the C-E.N.T.E.R survey, the website as both a dissemination and exploitation activity is very popular both when asking experts/organizations and funding bodies about this tool. It is cheap, easy, and reaches a large audience is the attributes given to this tool by the interviewees in the survey.

Another thing that is great about having a website is that you can upload all interesting outcomes and results so they are always available for the public. You can upload newsletters, brochure, reports, documents and other information. If you are creating some kind of online learning tool within your project you can also make

links between the tool and the website, so it is easy for the viewer to ‘jump’ from one to another.

Before you start to develop the website and think about structure etc., it is important that you consider some practical aspects about having a project website.

First of all, do you have the technical knowledge to create a website and if you don’t – does one of the partners in the consortium have the skills or do you have a budget for subcontracting, etc?

It is not complicated to create a website, but it does require some technical knowledge and experience to create one. Some organisations have internal web designers who can develop the technical part. It is very important to already have considered these things at the proposal stage, so if neither you nor your organisation in general have the technical capacity or knowledge to develop websites, it might be a good idea to include a partner with the required know-how to develop one. As a last resort, you could perhaps consider subcontracting, but very often this can be very expensive and additionally often there is no money for it in the budget.

Find below 10 things you should consider²⁶:

²⁶ The following 10 bullets points are developed with reference to: <http://www.webdesign.org/web-design-basics/design-principles/developing-a-website-10-things-to-consider.5610.html>

1) Seek and you shall find - Do a little research on what sites look like, especially other European projects' websites are interesting for you. What kind of information do they have available, the structure, the possibilities, the level of quality etc.



Always remember that users normally only click through no more than 2 pages to find the information that they are searching for²⁷!

2) Be clear on your purpose - Building and developing a website can be a long and tremendously challenging assignment, if you are not clear about your objective and goals for the website. However, if your focus is clear you can be sure that your project will benefit for being 'online'.

The purpose could for instance be 'to describe the project in short, so the target group catches interest' or 'to disseminate our project results' etc., just as long as it is clear for you, what exactly you want to gain through the website.

3) Identify your target group – The structure for the site and its content will be affected by who your target group is, for instance addressing adults rather than kids will change the content, also addressing specialist in an area rather than the general public will also imply changes. Within this bullet, please also consider how

²⁷<http://www.evancarmichael.com/Technology/1093/Things-to-Consider-When-Developing-a-Website.html>

much 'action' you would like the site to have. For instance, if your target group is not very computer minded or has slow internet/computer settings/connections, it does not make much sense to include large, slow loading graphics, animations and video clips.

You want your site to be user friendly for the target group that you have selected so they come back to the site.

In the opposite direction, if your target group is one of the younger generations, who love action, speed, creativity and innovation – it might be a good idea to develop animations etc. to catch their attention and keep them on your site.

4) Decide your budget - As previously mentioned, the budget for developing websites, especially within European programmes, may not be very big. You should always look for other possibilities and options to develop your website at the highest quality level and to the best price.

5) Assess the value of your time – Creating and maintaining a website can be a very time consuming task. The time taken will of course depend a lot on the site you want to create, the more details, the more animations etc, the longer it will take. The average time for developing a site, (only the technical part is considered here - not developing the information), with few/simple or no animations etc will take between 35 - 45 hours. Developing the

content/information for the website will also consume a rather large part of your time for some days at the minimum.

6) Understand the importance of effective website text – Your text on the website will be determined by your purpose and your audience. Please be very aware of that online people have very little patience. If the website does not work, or they have to navigate around a lot to find the information that they are seeking, they will quickly move to another site.

When you are developing the information/content for the website, please remember who you are writing to and what your objectives about the site are. Also be very objective, when you are writing about your project. Of course you should highlight the positive aspects and outcomes of your project, but a user does not want to read sentences like: 'Our project is the best in the world', this is not very professional and signals that the project i.e. the results will be of poor value and quality and the user will quickly lose interest.

Before writing the texts/content to the site, you should consider your writing skills and also your writing skills in English! Very often, the partners will translate to each national language, but the site will be developed in English, and then translated into national languages. You might be so lucky to have a native English speaker within the project to proof read your texts, before they are published and displayed for everyone, but if you do not – have you then considered if your writing skills in English are then sufficient

enough to express yourself properly? Excellent English without any mistakes is the standard in websites. Mistakes, spelling errors etc. will lead to browsers leaving the website.

In chapter 2, we examined different communication approaches and also how to write effectively to your target group. In addition to what is outlined there, you also want to think about keeping the attention of the user. If they have to read a page filled with text and it is first in the bottom that the objectives/goals of the project are described, you will have lost them much earlier. Go directly to the point and skip too much of the 'background information'.

7) How do you want your website to look and function – Generally speaking all projects have a logo that you want to include on the website and which most likely you would like the design to be built against. Additionally, you may also have some thoughts about the colour, and style preferences. For instance, if your project is addressing some topic about helping the unemployed, maybe then you want the main colour of the website to be green (as green signals hope) or another colour(s) that you associate with something that relates to your area. If you are completely clueless, go surfing online and see how other websites are using colours, fonts and layout to address their message.



website.

Look also in your old magazines, newspapers etc.
– there may be a particular colour, image or style
that you find interesting to transfer to your

8) Organise and formulate a layout for the information you would

like to include - When you have developed your information/texts to the website, you need to assign a page name/title for each ‘chunk’ of information. If the total number of pages is sufficiently high (over 12, as a rule of thumb), then group them into sections. This will make the navigating through your site that much easier for the user. If someone else is developing the website for you, please discuss with them the most appropriate solution for this and ask for recommendations.

9) Choose a domain name and find a hosting company

- This is very important, in order for your website to go ‘online’. Your website will need to reside somewhere so that others will be able to access it, additionally, you also want to register a domain name such as <http://www.europeanprojects.eu/>. However, please note that this can cost you (a lot of) money. What can sometimes be a better and cheaper solution is to launch the website through your organisation’s server and domain name such as; www.myorganisation.eu/europeanprojects. It can be a good idea to choose your project’s title or some abbreviation of this (if the real

name is to long) as the domain name of your website. This is also most logical from a dissemination point of view, if the project's name is also the same as the project's website. During the last years choosing an own independent domain for finding the website has developed to be standard, other solutions should actually be avoided.

10) Develop a strategy on how you will market the website - We know that your European projects are not a business website, but you want to market it as if it was because you want it to attract the target group and people interested in using the results of the projects. So treating it with the same approach as if you were 'selling' the project would help you gain what you want - namely attention to your project!

Examples of website from European projects:



Visit the site at <http://www.c.enter-network.eu>



Visit the site at www.spi.pt/stressless



Visit the site at <http://www.age-on-stage.eu/>



Visit the site at www.spi.pt/cessit

How to build a website

You do not need to be a professional programmer, but if you are planning to build the website yourself, you will need some basic knowledge about this subject.

Below is a step by step guide that will provide you with an overview on how to create your own website.

Step 1 Hosting²⁸:

Hosting is where you put your entire website and the web pages. Unless you find a hosting provider, no one will be available to see it, and then the work is pointless.

You can choose from different kinds of host options such as:

- Free Web hosts (are free, but require that you display advertising, you cannot do that on a European funded project site!)

²⁸ http://webdesign.about.com/od/beforeyoustartawebsite/p/build_website.htm

- Standard Web hosting
- Dedicated, Virtual, and Shared Hosting
- Colocation.

As these solutions will either cost you money or not be eligible for your type of website (i.e. Public and European funded). It is really preferable for your project if you, or any of the partners of the project, could host the website on their server. As previously mentioned, this really is the best possibility for you and the project. You do not need to worry about extra costs if the budget will cover and if the hosting provider is trustworthy, etc.

Step 2 Domain name²⁹:

Please note that you actually do not need a domain name. It is something that increases your visibility online, it is easier for people to remember and there is a lot of branding theory involved in the domain name of course. Also in this case, where you are disseminating your project, it would be most useful to have a domain name. Again, if you have your website on your organisation's server, it is possible to use the server of your organisation and then add your project name and voila - you have your domain name.

²⁹ http://webdesign.about.com/od/beforeyoustartawebsite/p/build_website.htm

Step 3 Plan your website³⁰:

Once you have step 1 and 2 completed, you can start planning your site. You need to decide upon the following:

- Type of site - is the site a news/information site or product site or reference site. You need to decide your focus on the site.
- Navigation - The navigation affects the information architecture (layout) of your site
- Content – Content is the actual pages you will be building, words and images.

Step 4: Create your site:

When creating your site, you can choose one of two paths -creating your site from scratch by learning Notepad (or any text editor) or by learning HTML/CSS. You choose to buy software like Dreamweaver (or similar software) to do this. The advantage of using Dreamweaver is that you can publish your pages directly from the software to the web. There are many tutorials and guides about how to use Dreamweaver, many have it as a favorite choice, because it is easy for beginner to learn, but also advanced enough for more experienced people³¹.

³⁰ http://webdesign.about.com/od/beforeyoustartawebsite/p/build_website.htm

³¹ <http://www.2createawebsite.com/books/theperfectsiteguide.pdf>

Step 5 Publish your website³²:

This step is about transferring the pages that you created under step 4 to the hosting provider in step 1. As mentioned under point 4, if you used Dreamweaver, you can publish the pages right away, but there are also other possibilities.

There are also tools included in your hosting service that you can use. It is better to contact them, if you have doubts on what to do. If your website is hosted by a server in your organisation, there should be people that you could contact and ask how.

Step 6 Promoting your website:

When people say the word promoting, very often highly expensive advertising activities are included in this, and especially at the Internet.

However, cheaper possibilities are also available, when you want to promote your site. Also make sure that on all publications that may reach the target group and the general public, there is a reference to the website. It does not need to be big, or in that sense eye catching, just as long as it is visible.

Including it in your signature in your mails - or just after your name etc, it is only the imagination which sets the limit.

³² http://webdesign.about.com/od/beforeyoustartawebsite/p/build_website.htm

How to maintain a website

Once you have built the website for your project and it has been published on the Internet, many people make this crucial mistake and think that then the work is done, but NO!

Maintaining your website is just as important as creating it. As the project evolves, so should your website.

Maintenance implies various updates of the website, for instance



every time that there is a new project outcome, such as newsletters, brochures, reports, and other information it should always be uploaded at the website, so it is available for

everybody. Additionally, as the project progresses unforeseen changes may occur. Perhaps you have decided to change your target group a little, or include a new application for the project result or you have the possibility to develop another event than predicted in the proposals. All these changes should be included added to the content of the website.

As projects may last up to several years, very often the people responsible for the project may change up to several times throughout the project's lifetime. If you have listed names of people



and contact details on the website, make sure that these are updated on a regular basis. If an interested person is trying to contact you, and he/she receives a 'not delivered' message, the

person will most likely not try to contact other people on the contact list, but just think: 'never mind, then'. This is very unfortunate, because you can lose opportunities with the target group that might have had an interest in the project. Also ask the other partners to make sure that their contact details have not changed i.e. email address and phone number etc.

Should you need to re-design your website, it is important that you do not take down your website, when you are launching a re-design. Very often, websites have a text that says, "Apologies – we'll be working again within a few days" – this is very annoying for users and it is most likely that they will not be back a few days later.



It may be very useful for the project, if you provide the possibility for the users to give their feedback about the site. This can be a very



simple thing that pops up as a separate window or having a page that reads something like “comments” or “do you like me?” The feedback can help you keeping your website “fresh” and up to date; users may give

you great ideas for your website that you did not even think of. In this way you also continuously ensure that the website and its content is targeted to the audience that you would like to reach, and not just your own ideas about what your target group wants.

Always be innovative! What was in at the time you created your website may have gone completely out again or has been copied by so many people that they are not innovative anymore.

Check out other sites, perhaps with the same or similar target groups, to see what they are doing to attract attention. Use search engines to quickly get an overview of other websites.

You can also keep your website continuously interesting by adding small updates about your project, interesting publications, information etc.

Another very important issue is to keep track of your efforts, in other words – who is visiting your site? It is possible for you to track your visitors; it is possible to see which country they are from etc. You can also identify when your website was most visited, and see what kind of activities that had most effect. For instance, did you experience increased activity and more visitors, after you had sent out the newsletter, promoting your website? If you can see some kind of link between your dissemination efforts for the website, but also for the project as a whole and the amount of visitors on your site, you can start to work on the dissemination activities that attract most people to your site and if there are certain periods better than others i.e. summer instead of winter etc³³.

³³ http://www.rocketface.com/maintain_website/maintain_website.html

Content Management System Tools

A Content Management System (CMS) is software designed to manage websites. It is software systems set up to manage your content on the website. This software can be very useful for you especially, to have a better overview of your content and website and it will also save you some time. You can use the software both to build and maintain your website.

A CMS tool keeps track of every piece of content on your website; the content can consists of plain text, but also photos, music, videos, documents etc³⁴.

CMS tools can include blog software and also a complete content management tool package. The software ranges between open-sources options and high level professional CMS tools³⁵.

However, there is a variety of CMS tools, which offer different applications depending on what your objective with it is. Think carefully about what your objective is and what the tool should be.

Joomla!

Joomla is an example of one of the most popular online CMS tools, which is why it is included. Joomla is an open-source solution that is free for everyone, thus you do not think to consider budget or resources when using this software.

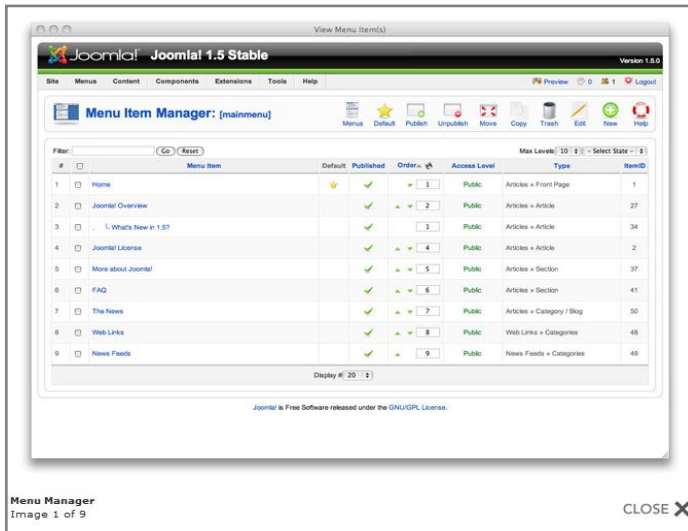
³⁴ <http://www.joomla.org/about-joomla.html>

³⁵ http://webdesign.about.com/od/cmstools/Content_Management_Tools.htm

Joomla brings together:³⁶:

- a) The content, which is mainly stored in a database
- b) The template, which controls the design and presentation of the content (such as fonts, colours and layout).

Joomla automatically merges them allowing you to produce and update web pages and sites.



Joomla menu manager³⁷

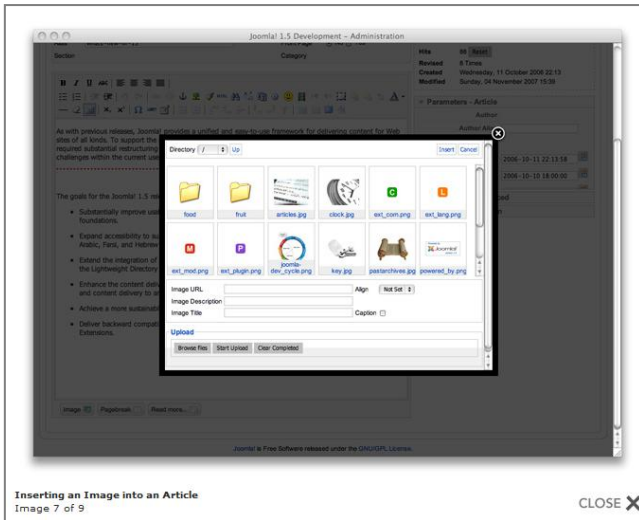
Below is a selection of what kind of websites you can use for Joomla!³⁸:

³⁶ <http://docs.joomla.org/Beginners>

³⁷ <http://www.joomla.org/announcements/release-news/4483-joomla-15-overview.html>

³⁸ <http://www.joomla.org/about-joomla.html>

- Corporate Web sites or portals;
- Corporate intranets and extranets;
- Online magazines, newspapers, and publications;
- E-commerce and online reservations;
- Government applications;
- Small business Web sites;
- Non-profit and organisational Web sites;
- Community-based portals;
- School and church Web sites;
- Personal or family homepages.

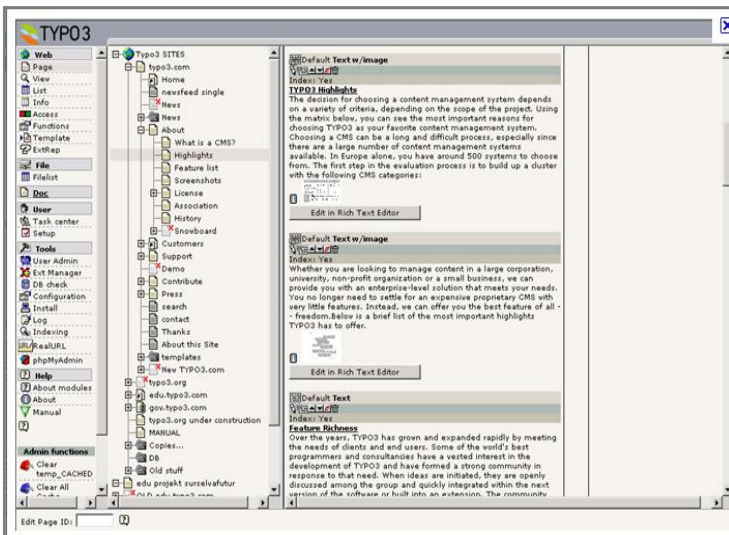


Joomla Inserting a picture³⁹

³⁹ <http://www.joomla.org/announcements/release-news/4483-joomla-15-overview.html>

TYPO3

TYPO3 is also a CMS tool, which helps you manage your web pages and sites; it is free just like Joomla. TYPO3 has numerous applications and features that you can use however, note that it can take a while to learn TYPO3, especially, if you have no skills in CMS tools in advance, but it is not an impossible task, the system is just a little complex, but on the other hand, once learned you can use TYPO3 for high level complexity tasks and tailor your website to your exact needs⁴⁰.



How TYPO3 looks like⁴¹

⁴⁰ <http://typo3.org/about/new-to-typo3/>

⁴¹

http://www.google.pt/imgres?imgurl=http://ostatic.com/files/images/TYPO3%2520Screenshot%25201&imgrefurl=http://ostatic.com/typo3/screenshot/3&usq=-L9NtTHVVCZ1DiZPb9mm_dvsVuE=&h=650&w=1021&sz=171&hl=pt&start=0&zoom=1&tbnid=uKoASaeC6fn3mM:&tbnh=140&tbnw=220&ei=bOJ3Tcya

Basically, CMS tools can help you manage your website in the most cost effective way, both time and money wise. However, there are many different tools; here only some of the most common were presented. Make your search online and find the CMS tool that matches you the best.

Web 2.0

The Web as Web 2.0 implies something else, than just referring to the *Web*, it can be quite difficult to narrow down and define exactly what Web 2.0 mean, and what kind of applications that belong under this reference. When you read experts' opinions about Web 2.0, it may differ quite a lot but all agree on that the word implies some kind of transition between the 'old' and the 'new' web, and that the 'new' web includes social innovation applications such as Facebook, blogs etc.

L6Bswaz2tXsBA&prev=/images%3Fq%3DTYPO3%26hl%3Dpt%26biw%3D1276%26bih%3D627%26gbv%3D2%26tbs%3Disch:1&itbs=1&iact=hc&vpx=426&vpy=95&dur=2221&hovh=179&hovw=281&tx=158&ty=91&oei=b0J3TcyaL6Bswaz2tXsBA&page=1&ndsp=16&ved=1t:429,r:1,s:0

The creator of the Web as such Sir Tim Berners-Lee has this opinion about Web 2.0 and whether Web 2.0 was different to what might be called Web 1.0, he replied⁴²:

'Totally not. Web 1.0 was all about connecting people. It was an interactive space, and I think Web2.0 is of course a piece of jargon, nobody even knows what it means. If Web 2.0 for you is blogs and wikis, then that is people to people. But that was what the Web was supposed to be all along. And in fact, you know, this 'Web 2.0', it means using the standards which have been produced by all these people working on Web 1.0'.

Then others will argue that Web 2.0 is something completely different than Web 1.0, and perhaps there is no single answer to this. However, Web 2.0 will be defined in this context as the web with new applications and possibilities for networking and sharing, because these features are what are interesting for you and your dissemination/exploitation activities.

"We don't have a choice on whether we DO social media, the question is how well we DO it."

- Erik Qualman

⁴² <http://www.jisc.ac.uk/media/documents/techwatch/tsw0701b.pdf>

Both you and your dissemination/exploitation activities can benefit highly from the features on the Web 2.0. There are various applications, which each have advantages and disadvantages regarding dissemination/exploitation, in the following these will be explored.

One of the main advantages of using the Web as dissemination channel is that you have the potential to reach such a large audience that you cannot reach with other dissemination activities. Another benefit is that many of the services and applications are free, so it does not hurt your budget to go online and you can focus your resources on face-to-face dissemination activities as well, benefitting from both channels.



Be aware of following-up of your activities; be careful with the amount of different tools that you use, you might need to comment and answer requests

Web+log = Blog

The word 'blog' has become a mainstream word, but let us first make sure that we all understand what a blog is and what blogging are.

Blogs are personal Internet journals, which are frequently updated and written in a personal tone, a blog is a diary or journal where the writer or blogger will write about observations on the world or provide links to useful website within a given topic. Different

bloggers write about different themes, a blog can perhaps have similarities with an ‘old-fashioned’ columnist, but with no specialized training needed.

Today, anyone who thinks that he/she has something interesting to say, can become a blogger.

A blogger is a new term, covering the name of the writer of the blog⁴³.

What can you use blogging for in your dissemination/exploitation activities? You can use blogging to create awareness about your project, of course you cannot send the blog directly to your target group, but the blog is posted online available for everyone to read. You can link the project website and the blog together, so if users access one of them, they are alerted about the other one.

People can also comment on your blog and generally, you can interact quite a lot through a blog. Another interesting element is that people all over the world will be able to see your blog, and thus you may get inputs from China, Brazil or USA. This will only colour the project and add value. You can discuss differences in culture relating to a certain topic or socio-economic factors that influence an area etc.

Now you think, well this all sounds very good – but what to write about? I am not a writer and do not have much experience in writing about a theme.

⁴³ <http://www.wisegeek.com/what-are-blogs.htm>

You can write about anything you want! First of all, as mentioned above, blogs are often written in a more personal and casual tone, so you do not need to master Oxford English in order to write a blog. If you are very uncomfortable writing, ask one of your colleagues or one of the partners to read it through, before you publish it. Perhaps this is also a good idea, before the first time at least, otherwise search online and read some blogs and see the approach that other people are using.

Now with regard to the topic or area, it is only the imagination that sets the limit. For instance, you can write about some observations you have made in relation to this topic, or write about the field in general, if you would like to spread more knowledge about this.

To give an example of a possible interest to blog about, you can have a look at the overall theme of your project; there will also be a general area that your project is under. For instance, 2010 was the year of combating poverty and social inclusion and thus a lot of European projects were centered about these topic, with then of course specific activities in a sub-area. So maybe it could be interesting to write about something about poverty, and link it together with your project? Or if your organisation is dealing with a special area of interest that you would like to share and make the link towards your project this way – this is also an opportunity.

If you want to use the blog as a dissemination tool towards your project, it is important that you try and create this linkage between

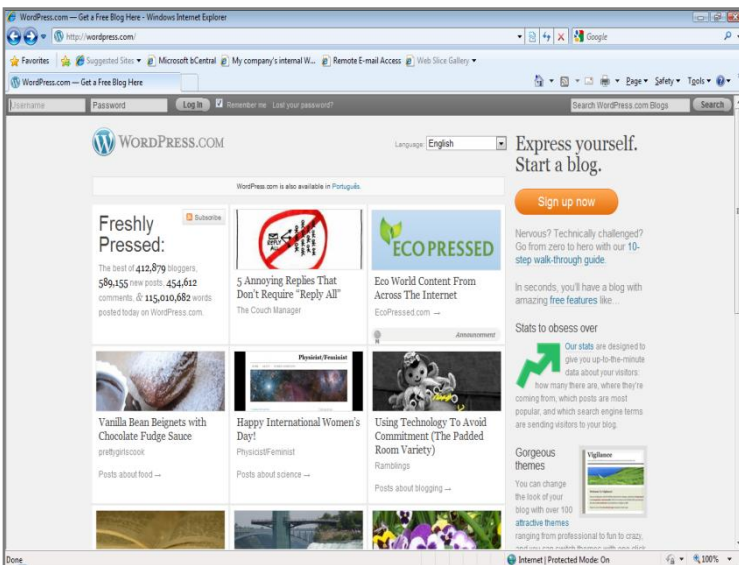
topic and project, so you can always refer to project. However, avoid too much advertising for your project, then it is not interesting to read as the reader will just think that this is to promote the project, which is basically is – but also discussing important issues within an area. Also, the most logical approach would be that the project would be the ‘author’ of the blog, in that sense you promote the project, without constantly making references to it in the blog as such.

Another issue that very often gets in the way of many of the dissemination activities is TIME. You are already thinking, just by performing the already previewed ‘basic’ dissemination activities I am swamped in work, how would I have time to blog about relevant topics as well and especially because I am managing several projects and not just one. Of course time is a difficult issue to really deal with, but a solution to this, could be that you divide this blog activity to be the responsibility of the partnership and not just your organisation (for instance, if you are project coordinator). If the partnership agrees, each partner can take turns and write a blog, another point is also that there is no rule about how often a blog should be published; it does not need to be once a week. For instance, it could be agreed that within your project, you would publish once a month or a similar approach. You can of course also blog about things that go on within the project – when meetings have been held or project results are ready etc.

So now, you are of course very interested to become a blogger and enhance the chances of better sustainability of your project, also after the project ends. But how do you create a blog?

It is really easy to create a blog, and that is probably also why so many people are blogging, because it is easy, however please be careful when you choosing the host.

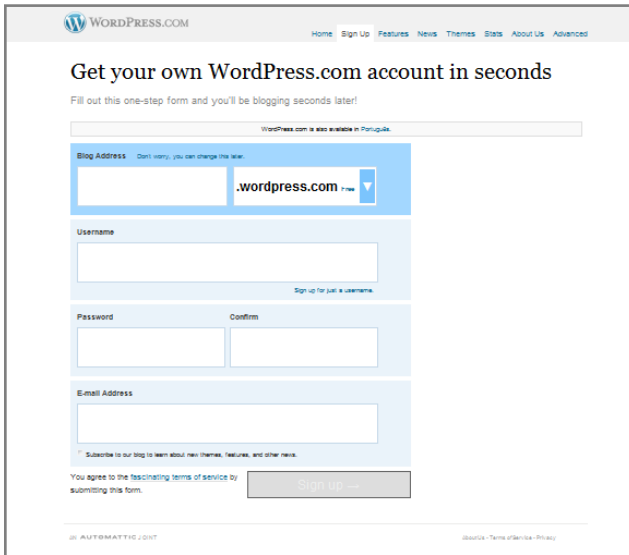
One internationally recognized (and free) host is Wordpress (www.wordpress.com)



Front page of Wordpress

You need to access the **sign up now** button and complete the form with basic details and you are ready to blog. It is really a good idea to link the project website and the blog together so people can also

access the blog from the website, which will increase the awareness of its existence.



The image shows a screenshot of the WordPress.com sign-up page. At the top, there is a navigation bar with the WordPress logo and the text "WORDPRESS.COM". To the right of the logo are links for "Home", "Sign Up", "Features", "News", "Themes", "Stats", "About Us", and "Advanced". The main heading is "Get your own WordPress.com account in seconds", followed by the subtext "Fill out this one-step form and you'll be blogging seconds later!". Below this is a form with several fields: "Blog Address" (with a dropdown menu showing ".wordpress.com"), "Username", "Password" and "Confirm" (two separate input boxes), and "Email Address". There is a checkbox for "Subscribe to our blog to learn about new themes, features, and other news." and a "Sign up" button. At the bottom, there is a small disclaimer: "You agree to the fascinating terms of service by submitting this form." and a "Sign up" button. The footer contains "© AUTOMATIC | GWT" and "© 2004 - Terms of Service - Privacy".

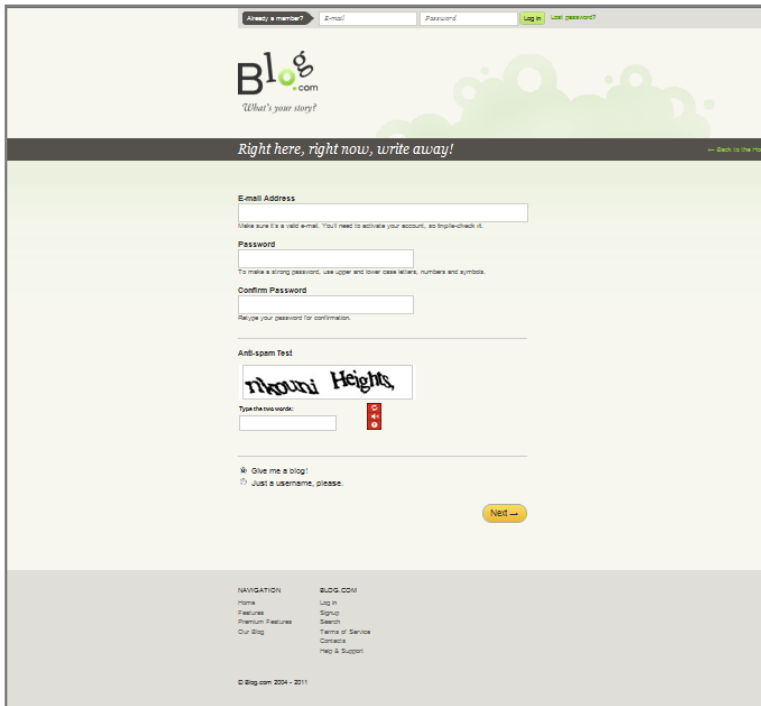
Form to start a blog

Another good example of a good free blog host is Blog (<http://blog.com/>).



Front page of Blog

Again you need to complete a form with basic details, such as name and email etc. After that you have your blog available and you can start to tailor it, by for instance using the project logo as background or template.



The image shows a screenshot of the Blogger 'Create a new blog' form. At the top, there is a navigation bar with the Blogger logo and the tagline 'What's your story?'. Below the logo is a dark banner with the text 'Right here, right now, write away!'. The main form area contains several input fields and sections: 'Email Address' with a note 'Make sure it's a valid e-mail. You'll need to activate your account, so triple-check it.', 'Password' with a note 'To make a strong password, use upper and lower case letters, numbers and symbols.', 'Confirm Password', and an 'Anti-spam Test' section with a distorted image of the words 'Mountain Heights' and a text input field. At the bottom of the form is a 'Next >>' button. The footer contains navigation links for Home, Features, Premium Features, Our Blog, Log In, Sign Up, Search, Terms of Service, Contact, and Help & Support, along with the copyright notice '© Blog.com 2004 - 2011'.

Form to start a blog

Other examples of blogs are Typepad, Blogger, and tumblr.

Just start blogging now and spread the news about your project and the thematic areas that it also addresses.

An inspiring example of a project blog could be the Cessit – Creativity and Entrepreneurship Seeds for Social Inclusion Trainers

<http://cessit.wordpress.com/>

Facebook

Facebook (www.facebook.com) is a social network service and website launched in February, 2004. In January, 2011 Facebook has more than 600 million active users all over the world. Users can have their own page/profile, but also join common interest groups, such as political directions, favorite movies, common workplace etc. There is a tremendous variety in the interest groups and everybody can make one⁴⁴.

With regard to dissemination purposes, Facebook is an excellent tool to 'get your project out there' with no costs associated.

Once you have decided if your project should be on Facebook, there are some things to consider.

First of all you need to consider whether you would like the profile at Facebook to be a Page or a Group.

⁴⁴ <http://en.wikipedia.org/wiki/Facebook> (last accessed 27/5-11)

Facebook describes a Page as:

*"(...) for organizations, businesses, celebrities and bands to broadcast great information in an official, public manner to people who choose to connect with them. Similar to profiles, Pages can be enhanced with applications that help the entity communicate and engage with their audiences, and capture new audiences virally through friend recommendations, News Feed stories, Facebook events, and beyond."*⁴⁵

Alternatively, Groups are described as:

"(...) the place for small group communication and for people to share their common interests and express their opinion [...], allowing them to come together around a common cause, issue or activity to organize, express objectives, discuss issues, post photos and share related content".⁴⁶

As you can read from the above quotations, there are some differences between a page and a group. It is difficult to say what is best for your project. Some projects find it best to have a page, because the creation of a page would allow interested members to become 'fans' of the project page, it would also be possible for the members to receive updates, use the content that is published by

⁴⁵ <http://www.facebook.com/help/?faq=14259>

⁴⁶ <http://blog.facebook.com/blog.php?post=324706977130>

the partnership and engage in discussions on topics set by the administrators.

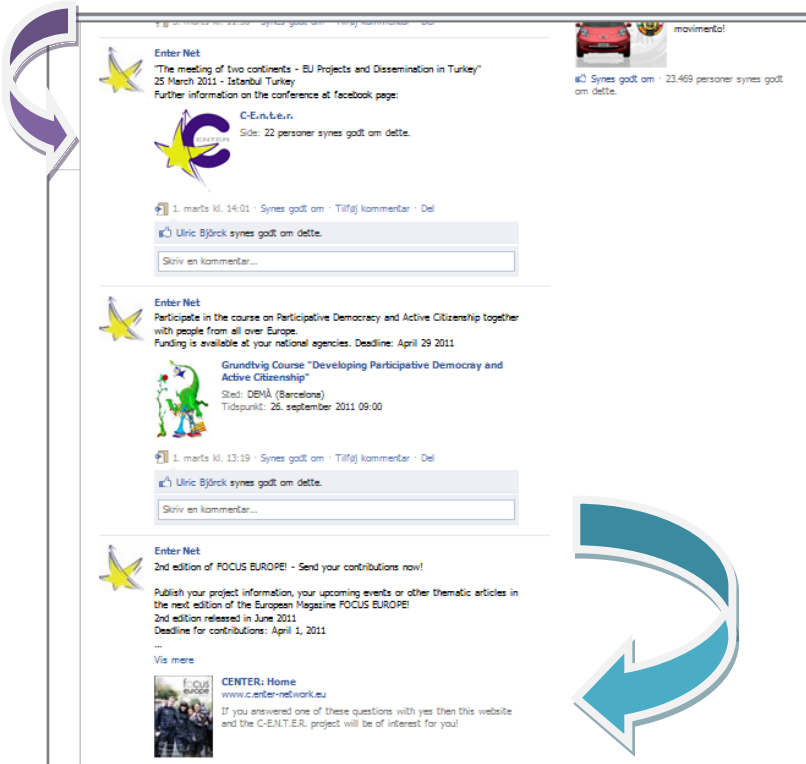
However, groups allow sending out 'bulk invite' (you can easily invite all your friends to join the group, while in pages you are forced to drop invites manually). Group members can also send these bulks invites to their friends.

Please find in the annex a comparison of advantages and disadvantages of Facebook pages and Facebook groups for your decision making together with some conclusions.

Based on the arguments above, what you want to get out of your Facebook profile with regards to disseminating projects, the page is probably the best selection. However, it really depends on what your objectives and how the project is.

As was mentioned as an issue in the section about blogs, time is always an issue and you cannot spend days on Facebook updating, inviting people, commenting, initiating discussions etc, as it would be very difficult to manage your other responsibilities as well. What is suggested concerning this would again to involve the whole partnership and each partner takes turn in maintaining the profile on Facebook. If the profile is properly managed, this can really be a great dissemination opportunity, where you also can post news about events, project results, etc.

Perhaps in the kick-off meeting of your project or in another meeting, it may be a good idea to discuss the whole idea of Facebook and develop some kind of methodology, which outlines the responsibilities and assign tasks to all partners.



C-E.N.T.E.R. project on Facebook

Twitter

Twitter (www.twitter.com) is like Facebook a social networking site and micro blogging service, enabling its users to send and read messages called tweets. Tweets are text based posts of up to 140 characters displayed on the user's profile. Users may subscribe to other users' tweets, this action is called *following* and subscribers are known as *followers*⁴⁷.



On Twitter, you have more a blog instead of a profile as on Facebook, and then you post small tweets, when you feel like or have something to say.

Having your project on twitter can trigger a series of benefits⁴⁸:

- i. Participating in thematic areas conversation – your project will definitely belong to an area or field, in twitter you can join conversations that might cover one of these area and create awareness of your project through this debate.
- ii. Brand awareness – you can create awareness about your project using twitter and mention the project website etc.
- iii. Engage with your target audience – you can 'meet' your target group and discuss the projects etc with the target group and get valuable feedback and comments.

⁴⁷ <http://en.wikipedia.org/wiki/Twitter>

⁴⁸ <http://www.marketing-jive.com/2009/07/15-business-benefits-of-using-twitter.html>

- iv. Promote your blog – you can also, if the project has a blog – promote it through here.
- v. Ask questions – receive answers – if you have difficulties for instance regarding elaborating content or information, ask questions and you can get people’s feedback on these issues.

Again, discuss within the partnership if the project should be on Twitter and establish some methodology on how Twitter will work so the project benefits from it in the best possible way.

YouTube

YouTube (www.youtube.com) is a video hosting website, where users can upload videos and share with everyone.



This site is great to promote the project through, but of course you need a video of some sort. If you have developed some kind of short animation movie, it is a perfect opportunity to upload it. The video will be available after the project’s lifetime and will promote the sustainability of the project.

All you need to do, in order to upload a picture is to register, giving basic details about yourself.

Flickr

Flickr (www.flickr.com) is a video and photo sharing website as well.



You can log in with your Facebook, or Yahoo! account. Again, if you have some kind of presentation, animation etc. as a video or photos, this is also a possibility to upload it here. The more places you upload and share the information, the higher possibility there is for people seeing it.



For Social Media don't forget that it is your choice how you would like to have things published

Other social media channels:



Advantages and disadvantages of Social media⁴⁹

Some advantages to social networking are:

- ❖ Low costs
- ❖ Social networking for personal and business use is free. It is an easy and cost effective way to reach your consumers and people in your network.

Builds Credibility

- ❖ For business purposes, connecting with your customers on a personal and professional level will make them loyal to your company and brand.

Connections

- ❖ Connecting with people in your friends' networks or your work networks will benefit you in the long run. It will help you gain connections which may be useful in the future.

Some disadvantages to Social Networking are:

- ❖ Lack of anonymity
- ❖ Social networking usually requires you to input your name, location, age, gender and many other types of personal information.

Scams and harassment

- ❖ Being online you are at risk to face cases of harassment, cyber-stalking, online scams and identity theft.

Time consuming

⁴⁹ <http://profcmns2012.blogspot.pt/2012/04/advantages-and-disadvantages-of-social.html>

- ❖ If you are new to social networking, learning the process can be very time consuming.

Low budget opportunities

The Internet has endless of possibilities for promoting and facilitate sustainability for your project.

In the sections prior to this one, we have examined specific instruments and tools that can be used when you want to disseminate your project online such as website, blogs, social platforms, etc.

It might be a good idea to develop some kind of strategy for being online, as there are so many possibilities and it can quickly get confusing. Internally in the partnership, you can discuss which instrument that you all would like the project to use and who is responsible etc. One of the major mistakes that many projects make, is not to update and continuously maintain the online instruments, because the users will of course notice right away, if the information is months or even years old - then it is just not interesting and especially in our times when everything is so rapidly updated all the time. For instance a website is a cheap and relatively easy to implement and it is a fundamental dissemination tool also beyond the project's lifetime. You can also quickly get an overview of the traffic to your website and see if there is any

interest at all or if there are periods when there are more visits etc so you can analyse what this is caused by etc.

Blogging is another interesting element that your project could



benefit very much from, and each partner could take turns in blogging about a subject of interest within the field of the project. You can collect the feedback and comments from the

stakeholders in for instance an excel sheet and evaluate once a month, if the comments could be used for anything in the project development. For instance one had a comment about how a workshop should be from their perspective and you can use these considerations when you are developing the workshop.

Wikipedia can also be an option, and you can create a platform by using Wikipedia, where you can post interesting materials, and give people an option to provide comments. You can also create a description of your project on the site, which will then be recognised by search engines, when Internet users are searching the Web.

The various social networks/platforms online can also facilitate a better contact with the target group, interesting stakeholders, and the general public. However, the main issue in using the Internet as a dissemination instrument is that you need to be prepared to invest some time.

Many of the applications may be free in terms of financial resources, but they do request some time, and if you are not just managing 1 project, but maybe 5 projects - this can very quickly become very time consuming for you. So set out some activity level guidelines which are of benefit to the project; but make sure that no one in the partnership feels overloaded.

What to remember

- Create a website for your content
- Maintaining your website is just as important as creating it. As the project evolves, so should your website.
- It is possible for you to track your visitors, it is possible to see which country they are from, how often they visit, which pages they like the most etc.
- Use the ideology of Web 2.0 such as Webblogs, Facebook, Twitter, YouTube, slideshare to disseminate your project
- Create a Facebook page to promote your project





PRINT AND MASS MEDIA

Mass media can be defined as follows:

‘Mass media is media which is intended for a large audience. It may take the form of broadcast media, as in the case of television and radio, or print media, like newspapers and magazines. Internet media can also attain mass media status, and many mass media outlets maintain a web presence to take advantage of the ready availability of Internet in many regions of the world.’⁵⁰

We are aware of that this definition can be a source of discussion, as mass media can take the format of a range of media channels. As the World Wide Web is covered profoundly within chapter 3, it will not be described here in details as well, but please note that the term is within the definition of mass media.

Nowadays, it is common that individuals as well as whole populations and countries rely on mass media for information, entertainment, news, networking etc.

As described above mass media aims to reach many people/a large market at the same time. The media industry is a very powerful tool, and highly influences opinions and people. Therefore, mass media is a preferable channel for dissemination, but is normally associated with high cost, which within budgets of European projects, exceed the limit and the allocated resources.

⁵⁰ <http://www.wisegeek.com/what-is-mass-media.htm>

But this does not mean that you cannot still benefit and use mass media to your advantage when disseminating project and its results. You just need to think a little creative and use the resources available. Are there some kind of **local channels** that might take much fewer cost than national TV, or could any **local networks** be persuaded to perhaps do a short film, which would also benefit them, for instance about a theme in the local community where your project would be suitable to mention.

Basically you can divide mass media into three different types⁵¹:

- **Print media** - The printed media can include newspapers, magazines, brochures, newsletters, books, leaflets and pamphlets. Additionally, visual media such as photography can also be included under this sub-heading of mass media.
- **Electronic media** -The electronic media includes television and radio as the main channels to this category, but also movies, CDs, DVDs and other new innovative electronic gadgets are included here.
- **New-age media** -This third category involves the new technologies like the Internet, it is possible to enjoy the benefits of high technology mass media, which is not only faster than the old school mass media, but also has a much more widespread range. Mobile phones, computers, Internet are often referred to as the new-age media.

⁵¹ <http://www.buzzle.com/articles/different-types-of-mass-media.html>

Additionally, within the area of the Internet, new opportunities have arisen within mass media such as emails, websites, blogging, Internet TV etc. (see chapter 3).

Print media

The printed mass media and how you can use it in the context of dissemination and exploitation will be examined in the following.

Newspapers

Newspapers are mass media, both the local, regional, national, and international newspapers. They are good dissemination options,



because they reach many people at the same while, also address the content to different kinds of people, thus you can easier reach your target group(s).

Considering using the newspaper as a dissemination tool, requires a reflection about the following; at what level would you like to disseminate on - local, regional, national? At what level is it assumed that your information will have the highest impact? Additionally what kind of information are you planning to send out? Let us start by discussing the latter, what kind of information are you interested to disseminate? As this will affect the two others, for instance are you announcing that the project will have a final conference, in which participants will have national, and European

profiles, then it will be most useful to publish information about in a national or even international/European newspaper if possible, in order to reach as many people with the desired profile.

On the other hand, if you are interested to attract participants to a test and validation workshop, maybe it would be more beneficial to post the information in a local/regional newspaper, as people will need to go to the workshop and it is easier, and more likely that they will go, if it is in their area (i.e. convenience).

Further, if you are considering some general notice about the project, then ‘the more the merrier’ – if possible publish the general notice at national and European level.

Another important aspect is the format, which the information that you publish should have. In the most common newspapers, there are possibilities of a press release, an article, advertising, a column, interviews, and some short notices in the back very often.

Newspapers are also an interesting dissemination tool, because of the aspect of the target group. Today, it is assumed that everybody is online and constantly searching for new information and they will come across your website, blog, Facebook page etc. But this is highly depended on which target group, we are talking about. Is it a younger generation, then it is most likely that the Internet is the best solution to reach them, however are we talking about the more senior part of a population, the chances that they do not even use

Internet or are very beginners, so they would never come across the project site are quite high. Therefore, newspapers would seem like a better choice in this situation. The dissemination/exploitation activities should always be adjusted to the target group and their preferences.

Magazines

Magazines more or less cover everything from scientific journals to gossip columns. It might be a good opportunity, to publish an article or other information within a relevant thematic area to reach the



target group, but again consider who your target group is and what do you expect from this action? Often, we disseminate for the sake of disseminating, and not reaching the target group with our efforts. For instance, there is really no point to publish an article in a scientific magazine that discusses complex issues, if your target group has difficulties reading. Of course, all dissemination activities are never wasted efforts, because as a general rule, you can never know who comes across a press release or website or article, and dissemination/exploitation activities are also about creating awareness in the general public and not just for the target group. However, by thinking more strategically (i.e. target group and objective of the dissemination activity), you can increase the impact of your dissemination activities.

Costs can be related to publish an article/information, so you need to consider this before you decide. There are always many options of magazines, and it is important that you do a little desk research, before to check out the different magazines. Also be aware that some magazines are not for profit and they may have a genuine interest to publish your article, especially being a European project and the positive attitudes that come with this. There might also be local associations in a certain area that is of interest to you and your project, so try and explore all possibilities with regard to publishing in a magazine. The magazine does not need to have the circulation of 'The economist' - less can also do it!

Brochures

The brochure is a very common dissemination activity within European projects, and it has the potential to reach a broad audience. The brochure should outline the objectives of the project;



short phrases about the project results, the target group and contacts. Nobody wants to read loads of text in a brochure and it is important that the document quickly

catches the eye and thus creates in interest for the reader to seek more information. Brochures can be made relatively quickly, but if you want a professional result, you need to get help from a

professional. The printing quality will also be important for the final results. There are of course costs associated with this, but normally, it is not that expensive.

As mentioned before, brochures can be a good approach to create awareness in the general public. Brochures can be translated into all of the partners' languages, if desired and thus make it easier to reach people at national level. When you distribute the brochure, be creative and innovative of different places to make it visible.

Ask in the local supermarket, if you can leave a bunch at the entrance, or at the register. Go to the public library of your town and display it, if you are allowed. Leave some at the entrance of your organisation - you never know who enters. Depending on the area of your organisation, go to local associations of relevant interest areas and ask if you can leave some... There are endless possibilities for this, and it will not cost you a lot in time or money.

Newsletters

A newsletter is another type of mass media that is also very common in European projects. Normally, a newsletter would be published several times throughout the project's lifetime to announce project progress, results etc. The newsletter is in slightly different format than the brochure, as the brochure is meant to be valid throughout the project i.e. stating general information about the project, where the newsletter is more a 'snapshot' of the work progress to date or announcing events at a particular time.

Newsletters can be very useful, for instance when you want to attract attention or recruit participants to test and validate or announce that the project results are available etc, the newsletter can be a very good dissemination effort to carry out. Newsletters can be produced relatively quick, and with relatively few resources associated to this task. The newsletters can be send (by mail) to a very large audience and thus increase awareness. The newsletter can also be printed and distributed to local stakeholders, as with the brochure. It is a good idea when the project is initiated to develop a template for the newsletter (agreed upon by the whole partnership), which can be used for all the newsletters, and then you 'just' need to develop the different texts. Newsletters are also assessed by funding bodies from the survey to be an easy implementation opportunity

Leaflets

Leaflets and pamphlets are small documents, perhaps designed in a format A5 or even smaller, and have the objective to very quickly introduce the project to interested stakeholders. As both brochures and newsletter are more lengthy and do imply that the person read some text, the leaflets and pamphlets can provide you with an overview of the project (or when promoting a specific activity within

the project) in 30 seconds. Also remember contact details, and promote the website, blogs, Facebook etc, if your project has these. The leaflets and pamphlets can be used to distribute at other events, where your project is invited, handed out in public, etc. It is a very quick way of informing target groups and the general public about the project.

Books

Books are also included as printed media, however talking in general terms this is a rather rare dissemination opportunity, and is difficult and very resourceful to use as dissemination/exploitation. However, there may be some projects that are suitable to publish a book or part of a book. It can be that the area that you are working it, someone is interested to include it in a book on a same thematic topic.

Electronic media

The electronic mass media and how you can use it in the context of dissemination and exploitation will be examined in the following.

When you talk about electronic media, you probably instantly think the words: TV and Radio, but also other interesting elements are included in the electronic media.

TV and Radio

The main problem about TV and radio is that it very often gets very resourceful, more than what can be justified within European projects' budget. But there is no doubt that they are excellent dissemination tools. Many countries have local radio and TV channels, and perhaps it would be possible to do some kind of collaboration activity with them, or maybe perform an interview with the local radio station about an interesting topic related to the project. This could definitely be an opportunity, especially if your organisation has some local networking channels that could be used. Consider this as an opportunity, but just going out and buying ads in TV and radio would under normal circumstances be too expensive.

However, other electronic media may include movies, CDs, DVDs, USB stick, and other electronic gadgets.

Movies do not necessarily mean 2 hour Oscar winning actions with George Clooney, it can be short films, animated films, with a short duration of just some minutes. But even these kinds of movies can turn out to be quite resourceful. So before, you commit to develop a movie, please consider your organisation and partnership's technical capacity to develop a short-movie. It is also possible to create a short movie with, for instance, the software flash, which allows you to create small animations.

Movies as a dissemination tool can work very well. If you for instance create a short animation film that in a creative way tells the story about the project, it can catch the attention of many people and many different target groups. The story about the project should be in an informal tone and have a point in the end, so people remember the movie as innovative, funny or creative or something completely different. The important part or the objective of the movie is that people remember it, whatever reason they will remember it for, is not that relevant, the important part is that they do!

The movie can be uploaded on the project website, on YouTube, be sent to key actors by mail or included on DVDs that can also be sent to interested stakeholders.

Please find links to short animation videos for promotion in the annex to this chapter.

DVDs and CD ROMs

A DVD or CD is also an electronic media, which is a good and affordable dissemination tool. For instance using a DVD or CD at the end of the project to put all the project results and information on and then distribute to stakeholders, is an excellent approach to ensure sustainability after the project, as the stakeholders will have all the results on a simple DVD or CD they can use whenever needed. DVDs and CDs are



not expensive and of course you need to allocate some time to make the DVDs and CDs with all the documents etc, but otherwise it is not a complicated task.



Make the DVD/CD look even more professional by adding a cover with the project logo and perhaps a sticker on the DVD/CD.

Get all partners to distribute DVDs to national stakeholders and have them ready for final events such as conferences, seminars or workshops.

Examples of newspapers, magazines

In the previous chapter we examined the mass media in general and what types of mass media that exists. Now exact examples of newspapers, magazines, radio, TV will be shown and advantages and disadvantages will be discussed.

Newspaper

EUbusiness - <http://www.eubusiness.com/>

This is an online news site covering the European Union. The site states this about themselves: *'The EUbusiness web site is Europe's leading independent online business information service about the European Union. Founded in Luxembourg in 1997 by Managing Director Nick Prag, with the help of former Europe Online colleague and editor Wendy Jones, the site is managed and owned by EUbusiness Ltd in the United Kingdom. Our journalists provide daily-updated news and information about EU policy, legislation, economic data and opportunities to a fast-growing membership of over 65,000 business professionals, of which more than 25,000 receive the weekly email newsletter EUbusiness Week.'*⁵²

They post news about projects, articles, blogs, opinions, etc. As they state above, there are more than 25,000 receivers of the weekly newsletter, which makes them an excellent dissemination channel.

EUObserver - <http://euobserver.com/>

This is an online newspaper covering the European Union. They state the following about themselves:

'At a time when important decisions are increasingly being made at the EU level, our role in bringing news and debate

⁵² <http://www.eubusiness.com/aboutus>

to an online audience is greater than ever. We see our job as reporting the news that matters to citizens, politicians and business leaders, providing independent coverage, and keeping our demanding readers in the know.⁵³

They reach more than 60.000 individuals on a daily basis.

Eurofora - <http://www.eurofora.net/>

News site, specialized in EU, Council of Europe and other European news, focusing on original interviews and/or analysis about main European decisions which affect citizens' lives.⁵⁴

Europe Today Online - <http://europetodayonline.com/>

Europe Today is an online newspaper, which states this about themselves:

- *'We are a daily, 'one-stop shop' newspaper, not a monthly or weekly magazine solely focused on lengthy in-depth analysis';*
- *'With a European perspective, we cover news in Europe and beyond'*
- *'Our content is in English, promoting the European lingua franca'*
- *'Although covering European politics, we are not focused on the workings of the European Union institutions'*

⁵³ <http://euobserver.com/static/about>

⁵⁴ <http://www.eurofora.net/>

- *‘Unlike other major pan-European print media, we are not a finance or business newspaper’*
- *‘We are not a blog or an online community, although we value the input of our readers.’⁵⁵*

New Europe - <http://www.neurope.eu/>

New Europe is an online newspaper and they state the following about themselves:

‘New Europe - the European weekly, published since 1993, is a unique product carrying news and analyses from 49 countries with a particular emphasis on the EU institutions and EU-World relations. Its print edition is distributed to 66,000 readers in Europe and beyond, over 20,000 of which are in the Eurocapital, Brussels (see media kit for more information). In addition New Europe's website has approximately 150,000 visits per month. New Europe has served as a quality partner with main European conferences, media, think tanks and academia in the field of EU Affairs.’⁵⁶

Magazines

FOCUS EUROPE - <http://www.c.enter-network.eu>

The European Magazine FOCUS EUROPE aims to enlarge the platform of media for EU project teams to publish articles and

⁵⁵ <http://europetodayonline.com/about/>

⁵⁶ <http://www.neurope.eu/help/about/>

information with regard to their EU funded projects not depending on a specific European programme. The magazine includes a variety of thematic topics and provides a thematic transversal perspective. There is also the possibility to publish articles on specific issues that are of interest for EU project consortia such as the presentation of specific European programmes, interviews with representatives of National agencies, experts or project managers to topics of general interest or good practice examples of EU projects. The magazine also promotes European events (such as conferences, seminars, courses, workshops) and other available tools for dissemination. Beside of the dissemination of information the magazine has the aim to create a tool to share experiences in the field of EU project work with other project consortia to learn from each other and to build new networks.

CafeBabel - <http://www.cafebabel.co.uk/>

CafeBabel is a multilingual European affairs magazine, which are designed for readers across borders. CafeBabel states about them:

'aim is to stimulate and develop European public opinion through its online magazine offering daily coverage - from YOU - of political, cultural and social trends from a uniquely pan-European perspective. These contents are written and translated by a vibrant community of volunteers and babelians. They are then edited by a small team of professional journalists. The website also offers babelblogs,

which are the first multilingual blogs, and babelforums, a place for pan-European debate in real time. At a grassroots level, the e-community is animated by a network of local teams promoting the European perspective through debates, conferences and other physical initiatives, which they hold as volunteers in their own cities⁵⁷.

It is possible to publish articles, comment on blogs and participate actively online; this may be a good dissemination opportunity for your project.

Eurozine - <http://www.eurozine.com/>

Eurozine is a European magazine and states the following about themselves:

‘Eurozine is a network of European cultural journals, linking up more than 75 partner journals and just as many associated magazines and institutions from nearly all European countries. Eurozine is also a netmagazine which publishes outstanding articles from its partner journals with additional translations into one of the major European languages.⁵⁸

⁵⁷ <http://www.cafebabel.co.uk/about/cafebabel/>

⁵⁸ http://www.eurozine.com/about_Eurozine.html

All you can read - <http://www.allyoucanread.com/europe-magazines/>

This is a service where you can search for magazines in Europe by area of interest such as agriculture, education, ICT etc.

How to develop a press release

The question of how to develop a press release is not just about writing the press release, but developing it in such a way that it will attract attention and people will remember it.

Perhaps when you hear the word press release, you think of a piece of information posted in a printed newspaper. However, with the Internet today, the press release has more opportunities and possibilities to be seen. The press release is no longer only for the printed media, but also online.

Let us start with defining what a press release is:

A press release, news release, media release, press statement or video release is a written or recorded communication directed at members of the news media for the purpose of announcing something claimed as having news value. Typically, they are mailed, faxed, or emailed to assignment editors at newspapers, magazines, radio stations, television stations, and/or television networks.

Commercial press release distribution services are also used to distribute them.⁵⁹

From this definition it is clear that a press release can be in a variety of formats, depending on the objective of the information published, the sender, the media used etc. However, there are some general rules and guidelines that need to be developed in order for a piece of information to be called press release.

Headline: The headline should be brief, clear, and get to the point: basically an ultra-compact version of the press release's key point.

The headlines should be a point of attraction for readers, with this line you win them over to read your information. The headlines are not any more different here than other headings, all headings are supposed to attract attention, just think of headings of a newspaper.

The headlines are written in bold and typically with a bigger front size than the rest of the text.

It is most common that the first letter in the heading and selected other ones are capitalized, but do not capitalize the whole heading, you will not attract any more readers.

A simple method to develop the headline is to take the most important keywords from the press release and form them into a logical and attention packed heading. Another benefit from using

⁵⁹ http://en.wikipedia.org/wiki/Press_release

keywords is that if your press release will be available online, good selected keywords will pop-up when people are using search engines and thus more possibility for visibility. Both in online and printed format it will be much easier for readers to quickly get an idea of the press release content.

Body of the press release: The text should be written as you want it to appear in a news story.

The lead (first sentence), should attract the reader and describe exactly what is happening. The following 1-2 sentences could then expand what you were saying in the lead.

The press release body should be compact, do not use long sentences and paragraphs. Also avoid repetition, and over use of fancy language and jargon.

A first paragraph (2-3 sentences) must sum up the press release and then the further text will elaborate. Always remember that readers will not read the full press release, if the start of the article does not generate an interest.

State facts, such as events, products, individuals, target group, goals, aims etc.

To fulfill this, there is a simple method and it will be described in the following:

Communicate the 5 Ws and the H: Who, what, when, where, why, and how. Now consider the below points (select all or some accordingly to relevance):

- ❖ What is the actual news;
- ❖ Why is this news;
- ❖ The people, products, items, dates and other information related with the news;
- ❖ The purpose behind the news;
- ❖ Your organization/project – the source of the news.

From the points used, try to construct paragraphs and assemble them sequentially: The headline » the summary or introduction of the news » event or achievements » product » people » the concluding summary » the organization/project.

The length of the press release should be no more than 3 pages (in most cases half to 1 page).

Include information about the organization: Within the area of which you are developing press releases, it might make more sense to include general information about the project and not your organisation, but if relevant you can include some lines about your organisation. But avoid a big advertising about your organisation and the project and focus on the thematic issues in order to attract the reader. It might be better to Include relevant websites such as from the project and maybe the one of your organisation as well.

Linkage: Make sure that your press release has linkage between the different sections and everything makes sense to include.

Contact Information: Add contact information for interested people to seek more information. Add information about the partnership, the coordinator, phone numbers, websites, mails, etc.

Finalisation of the press release: Signal the end of the press release with three # symbols, centered underneath the last line of the release. This is a journalistic standard⁶⁰.

Then you send it to the newspaper and for an agreed amount of money, the press release will be published. You can also produce an open press release about a topic and send it to several newspapers in your region or beyond for possible publication.

Hints and tips for press releases

- Include the date of writing the press release and if necessary when it should be published
e.g. : today's use, use for DATE
- Include your contact details or press contact + further contact
- Write the interesting, even more unusual information in the beginning to attract attention and interest, you can include a date, location or time also later in the text
- Include at who you are addressing the press release (not the journalist, but the target group of your press release)
- Pay attention to the general layout

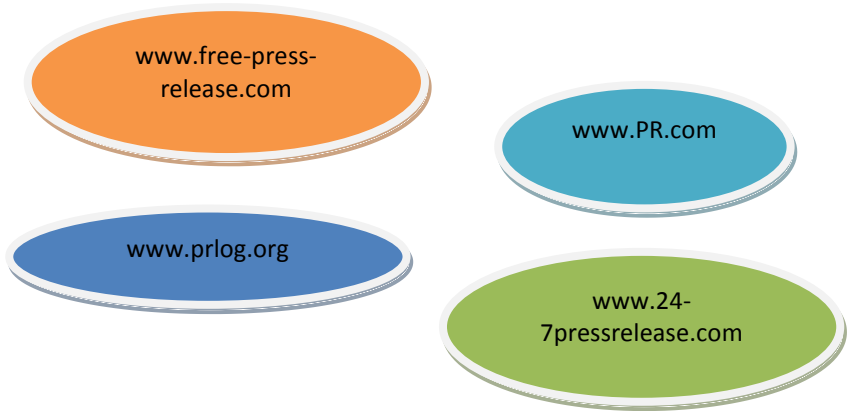
⁶⁰ <http://www.wikihow.com/Write-a-Press-Release>

- Include quotations of persons involved
- Create a template for different press releases that you can use more often
- Internet press release: concentrate on pictures and illustrations
- Traditional release: use multimedia sources
- Send pictures, logos etc. including references also as separate documents

Hints for contacting the journalists

- Important to whom to inform first
- Be careful with competitors – don't reveal all information to avoid black PR
- Pay attention to the language you use – don't address the journalist but your target group or the public
- Consider the timetable of journalists!
- Be ready after the press release in case someone wants to come and attend/see/check/meet...
- Send the right persons to interviews on radios and TV (Radio: voice is most important and the person must be eloquent; TV: picture and visual is most important), be prepared to disappoint people sometimes...
- Send information only to journalists really working in this topic
- Keep updated with contact details and careers of journalists – it is important to keep the contact and know about news, job changes etc.

If you want your press release to be published online (and for free) there are a variety of possibilities, below a selection is shown:



Find an example of a press release in the annex section to this module.

Low budget opportunities

This chapter has focused a lot on press releases. Press releases can take up resource, but there are alternatives to press releases.

An example could be the software PitchEngine <http://www.pitchengine.com/> - which allows you to publish news and share this directly with your target group. You can publish it to search engines, social networks, your own website etc.

In 2010 more than 100.000 pitches were produced by over 30.000 organisations, this has a huge potential to reach many more individuals than with a press release.

You need to follow some easy steps and then you are ready to share your story (free of charge)!



The screenshot shows the Pitchengine website interface. At the top, there is a navigation bar with links for 'PITCHES', 'ABOUT', 'PLANS & PRICES', and 'BLOG & HELP'. Below this, the main content is divided into three sections:

- Creating your pitch:** This section features a robot character and a screenshot of a Facebook profile. The text explains that building a pitch is as easy as filling out a Facebook profile, and users can add images, video, or attachments to make it more creative.
- Sharing your pitch:** This section shows a robot character surrounded by social media icons (Facebook, Twitter, LinkedIn, etc.) and a screenshot of a Facebook post. The text states that once a pitch is published, it can be shared with friends and followers through various social networks.
- Interacting with pitches:** This section shows a hand pointing at a robot character and a screenshot of a comment form. The text explains that pitches are interactive, allowing users to subscribe, comment, and message others.

How to create a pitch

Follow the steps below and you can create your online press release and publish in no time⁶¹.

- 1. Create an account**
- 2. Build your pitch**

⁶¹ <http://blog.pitchengine.com/?p=487>

- See an example of a Pitch from the website
- Gather your assets (Facebook, website, YouTube)
- Type or copy-and-paste your Pitch into the form fields provided. Be conversational and compose it to share with friends, fans or followers on the social web.
- Include bullets, and fill in the “Twitter Pitch” even if your brand isn’t on Twitter. This will enable others to share it easily.
- Just like composing a Word document, save often and preview your content.

3. Publish and share your pitch

- Move the toggle switch from “Draft” to “Live” and we’ll time-stamp your Pitch with the current date automatically. This means your Pitch is now published!
- Take the time to share your Pitch with your coveted PR contacts via email, Twitter or whatever delivery method they prefer.
- Share your Pitch with social network influencers by clicking on the Twitter, Facebook, Digg or other icons embedded on your release.

Another alternative to a traditional press release can be the so-called **Blog Posts**. Consider the next time that you have news or

information to share - blog about it instead of writing and paying for a press release⁶².

If you can sense that the newsletter that your project are producing really are being read by many people, then why not post the press release in this newsletter format and send around.

⁶²http://socialmediatoday.com/heatherwhaling/258483/10-press-release-alternatives?ref=tp&goback=.gde_3257149_member_45651425

What to remember

- There exist three types of mass media: Print media, Electronic media, and New-age media.
- Magazines, newspapers, TV and movies are all part of mass media and should be used to reach a broad target (also several target groups at the same time).
- A DVD or CD is also an electronic media, which is a good and affordable dissemination tool
- Ask all partners to distribute DVDs to national stakeholders and have them ready for final events such as conferences, seminars or workshops.
- Learn how to develop a professional press release about your project and publish it in a newspaper.





**PRODUCTION OF MATERIALS AND
INSTRUMENTS**

How to develop text, writing style and layout/design

When you develop dissemination instruments and other documents within the project, it is necessary that the written text looks and reads its best.

In the following chapter, it will be discussed how you develop a text suitable to be publically distributed and how different writing styles can attract different target groups. Also details about design and layout will be discussed.

The first thing to do when you need to compose text (it can be text for a brochure, the website, a blog, to a report etc) is to consider the following aspects⁶³:

- **Think about your audience** – The readers of this text may not know anything about what you are about to tell them, what do you think they would like to know first?
- **Develop an outline** – This is helpful when you need to write all types of texts, but is especially useful, if the text is of a longer format.
- **Use empathy** – put yourself in the readers place, and always focus on the audience's needs, in that way you will develop a text that is completely tailored to your target group.

⁶³ <http://www.mindtools.com/CommSkill/WritingSkills.htm>

- **Identify your main theme** – this is very important and your text should be build up upon this.
- **Use a simple language** – Unless you are writing a scholarly article, normally it is best to use simple and direct language. Do not use long words just to impress people, this seldom works.

A fundamental principle when developing text is to tailor the text to the audience or readers. If you do not write to your audience, you risk ending up boring them or even worse, they will not understand your message.

There can be three different kinds of audience, namely:

- lay
- managerial
- experts⁶⁴

The **layperson** does not have any expert knowledge, and requires contextual information and perhaps additional descriptions and elaborated texts. The **managerial** audience could have increased familiarity with the topic; however they will need background data and statistics in order to develop and understand conclusions and important decisions. The third type of audience is the **expert**. Addressing this audience will require a completely different approach than the priors. The vocabulary of the text is often highly

⁶⁴ <http://www.write-better-english.com/how-to-write-for-different-audiences.aspx>

specialised. References are needed and also need to be up to date.

The actual writing format in itself is often complex.

For instance, if you are developing a text for a brochure that will be read by all to generate an interest for the project with the general public, you would choose to write for the lay audience.

Are you on the other hand developing some kind of document that the target group should use, you might (this may of course not be all true) assume that the target group would have some kind of knowledge already in the area, so you would need to elaborate your text on the basis of a good introduction and argumentation. This would be suitable for the managerial audience.

The audience that you would classify as experts might be people that you would invite to a conference as key note speakers. Then the invitation text you develop should address the characteristics of expert audience.

Also remember to do some basic research for your target audience. You can't always classify the target group into one of the above mentioned categories. Often you will have an audience somewhere in between the two of them. Understanding your audience is therefore essential in order that you can create text they will find interesting. Be careful in using jargon and slang, at least before verifying other mediums and texts developed to your kind of audience; again you can risk that the audience will not understand your message or key points or get offended etc.

Writing styles

There are two main writing styles: formal and informal. These writing styles are very useful when deciding how to write for different audiences and purposes.

Formal refers to a more ‘proper’ style of writing that is governed by rules and regulations while informal denotes a writing style that is more relaxed and is not presided over by strict guidelines.⁶⁵

The target groups and publications, where it is most common to see formal writing could be in the academic world, the business world, and official government publications and documents.

Whereas, informal is more likely to be seen on the Internet, in magazines, letters, and mails to people you know.

In addition to these two different writing styles, it is also necessary to consider what is typical for a certain type of text and target audience. For instance, are there formalities that you need to consider, references, citations in this particular type of writing? Do you need to define some key terms or are you sure that the audience already has knowledge of such terms?

Also consider whether the text should be written in first or third person or if there is a certain structure you should rely on. If the

⁶⁵ <http://www.write-better-english.com/how-to-write-for-different-audiences.aspx>

target audience has an assumption that text on a website should have a certain structure, it can look very unprofessional if your text does not fulfill these criteria⁶⁶.

Layout/design

The design of the text influences very much how well the text is received by the audience. Again in this context it is very important to consider who your audience is.

For instance, should you have few paragraphs with very simple text or can your audience handle more ‘heavy’ texts?

What about graphics? Would it be an advantage or disadvantage to include pictures, animations or other graphics? If your audience is young or not used to reading a lot, it might be a good idea to include pictures or other ‘entertainment’, to create a better effect of the key points.

Even if your text is highly professional, it is a good idea to consider if a table, or graph or something similar may highlight and support your point even better.

The layout should always aim to be as simple as possible, and also consider the target group.

Layout or design can be a variety of things, for instance pictures, tables, animations, graphs, formatting (be sure that the text look nice and is readable with proper fonts etc). You can add colours. For instance, if your project has something to do with young people,

⁶⁶ (Ibid)

add lively and bright colours to attract attention, or if your project is about something related to animals, include nice pictures of these etc.

Taking time to consider the correct layout and design can increase the chances of attracting the target audience.

Please find examples of a newsletter layout as well as layout of brochures in the annex to this chapter.



The layout is the first thing that people notice, when they look at a document. You may have composed the most brilliant text in history, but if you did not think about the layout or design of the document, it is most likely that the target group will just move across it with no interest.

Aspects to consider when preparing the layout

When you are selecting the format/layout in which your documents should be printed and published, there is quite a difference between the prices of one format/layout against another. It might be worth considering if the desired format is really worth the extra cost or if another format would be possible and thus reduce costs. You should keep the format within the international recognized formats such as A4, A5 and A3 – it will for sure be less expensive, rather than developing a special format, which will be much more expensive. However, as a general rule you can say that the bigger

the more expensive. If it is the same type of paper and colours, speaking generally, A3 would be more expensive than A5. However, depending on the type of paper and colours, even small formats can be really expensive. You should also contact several printing companies to get different quotes as this also may vary quite a lot.

Another aspect that you also need to decide upon is the possible weight of the selected paper. The weight of the paper is often measured in terms of grams per square meter (GSM). The heavier the paper is, the higher the GSM number is. GSM is a universal measurement of all paper types⁶⁷. You will need to decide which weight paper to use. The lower GSM number, generally also means lower cost. However, the paper would also be thinner and the quality would probably as a result of this be lower as well. It is a balance, and you need to think about what the paper should be used for in order to decide upon the correct weight and quality of the paper. For instance, is the paper to be used for a leaflet, which will only be distributed once, or is it a magazine, which will be read repeatedly?

The decision regarding colour is also a necessary aspect to discuss as certain colours might be more difficult to print. You also need to consider the size and layout when choosing colours, for instance there might be a colour that looks so great when you look at it on the computer screen, but it might not look like that in reality or the size of the layout might influence the look – such as a big poster.

⁶⁷ http://www.ehow.co.uk/info_8471111_difference-paper-weight.html

Please find an example of layout and design guidelines of a magazine in the annex to this module.

The best solution: offset vs. digital printing?

Offset printing is:⁶⁸

“A type of printing process used by virtually all large commercial printers. It is called offset, because the ink is not directly pressed onto the paper, but is distributed from a metal plate to a rubber mat where it is then set onto the paper.”

Digital printing on the other hand:⁶⁹

“Describes the process of transferring a document on a personal computer or other digital storage device to a printing substrate by means of a device that accepts text and graphic output. As with other digital processes, information is reduced to binary code, or “digitized,” to facilitate its storage and reproduction. “

⁶⁸ <http://www.wisegeek.com/what-is-offset-printing.htm>

⁶⁹ http://whatis.techtarget.com/definition/0,,sid9_gci1199285,00.html

Offset printing is more common, but digital printing eliminates many of the mechanical steps required for the offset printing i.e. eases the process.

Below you will find a list of advantages of both offset printing and digital printing⁷⁰:

Advantages of Digital printing

- Shorter Turnaround.
- All print is the same. More accurate counts, less waste and fewer variations, due to not having to balance ink and water during press run.
- Cheaper low volume printing. While the unit cost of each piece may be higher than with offset printing, when setup costs are included digital printing provides lower per unit costs for very small print runs.
- Variable Data Printing is a form of customizable digital printing. Using information from a database or external file, text and graphics can be changed on each piece without stopping or slowing down the press. For example, personalized letters can be printed with a different name and address on each letter. Variable data printing is used primarily for direct marketing, customer relationship development and advertising.

⁷⁰ http://www.pinscreative.com/articles/digital_vs_offset.htm

Advantages of Offset printing

- High Image Quality.
- Works on a wide range of printing surfaces including paper, wood, cloth, metal, leather, rough paper and plastic.
- The unit cost goes down as the quantity goes up.
- Quality and cost-effectiveness in high volume jobs. While today's digital presses are close to the cost/benefit ratio of offset for high quality work, they are not yet able to compete with the volume an offset press can produce.
- Many modern offset presses use computer-to-plate systems as opposed to the older computer-to-film work flows, further increasing quality.

These advantages may confuse more than they help, when you need to make a decision regarding which one to choose, use the below check list to choose correctly⁷¹:

Checklist to help decide

❖ Quantity

Offset printing has a front-end cost load. Short runs may have a high unit cost. But as quantities increase, the unit cost goes down with offset printing. Very short runs can be much more cost effective with digital printing; while larger quantities are likely to have a lower unit cost with offset printing.

⁷¹ (ibid)

❖ **Printing medium**

Do you need or want a special paper, finish or unusual printing surface, or unique size? The options are increasing continually for digital, but offset printing still offers the most flexibility.

❖ **Colour**

Digital presses use four-colour process printing. If you need only black ink or one or two ink colours, offset printing may offer a more cost-effective solution. If you need four-colour printing, digital may offer advantages in lower up-front costs.

❖ **More on colour**

If you are planning to print using the Pantone® Matching System, offset printing will give you the best match since it uses actual Pantone® ink. Digital printing simulates the colour using a four-colour matching process, so some digital printers may offer less accurate colour matching on projects.

❖ **Turnaround**

If you need it fast, digital usually offers quicker delivery.

❖ **Proofing**

Digital offers accurate proofs since you see an actual sample of the printed piece. Accurate colour proofing for offset printing can be expensive.

❖ **Customization**

Without question, digital printing offers the most affordable way to customize marketing materials, direct mail pieces, letters, etc.

When you have decided upon printing, it is now time to consider how many copies you would like to have. Very often, the more you print the cheaper it gets – thus as is the case within European projects you often need to print large quantities. It may be that it will be cheaper for one partner to print everything in all languages (as you will need to have the material in each of the partners' language), and then send it or give it to the other partners at the next meeting. As then there is even a higher possibility for lower prices. Additionally, in terms of appearance, items printed from the same printer using the exact same printer will provide all the material with a more professional and consistent look.

Project logo

The project logo is the identity of the project. The logo will be visible on all publications, communications and information that will be produced within the project. In other words, all the outcomes will have the logo.

Before developing the logo there are some things you need to consider:

What **technical capacities** do you have to create a logo or do you have someone within your organization or partnership that has the

technical knowledge – or do you need to look at a third option, namely to hire someone to create your logo?

Write down ideas of what you would like the logo to illustrate and symbolize. The logo will be something people will remember and relate to the project.

The logo also needs to be in a **format that is suitable for printed documents**, which means that even printed in black/white colours, it is clear what the logo is.

Try and limit the use of text in the logo – the logo should not rely on text. Of course you can include the name of the project, if it is short i.e. Coca Cola, Sony etc. But do not include more than that. The logo is a symbol and should not be confused with text.

Before we investigate the details of a logo any further, we should consider the term *corporate identity*:

*The distinctive characteristics or personality of an organization, including corporate culture, values, and philosophy as perceived by those within the organization and presented to those outside. Corporate identity is expressed through the name, symbols, and a logo used by the organisation, and the design of communication materials, and is a factor influencing the **corporate image** of an organization. The creation of a strong corporate identity also involves consistency in the organization's actions, behavior, products, and brands, and often reflects the **mission statement** of an organization. A positive*

corporate identity can promote a sense of purpose and belonging within the organization and encourage employee commitment and involvement⁷².

Corporate identity has to do with branding. Thus, the logo is very often the centre of the company/organization/project branding as the logo is an easily recognizable symbol which sets the corporation aside from other companies. The branding will involve a certain colour scheme and a general look across the product 'family'. For instance, a skin care firm would use related designs for all of its packaging and public image control⁷³.

Please see below selected European project logos for inspiration:



⁷² <http://www.qfinance.com/dictionary/corporate-identity>

⁷³ <http://www.wisegeek.com/what-is-a-corporate-identity.htm>

Ecocrafts

KASK
inkubator



Also try and search for other projects and see what they have come up with, and online in general to see the millions of expressions of what corporate identity is.

The European Commission also expects that each project develops its own corporate identity. It is also legally required that on all publications, documents, websites, blogs etc that the disclaimer from the European Commission is clearly visible and readable:

Publications (reports, papers, website, leaflet, brochure...):

This project has been funded with support from the European Commission. This publication [communication] and all its contents reflect the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

For visibility actions (notepads, folders, roll up etc):

With the support of the Lifelong Learning Programme of the European Union.

The disclaimer for publications is officially translated in the EU languages and should not be translated in a different way.

Further links on the use of the sentences and logos:

http://eacea.ec.europa.eu/about/eacea_logos_en.php

http://ec.europa.eu/dgs/education_culture/publ/graphics/identity_en.html

http://ec.europa.eu/dgs/education_culture/publ/graphic

Further that the image of the funding programme is clear for instance:



Developing a project logo is not an easy task and should not be taken lightly. It would be a good idea for instance to have some different logos developed for the kick-off meeting and then the partnership can discuss, what they consider as the best.

The project logo is extremely important for dissemination activities as this is what the target group, relevant stakeholders and the general public will remember. If they can relate to it and like it, the chances are that they will remember your project and will be interested in finding out more information about the project.

Also consider subcontracting the design of the project logo to a graphic designer. They have a lot of experience and this will be a relatively small task for them.

How to develop gadgets

Gadgets can be just about anything you can think of; pens, USB keys, key hangers, t-shirts, bags, paper, candy, etc. All these items will have the project name and/or logo displayed on the item – some of these gadgets have limited space and you may need to choose one or the other.



Gadgets are especially good if you are promoting your project at, for instance, a conference or event. You can give people a flyer or a brochure and a USB or a key hanger with the project name on as well. People will like receiving something they can use afterwards and it will help them remember your project.

It is quite common to make USB key gadgets with information about the project on it. So when people use it for the first time, they can find out about the project. However, adding the information is a manual task and can be quite time consuming, but if you have the opportunity to do this, it's a novel idea.

It is unlikely you will have a large budget to produce gadgets, so it is important that you remember to select the gadgets that you want very carefully.

Think a little about your target group. The gadgets will of course also be distributed among the general public, but it is a good idea to

think about: the target group, the budget, how to make the most gadgets for the lowest budget.

If your target group is the elderly, a USB key gadget does not make much sense. A t-shirt or a bag for groceries would be a better choice for them. But if your target group is managers, a USB key gadget would be applicable.

You want of course to get as many gadgets out of the budget as possible. Some gadgets may be more expensive than others. You should get prices on all the possible gadgets that you can think of and then decide which ones provide the best value for money.

The gadgets can be used in all kinds of situations. As mentioned, they can be distributed at conferences and other events, as well as during interviews, roundtables etc.

What to remember

- Great dissemination tools are; website, press releases, newsletters, informal internal meetings, flyers and posters.
- You need to carefully consider your possibilities when developing text for brochures, press releases, newsletters etc.
- If you develop your text with a specific target group in mind, you will be more successful.
- Use empathy when you are developing text, and see the text from outside.
- You can compose your text using different kinds of writing styles, depending on your audience.
- When developing the layout you need to consider the correct colours, text fonts and sizes and if images should be included.
- Also remember to ask for prices from various printing companies, when you are ready to print. Consider format, paper quality, and special colours – these items may increase or decrease the price depending on your choice.
- Develop a project logo, so your project is easier to recognize.





ATTACHMENT

ANNEX

Related to Chapter 1 - Dissemination and exploitation

General dissemination and support tools provided by the European Union bodies for your projects and further options:

- ❖ ADAM - Portal for Leonardo da Vinci Projects and Products
<http://www.adam-europe.eu/adam/homepageView.htm>
- ❖ EST - European Shared Treasure - Partnership and Results in Comenius, Leonardo da Vinci and Grundtvig
<http://www.europeansharedtreasure.eu>
- ❖ EVE - Platform supported by programmes managed by EC in the fields of Education, Training, Culture, Youth and Citizenship
http://ec.europa.eu/dgs/education_culture/eve/about_en.htm
- ❖ DAPHNE Toolkit
ec.europa.eu/justice_home/daphnetoolkit/html/welcome/dpt_welcome_en.html
- ❖ European Network for Transfer and Exploitation of EU Project Results
- ❖ www.enter-network.eu

Dissemination strategy report template

Organisation:		Partner N°:		Period:		Country:				
Planned dissemination and exploitation activities in the European project		01.01.2010-open end								
Activities	Please specify if necessary (short description, names, titles, web-addresses etc.)	Date(s) Duration Frequency		Place	Level*			Characteristics of Target Group	Size / number of organisations / persons reached (approximately)	Kind of documentation available
		L	R		N	E	O			
a) Inside your organisation										
Emails										
Emails										
Meetings / Round Tables										
Publications / Newspapers / Magazines										
Workshops										
Presentations Conferences										
Flyers / Posters										
Pilots / Implementation										
Others										
B) Outside your organisation										
E-Mails										
Meetings										
Workshops / Round Tables										
Flyers / Posters										
Pilots / Implementation										
Conferences										
Publications / Newspapers / Magazines										
Radio / TV										
Internet										
Lobbying / Networking										
Others										

* L = local; R = regional; N = national; E = EU; O = Outside EU

Further links and resources

Creating an Effective Dissemination

Strategy: <http://www.innovations.ac.uk/btg/resources/publications/dissemination.pdf>

Cost-effectiveness Analysis of Dissemination and Exploitation
Actions

http://ec.europa.eu/dgs/education_culture/valorisation/docs/ecotec-cost-effectiveness-analysis.pdf

Writing a dissemination strategy

http://ec.europa.eu/dgs/education_culture/valorisation/writing-dissemin_en.htm

http://ec.europa.eu/dgs/education_culture/valorisation/writing-beyond_en.htm

Marketing mix (4Ps)

<http://www.netmba.com/marketing/mix/>

Marketing strategy

<http://marketing.about.com/od/marketingplanandstrategy/a/marketingmix.htm>

<http://marketingteacher.com/lesson-store/lesson-swot.html>

<http://www.pontydysgu.org/wp-content/uploads/2008/02/EvaluateEuropeVolume1final.pdf>

Marketing

<http://www.quickmba.com/strategy/porter.shtml>

<http://marketingteacher.com/lesson-store/lesson-five-forces.html>

http://socialmarketing.blogs.com/r_craig_lefebvres_social/2009/10/_phillip-kotler-on-marketing-30.html

Copyright

<http://creativecommons.org/>

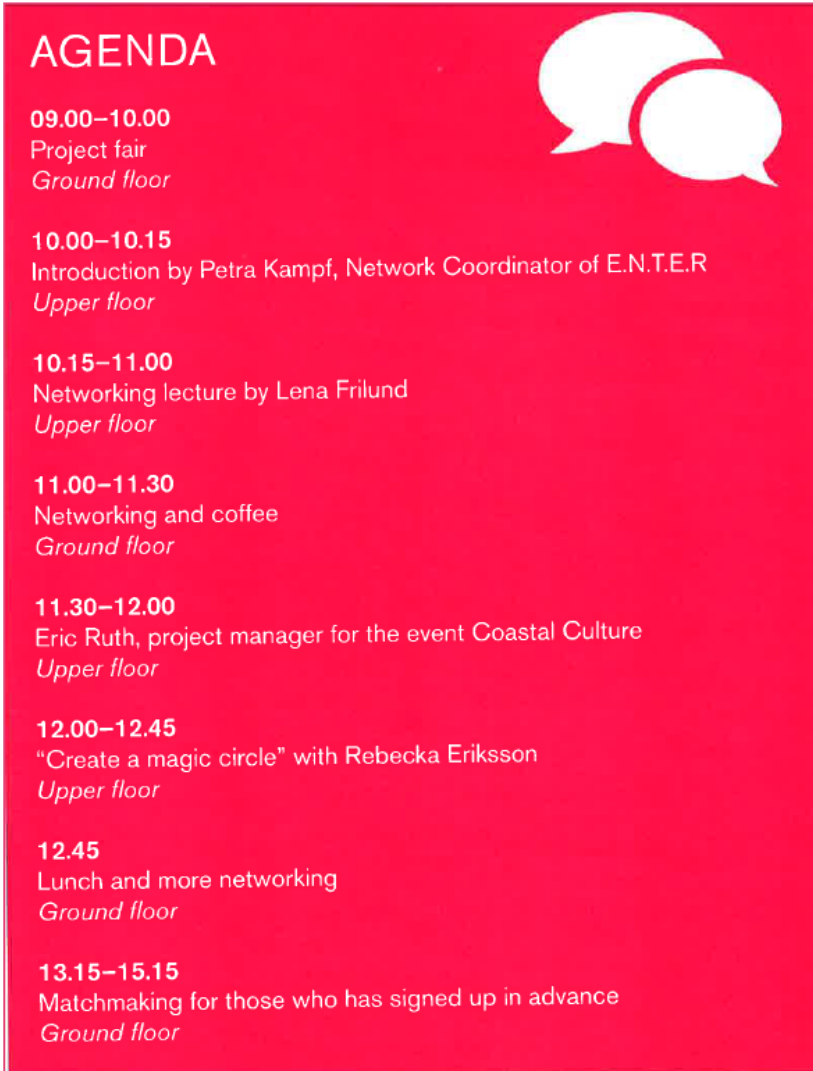
<http://www.eucopyright.org/about/>

<http://www.iprhelpdesk.eu/>

<http://www.law.cornell.edu/treaties/berne/overview.html>

Related to Chapter 2 - Communication and networking

Example of a conference agenda



AGENDA

09.00–10.00
Project fair
Ground floor

10.00–10.15
Introduction by Petra Kampf, Network Coordinator of E.N.T.E.R.
Upper floor

10.15–11.00
Networking lecture by Lena Frilund
Upper floor

11.00–11.30
Networking and coffee
Ground floor

11.30–12.00
Eric Ruth, project manager for the event Coastal Culture
Upper floor

12.00–12.45
“Create a magic circle” with Rebecka Eriksson
Upper floor

12.45
Lunch and more networking
Ground floor

13.15–15.15
Matchmaking for those who has signed up in advance
Ground floor

Example of a conference invitation



(Front page)



(Back page)

Further resources and links

Communication skills

<http://www.mindtools.com/page8.html>

http://www.mindtools.com/pages/article/newCS_96.htm

<http://www.see.ed.ac.uk/~gerard/Management/art7.html>

<http://www.goodcommunicationskills.net/>

<http://www.teamtechnology.co.uk/soft-skills/project-management-training-part12.html>

<http://ezinearticles.com/?Communication-and-Networking&id=2366765>

Communication styles

<http://work911.com/communication/indexskills.htm>

How to relate to different communication styles

<http://www.youtube.com/watch?v=6DGrb8QTpR4&feature=relmfu>

Communication skills tests

http://discoveryhealth.queendom.com/communication_skills.html

<http://testyourself.psychtests.com/testid/2151>

<http://www.communication-skills-4confidence.com/communication-skills-test.html>

Related to Chapter 3 - ICT and dissemination

Comparison between Facebook page and Facebook group

Key Feature	Facebook Page	Facebook Group
“Ugly” URLs	No	Yes
Hosting a discussion	Yes	Yes
Discussion wall, and discussion forum	Yes	Yes
Extra applications added	Yes	No
Messaging to all members	Yes (via updates)	Yes (via Post Message)
Visitor statistics	Yes (“Page insights”)	No
Video and photo public exchange	Yes	Yes
“Related” event creation and invitation	Yes	No

Promotion with social ads	Yes	No
---------------------------	-----	----

The conclusion from the above table is as follows⁷⁴:

- Pages are generally better for a **long-term relationships** with your fans, readers or customers;
- Groups are generally better for **hosting a (quick) active discussion** and attracting quick attention.

Based on the arguments above, what you want to get out of your Facebook profile with regards to disseminating projects, the page is probably the best selection. However, it really depends on what your objectives and how the project is.

Further resources and links

www.facebook.com

www.twitter.com

www.center@enter-network.eu

Possible to compare and see opinions about applications online

<http://www.go2web20.net/>

Web 2.0

<http://webdesign.about.com/od/web20/a/aa021306.htm>

<http://www.rss-specifications.com/what-is-web-2.htm>

⁷⁴ <http://www.searchenginejournal.com/facebook-group-vs-facebook-fan-page-whats-better/7761/>

Marketing and the internet

http://marketing.about.com/od/internetmarketingstrategy/Internet_Marketing_Strategy.htm

Web-marketing

<http://www.wisegeek.com/what-is-web-marketing.htm>

<http://www.nowsell.com/>

<http://www.freemarketingzone.com/>

Related to Chapter 4 - Print and mass media

To see this video, please either click on the image above or use the following link:

<http://www.youtube.com/user/projectDeInTRA>

Example of a press release

Contact: C-E.N.T.E.R project
For immediate release
Telephone: 2222299999
Mail: center@center-network.eu

Date/Month/Year

Place, Country



The C-E.N.T.E.R project Toolkit is now ready

C-E.N.T.E.R project toolkit for dissemination and exploitation is now entering its test phase

The C-E.N.T.E.R toolkit, modules and handbook are now ready for release! The C-E.N.T.E.R toolkit is for anyone involved in European projects, who need inspiration and guidance on how to disseminate better and more effectively.

The C-E.N.T.E.R project acknowledges the fact that dissemination and exploitation is a great challenge within European project management.

The toolkit aims to provide European managers with advice, tips and information on how to disseminate, what really works and what dissemination activities you can carry out on a European funded budget.

If you would like to receive more information about the project, and its results please contact the project coordinator E.N.T.E.R.

###

Further resources and links

Mass media

<http://www.blurtit.com/q714372.html>

<http://ezinearticles.com/?Benefits-of-Mass-Media-For-a-Business&id=2482878> <http://www.wisegeek.com/what-is-mass-media.htm>

<http://www.suite101.com/content/what-is-mass-media--a23017>

Press release

<http://www.publicityinsider.com/release.asp>

<http://www.wikihow.com/Write-a-Press-Release>

http://www.ehow.com/how_8793_write-proper-press-release.html

<http://www.inc.com/guides/2010/09/how-to-write-a-press-release.html>

European magazines

<http://www.allyoucanread.com/europe-magazines/>

Related to Chapter 5 - Dissemination material and instruments

Example of newsletter layout



C-E.N.T.E.R. - Competence, Cooperation,
Communication in the C-E.N.T.E.R. of Dissemination
and Exploitation of EU Project Results

2nd Newsletter | February 2011

"Valorise or Vaporise" – Survey report

27 funding bodies and 337 experts from organisations working in EU projects participated in the European survey on the topic of dissemination and exploitation of EU project results.

For example one of the results shows that in the view of the funding bodies the most important dissemination and exploitation instrument is formal meetings and round tables with stakeholders and external experts, followed by the establishment of an email pool or email group. On third position already appear specific magazines and newspapers. That is quite surprising as they come even before the project website. TV and radio were identified as instruments with no need to be used by the funding bodies in general, also a promotion clip, a professional public relation manager as well as gadgets and giveaways are not needed to be used in the view of funding bodies for supporting dissemination and exploitation of project results.

Is this also the opinion of project experts and coordinators? Are there clear deductions in the ranking and results or is there mostly agreement?

Another question of the survey was related to the needs of the future. Both funding bodies and experts mentioned training in the field of dissemination in this context covering the following areas: Website, press and print media, finances, TV and mass media, Web 2.0, marketing knowledge, communication and networking, dissemination products.

Would you like to read more?
All results are available for free download as summary report or in full length in the download area of C-E.N.T.E.R. website.

"FOCUS EUROPE" – 2nd Edition

The first edition presented at the C-E.N.T.E.R. Conference in Florence in October 2010 was a great success. The European magazine, containing information on EU funded projects, events and thematic inputs to different topics was printed in

1.000 pieces and sent to all National Agencies in Europe as well as to the Executive Agency and the European Commission. The next edition will be released in June 2011.



Send your contributions according to the submission guidelines (www.c-enter-network.eu) now!
Please contact the project coordinator at info@enter-network.eu because there is only limited space available. **The submission deadline is April 1st, 2011.**

3rd Dissemination conference in Istanbul

25 March 2011
The meeting of two continents – EU projects and dissemination in Turkey

How can you apply an EU project? How can you find partners to realise your projects? How can you organise your projects? And how can you implement your projects? How can you disseminate your projects?

These will be some of the topics that will be discussed at the conference organized by the Chamber of Commerce in Istanbul. Furthermore, you can examine examples of good EU projects at the project fair that is included in the conference programme and provides opportunities to establish new contacts and networks.

Looking back...



Florence
More than 50 participants representing 32 organisations from 11 different countries enjoyed the event in Palazzo di Parte Guelfa and used the opportunity to discuss the role of new media in the

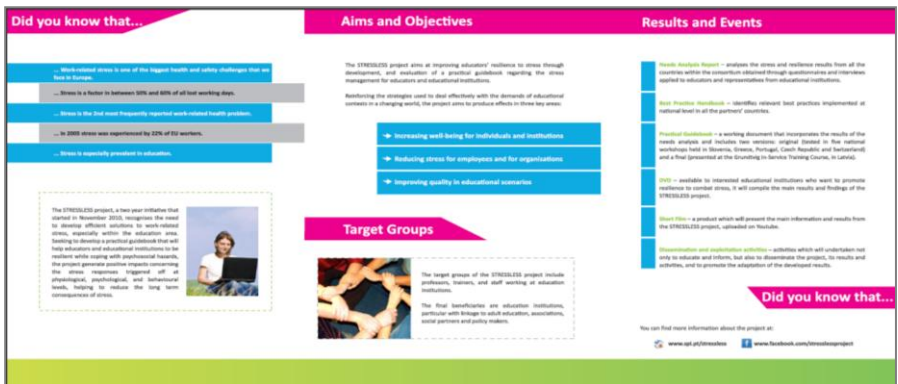



505336-LLP-1-2009-1-AT-KA4-KA4MP
This project has been funded with support from the European Commission. This publication is the sole responsibility of the author and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Examples of brochure layout



Front and back pages of a brochure for a European (Gruntvig) project



Mid pages of a brochure for a European (Grundtvig) project

Another example:



OUTCOMES AND EVENTS

The FREE project will provide an interactive, multilingual and online tool that will include:

- Materials on entrepreneurship, creativity and innovation through which the development of hard skills for the target groups and beneficiaries will be possible.
- A guidance methodology in relation to entrepreneurship and techniques to help the target groups promote creativity and innovation among the beneficiaries.
- Provision of business plans (such as business plans, financial forms and others).
- Case studies built with an inspirational element in mind and based on real-life scenarios of unemployed people who created their own business.

A special event will be promoted by the partnership aimed at disseminating the project and its results at a European dimension. An international seminar, promoted by a partner country, will take place during the Autumn 2011. More detailed information will be available on the project website, in the Activities area.

PARTNERS

 Sociedade Portuguesa de Inovação
 Aquilino Mateus | Paulo Costa (Project Coordinator)
 e-Mail: paulocosta@spfi.pt
 URL: <http://www.spfi.pt>

 European Distance and E-Learning Network
 Isabel Múler | Sílvia Clot
 e-Mail: carol@eol-online.org
 URL: <http://www.eol-online.org>

 National Training Fund
 Mariana Vilela | Paulo Esteves
 Guidance Services Support Unit
 e-Mail: curvico@ntf.pt
 URL: <http://www.ntf.pt/app>

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 Sean Kenyon
 e-Mail: enterprises@castlereggh.com
 URL: <http://www.castlereggh.com>

 Helsinki Regional Development Center
 Maria Anttonen
 e-Mail: maria@hrc.org.fi
 URL: <http://www.hrc.org.fi/>

 IRIE
 Jukka Seppälä
 e-Mail: jukka@irievan.com
 URL: <http://www.irievan.com>

free

Fostering Return to Employment through Entrepreneurship, Innovation and Creativity

If at first you don't succeed,
Try, try, try again!

This project has been funded with support from the European Commission. The authors are not to be held responsible for any errors or for the consequences of any use of the information contained therein.

2009-1-PT1-LEON-03245

Front and back pages of a brochure for a European (Leonardo) project



PROJECT DESCRIPTION

FREE - Fostering Return to Employment through Entrepreneurship, Innovation and Creativity - is a two year project seeking to provide coaching, advice, training and other professional working with unemployed individuals a web-based interactive tool, designed to improve their hard and soft skills in entrepreneurship training.

This tool will allow them to provide a better service when dealing with those who are unemployed, especially age groups +35 and +45, with lower qualifications.

A user-needs based online tool will be developed and tested that integrates several learning resources, case studies and unemployment guidance methodologies.

It will also specify methodologies business tools and case studies, learning the career guidance and training activities more practical, useful, individualized and comprehensive.

It will also be available on a CD-Rom with a Support Handbook and user guidelines.

Please visit the FREE website for information:
<http://www.gpi.pt/free>

AIMS AND OBJECTIVES

Key objectives of the Project:

- Measure the needs of the target groups through an analysis of the entrepreneurship, creativity and innovation skills to be promoted.
- Develop a web-based interactive tool that integrates the different types of resources.
- Disseminate and exploit the project and its results.
- Adapt and complete the interactive tool of a former project by developing it to be multilingual and online.

TARGET GROUPS

The target groups from the project are professionals working with unemployed people, between the age groups +35 and +45, mainly:

- Trainers,
- Trainers,
- Professionals,
- Counsellors.

BENEFICIARIES

The indirect beneficiaries of the project are unemployed individuals with lower qualifications in age groups +35 and +45, especially those with particular difficulties in reintegrating the labour market, due to the age, lack of qualifications, lack of experience, among other factors.

Mid pages of a brochure for a European (Leonardo) project

Example of submission guidelines of a magazine

Submission Guidelines for **focus europe**

General notes

Please provide text in Word (.doc) or text file (.txt)

Please make it very clear which section is which, by starting sections with "Title," "Image caption," etc.

Please write in UK English and spellcheck.

Send all submissions within the deadline limit to petra.kamp@center-network.eu and any queries as early as possible.

Projects

LENGTH 100 to 200 words

TITLE Project title only


SUBTITLE Please use the subtitle to attract the reader without repeating the project title.

REQUIRED Image (refer to guides below)
Captions for all images
Main text
Logo (refer to guides below)

AT A GLANCE Include only Funding programme, Duration, One main outcome, Website

Clarity

Creating new resources to support basic work related training in migrants' own languages



Work related training for migrants in their own language is the focus of the newly launched Clarity project.

When these activities are being carried out in a migrant's own language, they are more likely to be successful. This is because migrants often do not speak the language of the host country and this can be a major barrier to their learning. The Clarity project is designed to help migrants learn basic work related training in their own language. This will help them to find work and improve their living conditions.

The Clarity project is a joint effort of the European Commission, the Austrian Government and the Austrian Chamber of Commerce and Industry. The project is funded by the European Union under the Lifelong Learning Programme.

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Articles


LENGTH 50 to 400 words

REQUIRED Title
Author, Organisation, Country
Main text

OPTIONAL Images (refer to guides below)

Information on adult education in Europe

Michael Sammer (InfoNet)



The European network 'European Informer adult education' has completely revamped its homepage. The website contains a new design and many new resources (upload related to your own country and interesting).

SHARE: The website contains the LLLP - issued 26.

Events

REQUIRED Title
Date
Location
Organising body
Fees
Further information

February

Pilot course in Diversity Management
February and May 2011
Time: Five Saturdays from 9:30 am to 4:30 pm
Location: AidLearn premises, Lisbon
Organisation: The pilot course is coordinated by AidLearn in Portugal. Other pilot courses will be held in the United Kingdom, Poland and Turkey.
Participation fees: Free
Theme/topic: Diversity Management (on training groups), the course has a total of 60h; allows the renewal of CAP (vocational certificate) training.
Further information/website: <http://www.learnplus.eu/>

Images

FILE FORMAT Ending .jpg, .tiff, .pdf, .ai or .eps

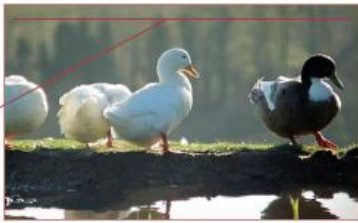
RESOLUTION 300dpi

WIDTH Minimum 1060 pixels (any size for vectors)

HEIGHT Any

FRONT COVER Image should be at least 2512 x 3579 pixels in size and of good quality.

Do not submit photos as part of a word (.doc) document.



Further resources and links

Writing styles

<http://hospitality.hud.ac.uk/studyskills/writing/writingStyle/styles.htm>

<http://fictionwriting.about.com/od/crafttechnique/a/writingstyle.htm>

<http://www.calstatela.edu/faculty/jshindl/psl/writing.htm>

<http://www.themfactor.com.au/Articles/Writing-Style-First-Second-Third-Person.htm>

<http://www.resumewriting.net/styles.htm>

AIDA model

<http://www.mindtools.com/pages/article/AIDA.htm>



MY NOTES













