

Results & recommendations

of the EUSALP Executive Board members

moderated communication workshop,

organized by Tyrolean EUSALP Presidency and European Commission
on October 23th and 24th 2018 in Innsbruck, Austria

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Table of content

Introduction	3
I. Mission and Vision	4
Starting point	
Genesis	
Final versions	
II. Audience Targeting	8
Results of Workshop exercise	
III. Recommended Tools.....	15
Recommendations and tools for each segment	
Priority of tools	
IV. Vocabulary to inspire messaging.....	17
V. Approval process and follow-up.....	20
Executive Summary	21
Annex: Results of sliders exercise regarding hierarchy of priorities	

This report constitutes an integral part of the project, developed under Call for tender by negotiated procedure for low value contract (Art. 137(2) RAP) – EUSALP Executive Board Members Moderated Workshop (Innsbruck, October 23rd and 24th, 2018).

Introduction

(On context, background and future use of this paper – from *Terms of reference*)

Communication has been defined as one important part of EUSALP's activities. A draft Communication Strategy has been outlined for the period 2016-2019 in the framework of the AlpGov project. The Bavarian lead partner and ERSAP (in charge of the communication package) have developed tools to implement the objectives defined in the strategy.

At the **1st Annual Forum in Munich on 22 November 2017**, the Executive Board stressed that communication has to be seen as a constant ongoing process. One of the concrete undertaken measures was the organization of a **workshop on communication on 26 June 2018 in Brussels** for communication specialists from the national and regional administrations, this time already under Tyrolean presidency.

The workshop participants insisted on the need for **moderated workshop for Executive Board members** to formulate key policy messages and to articulate a joint vision of EUSALP. The Executive Board decided in Pörschach that such workshop should take place – on 23 and 24 October in Innsbruck, back-to-back with the 8th meeting of the EUSALP Executive Board, organized by the Tyrolean EUSALP presidency and the European Commission.

The Brussels workshop also underlined the need for the Executive Board members to further discuss which primary target groups messages would be addressed to. This shall simplify the communication of the added value of the macro-regional strategy and of Alpine cooperation.

Key messages need to be shared and agreed at a later stage with Action Groups who shall then further develop and adapt them for their respective field of action and translate them into concrete projects.

This strategic paper is the result of the productive two-day debate of the Innsbruck workshop. Even if it owes its analytical background to the consultants, the final content is the result of the **EB members' passionate participation**.

I. Mission and Vision

Starting point

It is worth mentioning that the Mission Statement of the EUSALP macro-regional strategy exists – it is published on the web page.

Mission Statement

The overarching challenge for the Alpine Region is to balance development and protection through innovative approaches which strengthen this area located in the center of Europe as a living space for people and nature, as well as a field for economic and social activities in a sustainable way.

Enhancing the attractiveness and competitiveness of the Alpine Region as well as reducing social and territorial disparities for smart, sustainable and inclusive growth in the region constitutes a tailor-made contribution to the growth of the region in line with the EU 2020 Strategy objectives.

The EU-Strategy for the Alpine Region (EUSALP) aims at ensuring mutually beneficial interaction between the mountain regions at its core and the surrounding lowlands and urban areas, flexibly taking into account the functional relationships existing between these areas.

The EUSALP promotes the Alpine Region in its function as an EU laboratory for effective cross-sectorial and multi-level governance, strengthening cohesion within the Union, deepening the cross-border cooperation of institutions and actors in this environmentally sensitive key European area at the crossroads of cultures and traditions.

It is a unique example of a Strategy initiated in a bottom-up approach by the people and backed by the States and Regions.

As its main objective, the EU Strategy for the Alpine Region aims to ensure that this region remains one of the most attractive areas in Europe, taking better advantage of its assets and seizing its opportunities for sustainable and innovative development in a European context.

The Strategy will focus on areas of (macro) regional mutual interest. Therefore, the priority areas and specific objectives selected should reflect genuine commitment to working together to achieve common solutions to challenges or unused potential.

The main objective above will be attained through the following 3 Thematic Policy Areas and priorities:

- 1. 1st Thematic Policy Area: ECONOMIC GROWTH AND INNOVATION
Objective: Fair access to job opportunities, building on the high competitiveness of the Region*
- 2. 2nd Thematic Policy Area: MOBILITY AND CONNECTIVITY
Objective: Sustainable internal and external accessibility to all*
- 3. 3rd Thematic Policy Area: ENVIRONMENT AND ENERGY
Objective: A more inclusive environmental framework for all and renewable and reliable energy solutions for the future*

A cross-cutting Thematic Policy Area will allow to improve cooperation and the coordination of action in the Alpine Region

*Cross-cutting Policy Area: GOVERNANCE, INCLUDING INSTITUTIONAL CAPACITY
Objective: A sound macro-regional governance model for the Region*

Genesis

The participants of the Innsbruck workshop tackled this topic in two Working Groups on Wednesday morning session.

The participants were first explained to, that the **mission statement** can help internal stakeholders identify with their own organization (*What do we do and why are we doing what we are doing?*) and external audiences identify the domain of the activity and the specificity of an organization (*What are they doing and why are they doing it?*).

In complement, the **vision statement** helps internal stakeholders articulate their collective ambition (*What do we strive for?*) and external audiences to identify with the future of the organization (*Do we want their future to be part of ours?*).

One possible mission

“EUSALP is an European Union macro-regional strategy joining & combining human, financial and natural resources to improve standard of citizens’ life in the fields of economy, environment, energy, education and culture. It enables the delivery of innovative solutions to societal challenges in all cities, regions and countries linked by Alps.”

One possible vision

“EUSALP co-creates the European Union by enabling the best regional solutions to get implemented in a sensible natural and multi-language environment with a worldwide potential.

*By _____,
EUSALP contributes to solving contemporary societal challenges of its citizens”.*

This same working text was presented to each group – and the debate was moderated in such way that **each group had to finalize its own version of the Mission and Vision.**

The final versions (two versions of both statements) were presented to all Executive Board members at the plenary session – while the following combined proposal for Mission and Vision statements are the result of consultants’ editing.

Final versions

Final MISSION – group 1

*EUSALP is the European Alpine strategy
joining human passions, natural resources and economic assets,
linking cities, valleys and mountains
to make life better for the citizens of the Alpine region.*

*We connect the best ideas in the fields of economy, education,
environment, accessibility and mobility
and commit as institutions to create sustainable solutions.*

*EUSALP brings governing closer to the people. We prove on a
smaller scale that the European culture of cooperation lives.*

Final MISSION – group 2

EUSALP is an European strategy for Alpine territory
connecting institutional actors,
human, economic and natural resources
to find solutions to challenges that we can solve only together.

We coordinate planning and integrate the best practices
to create sustainable solutions for the benefits of the citizens.

We fill the gap between the European and national level and
bring them closer to the people.

Combined Mission Statement

***EUSALP is a European strategy for Alpine territory
joining human passions, natural resources and economic assets,
linking cities, plains, valleys and mountains
to find solutions to challenges we can only solve together.***

***We coordinate planning and integrate the best practices
in the fields of economy, education, environment, accessibility and
mobility and commit as institutions to create sustainable solutions
for the benefits of the citizens.***

***By bringing governing closer to the people, EUSALP is proving that the
European culture of cooperation lives.***

Final VISION – group 1

EUSALP co-creates the future of European Union
by translating sectorial policies on regional scale,
enabling the best ideas to make them happen in a sensitive
natural and multi-language environment of Alpine region.

By balancing innovative solutions in a healthy environment
EUSALP is **shaping future together**.

Final VISION – group 2

EUSALP co-creates the future of Europe
by translating sectorial policies on regional scale,
by implementing solutions for specific challenges
in a sensitive natural and multi-cultural Alpine area.

EUSALP contributes to create an attractive living space for
people and nature.

Combined Vision Statement

***EUSALP co-creates the future of Europe
by translating sectoral policies on a regional scale,
enabling the best ideas to happen
in a sensitive natural and multicultural Alpine area.***

***By balancing innovative solutions in a healthy environment
EUSALP is shaping the future together.***

II. Audience Targeting

This was the second clear task for the participants of the moderated workshop: to discuss to which primary target groups they would be addressed and to prioritize targeted audiences.

The current *Communication Strategy* leaves too much space open for discussion, and because of its absence of priority and decisiveness **no audience is efficiently reached.**

The goal of the Innsbruck workshop debate was not to extend target audiences to unmanageable numbers, but rather to **reduce them to crucial ones**. In order to achieve that, participants were given a limited amount of options to choose between – in three different segments of audiences: **institutional, administration-to-administration** and **individual**.

How did we proceed?

In the current Communication strategy document a great number of potential audiences are listed. While exhaustive, this catalog of audiences did not help while taking a decision on which ones to focus.

This is why we ran an exercise specifically focusing on audiences, so as to rank them once and for all - and put our efforts of communication in convincing these people first. By ripple effect, some other audiences could be reached, but our focus is now on a limited number of priority audiences and this will help everyone do a better job.

Results of Workshop exercise

Institutional / Government

Result of the votes

- 8 the EU Commission
- 4 the General Assembly
- 4 the Executive Board
- 2 the Presidencies
- 0 the National Coordinators
- 3 European Parliament
- 5 Action Groups
- 0 Observers
- 2 Other Alps governance structure
- 5 Local authorities
- 8 Regional authorities
- 4 National authorities
- 0 Other EU macro-regional strategies

priority audiences

- the EC / CoR / EP (EU institutions)
- Regional authorities
- Action Groups
- Local authorities
- the General Assembly
- the Executive Board
- National authorities

non-priority audiences

- the Presidencies
- the National Coordinators
- Observers
- Other Alps governance structure
- Other EU macro-regional strategies

Civil Society / Business

Result of the votes

- 3 trade associations & trade unions
- 0 private organisations and associations
- 3 Educational and research institutions
- 1 Infrastructure and (public) service providers
- 6 Sector-specific business organisations
- 3 Public agencies (standards / regulation / control)
- 5 journalists local
- 0 journalists national
- 4 press agencies
- 0 individual experts and consultants
- 0 International organisations
- 7 civil society organisations linked to policy areas, cross-border and international levels

priority audiences

- civil society organisations linked to policy areas, cross-border and international levels
- Regional authorities
- Sector-specific business organisations
- journalists local
- press agencies

non-priority audiences

- trade associations & trade unions
- Educational and research institutions
- Public agencies (standards / regulation / control)
- journalists national
- individual experts and consultants
- International organisations

Individuals

Result of the votes

- 7 People living in one of 48 regions
- 1 People living in one of 7 countries
- 3 People living in local areas where a project is
- 2 Entrepreneurs / companies
- 4 Future project leaders
- 3 Current project leaders
- 1 Past project leaders
- 4 Users of a project (customers)
- 0 PhD Students in one of the AG topics
- 3 High school students and their teachers
- 0 Primary school students and their teachers
- 3 Activists in one of the AG topics
- 0 Students in journalism
- 0 Youngster looking for a 1st job

priority audiences

- People living in one of 48 regions
- Users of a project (customers)
- Future project leaders

non-priority audiences

- People living in local areas where a project is
- Current project leaders
- High school students and their teachers
- Activists in one of the AG topics
- Entrepreneurs / companies
- People living in one of 7 countries
- PhD Students in one of the AG topics
- Students in journalism
- Youngster looking for a 1st job

Tools & KPIs

Institutional / Government

How we did proceed

In the current Communication strategy document a great number of potential audiences were listed. While exhaustive, this catalog of audiences does not help taking a decision on which ones to focus on.

During the EB October Meeting we ran an exercise specifically focusing on audiences, so as to rank them once and for all - and put our efforts of communication in convincing these people first. By ripple effect, some other audiences will be reached, but our focus is now on a limited number of priority audiences to satisfy and this will help everyone do a better job.

Institutional / Government

This category of audience can be considered as similar, and this is why we decided to group them. They react to similar stimuli, share a similar vocabulary and tone of voice, and have more inertia than others.

Moving them is more complex but once they start moving, like elephants, they are unbeatable in promoting our results with us. They have access to more attention from journalists, other institutions or institutional actors.

We need to get them excited by the strategy and willing to share our progresses.

 Priority audience  Secondary audience **in bold = new KPI**

Rank	Target audience	Effectiveness measure	KPI
1	the EU Commission / CoR / EP (European institutions)	The more stories we can push from EUSALP towards the institutions, the more we ensure they hear about what we do and we can activate them when the need arise (funding / in-kind support)	number of stories created per quarter number of acknowledgements of receipt number of stories "re-run" on their side
2	Regional authorities	Regional authorities need stories of success to be motivated to dedicate time and resources to the strategy, this is the same need of the Institutions	number of stories created per quarter number of stories translated to their own language and published
3	Action Groups	Action groups need communication tools to reach out to their stakeholders as often and as simply as needed. They mostly need tools that are simple to use and adapt (infographics / posters / webpages). The effectiveness measure will be the number of tools produced for them and their satisfaction	number of tools / toolkit produced for the AG Tracking performance of these tools over time satisfaction from AG (indirect / how much other AG ask for the same tools)
4	Local authorities	Local authorities, namely town halls, counties and other local administrations need to know that something big is happening at their doorstep. They will not necessarily be interested in "EUSALP" but more on specific topics and as such, we should link them with the AG more than with the EB	Demand for information about how they can join the effort or get some of the benefits
5	the General Assembly	The General Assembly needs stories of success / and be motivated to translate them, circulate them in their own language and push for more means to do the same again and again	number of stories created per quarter number of stories translated to their own language and published
6	the Executive Board	The Executive board need stories from the front line from the AG // AND they need to know where they can help get more means, or leverage to promote these stories.	number of stories created per quarter number of stories translated to their own language and published
7	National authorities	National authorities need something concrete and fast to learn what is happening on the ground and are similar in that sense to Regional authorities or the EU institutions	number of stories created per quarter number of stories translated to their own language and published
	the Presidencies		
	the National Coordinators		
	Observers	Audience can be reached with similar tools to others and have a natural interest in what we do	
	Other Alps governance structure		
	Other macro-regional strategies		

Recommendations

Most institutional actors won't have an interest in talking about our brand (EUSALP) unless this brand is already successful, and at the moment it is not.

However as they are pretty disconnected from the reality on the ground, these institutional actors tend to place extra value on the things that happen "in real life".

Any story that can recap a project - usually in the form of a 3min. video case study - or any story about a real person's problem - will circulate more than anything else within this particular audience.

Finally, if made easily sharable, infographics and visual data will be shared as well if they show a specific insight, something that looks paradoxical, new or counter-intuitive. People working for institutions tend to be more curious about what really happens "behind the scenes" and this is what we need to feed them.

Tools

- Video case study of 2 to 3min. based on the 7 steps storytelling structure
- A webpage per project according to the 7 steps storytelling structure
- Specific mechanism to translate whether the Voice Over (video) or the text content (webpage) of the case studies by each partner to their own language
- Newsletter circulation of each case study in the first part of the newsletter
- Global case study about EUSALP for the AGs to have a quick and sharable first introduction to the strategy when they meet stakeholders.
- Simple presentation of 10 slides (max) about EUSALP translated to all languages of the partners, and structured according to a pitch deck
- Tracking opening rate / shares and contact by governments and local authorities per case study (complex but feasible)
- Tracking backlinks and references by other institutions to our website


Tools & KPIs

Civil Society / Business

"Civil Society / Business" means that we are talking to other constituted groups. In general these groups share the same topical interest within the group - such as "the trade association of truck drivers of the Alps".

Associations & federations are built in a similar fashion like we do, they usually have a board and members. This makes them more inert and getting them to move is difficult UNLESS we become so sexy that they want to work with us and pro-actively make contact with us.

For journalists we find a similar dynamic. The more sexy our stories the more they want to join us.

	Priority audience
	Secondary audience
in bold = new KPI	

Rank	Target audience	Effectiveness measure	KPI
1	Civil society organisations linked to policy areas, including cross-border and international levels	These civil society organisations are active whether as a force of proposition or as an opposition. These dynamics are internal to an AG group where the technical work is done, and is conditioned by the negotiation style of the AG leader. Attracting more of these thematic organisations is what we can do with communication.	Number of thematic pages on the website announcing what we are working on, and what we will work on in the next 2 years. Number of contact & newsletter subscription (via form to join a topic and be contacted when the topic is launched) Newsletter subscription / Twitter channel / LinkedIn List of experts to be created as a database (via contact form) Direct contact of all specialists involved in an AG with their picture, LinkedIn contact and Twitter + email Registrations to the Annual Forum
2	Sector-specific business organisations	Similar to civil society organisations	
3	Local Journalists (within region / or city)	Local journalists usually have to produce articles to be paid (paid for publication). This means they have to take the risk to cover a specific topic and won't dedicate more than a day to gather the content AND write the article. If we want to get coverage we need to make their life easy. Press agencies collect Press releases and then distribute them to many journals. They work on topic issues (all about sport / all about economy) and their journals pay a fee to get new content. 80% of journals content come from Press agencies, and having the main ones in our Annual Forum is a good way to get stories afterwards. DPA for Germany / ANSA for Italy / AFP for France / STA for Slovenia / APA for Austria We should have one representative per press agency and make them meet the project leaders during the Annual Forum	Visits on specific MEDIA page of the website Download of "already-made" pieces of content Contact via the contact form for journalists Registering to a database of interested journalists Number of Press releases sent by partners
4	Press agencies		Registration to the Annual Forum Direct contacts with AG and participation to their meetings Direct contacts with Project leaders Number of press clips published by regional or national journals afterwards
5	Educational and research institutions	Education and research institutions can be considered as similar audiences to civil society organisations or sector-specific organisations	
6	Trade associations & trade unions	Trade associations and trade unions can be considered as similar audiences to civil society organisations or sector-specific organisations	
7	Public agencies (standards / regulation / control)	Public agencies can be considered as similar audiences to civil society organisations or sector-specific organisations	
	private organisations and associations Infrastructure and (public) service providers journalists national individual experts and consultants from diverse sectors International organisations under national or international law Museums	These audiences are reachable using the same tools developed for higher priority audiences	

Recommendations

Most of these audiences are primarily reachable during the Annual Forum and should be invited to join us.

Specific activities have to be organised (visit of a couple of projects / speed dating with project leaders / speed dating with AG group leader) so as to exchange business cards.

A couple of web tools can be created on the website to get their contact, depending on their specific interests, and that way aggregate all interested parties over time.

The different AGs will later have, as a responsibility, to systematically contact these people, and a protocol could be established to prepare their meetings that way.

We should also create audiovisual content for all these groups so that they can do their work faster

Tools

- Single webpage explanation + contact form to visit projects (journalists)
- Gallery of projects on a single page of the website + link in the menu of the EUSALP website
- Single webpage per project explaining what it does according to the 7-steps storytelling structure
- Video case studies of less than 3min. for most interesting projects, same tool as described previously
- Tracking registrations from specific audiences to the Annual Forum (journalists / association / stakeholder)
- Specific marketing video for each of the 3 thematic of EUSALP so as to give a marketing tool to the AG who work under the thematic.
- More advanced: dedicated Twitter channel for topical news (e.g. all transport)
- Database of 1000 pictures of the Alps + free video footage to create any documentary - reportage

Tools & KPIs

Individuals

The "individuals" category of the audience is more fragmented but can be recouped in 3 "big" categories of interests. This way we avoid diluting the tools and messages and ending up with very low return-on-investment of our time and money.

Progression can be tracked according to specific KPIs but adjustments will be required in order to check if these individuals want to work with us (future project leaders) or only want to receive information about what we do out of curiosity.

Some of them, like individuals without a direct stake in EUSALP will be better reached by journalists as they are not directly connected to us nor willing to be.

	Priority audience
	Secondary audience
in bold = new KPI	

Rank	Target audience	Effectiveness measure	KPI
1	People living in one of 48 regions	People living in one of the 48 regions represent about 80 million people. Unless massive paid media is invested to reach them we are better off targeting journalists to reach them rather than touching them individually.	number of press releases published number of press clips generated out of these Press releases number of direct contacts by journalists amount spent on advertising on Facebook
2	Users of a project (customers)	Users of a project are defined as the direct customers of a solution. e.g: if we publish a study, these are the direct readers of this study. If we support a training programme, these are the people who join the training.	progression of the number of people who want to use the service or product, before and after communication
3	Future project leaders	Future project leaders are people who want to introduce a project at the next call for proposals. They are in need of specific information on HOW to introduce a project and are willing to read information and contact us	number of readers on a specific website page describing how to introduce a project number of direct contacts (contact form / physical / phone calls / emails) to get information
4	People living in specific local areas where a project is led physically	People living close to a project can be made aware of a project with specific tools. One of them is paid media on a local area (geo-localised) or because it is featured on a local news channel (TV, journal, local newsletter). They also can come into contact with the project because they physically see it	Visit to Open Days of the project Number of press articles in local news Click Through Rate on paid media (geo-localised)
5	Current project leaders	Current project leaders are probably interested in 1) showing what they do and feel proud of it / 2) get access to premium information on the next calls / 3) get access to trainings on how to deal with their project efficiently	traffic on specific articles and online trainings related to handling a project number of participants to specific events for current project leaders participant to the Annual Forum
6	High school students and their teachers	Teachers are interested by specific content related to their field of teaching, such as geography, history, economics, or specific topics covered by AGs, such as biology (sustainability). We want them to make contact with us so they are able to visit a project.	number of contacts to visit a project number of contacts with AG to know more about a specific topic traffic on a dedicated page on the website to learn about all the projects Visit to Open Days of the project
People in one of 7 countries Entrepreneurs / companies Past project leaders PhD Students in one of the AG topics Primary school students and their teachers Students in journalism			

Audience can be reached with similar tools to others and have a natural interest in what we do

Recommendations

In order to reach this very wide type of audience, we need to focus on the tools and channels rather than on the audience itself.

As we will not be able to reach everyone, it is better to look at what we can practically do to make gains in communication towards these audiences, and do not spread too thin in our communication.

This is why we recommend to adopt similar tools to other categories of audiences, and we try to limit the multiplication of tools.

Tools

- Single webpage explanation + contact form to visit projects (teachers)
- Online training to participate to the Open Days of project by DG REGIO (campaign #EUinmyregion in May 2019)
- Gallery of projects on a single page of the website + link in the menu of the EUSALP website
- Single webpage per project explaining what it does according to the 7-steps storytelling structure
- Video case studies of less than 3min. for most interesting projects, same tool than described previously
- Tracking registrations from specific audiences to the Annual Forum (project leaders category / teacher category / Activists category)
- Specific marketing video for each of the 3 thematic of EUSALP so as to give a marketing tool to the AG who work under the thematic.
- More advanced: dedicated Twitter channel for topical news (e.g. all transport)

In absolute terms, the demanded **prioritization of targeted audiences** (with few minor corrections and combining of relatively similar groups by consultants) would look like that:

- | | |
|---------------------------------------|------------|
| 1. European institutions | (8 points) |
| 2. Regional authorities | (8 points) |
| 3. Civil society organizations | (7 points) |
| 4. People living in 48 regions | (7 points) |
| 5. Sector specific associations | (6 points) |
| 6. Action Groups | (5 points) |
| 7. Local authorities | (5 points) |
| 8. Local journalists & press agencies | (5 points) |
| 9. Users of local projects | (4 points) |
| 10. Future project leaders | (4 points) |

Recommended approach

The whole logic of such a prioritization of target audiences is to have **an efficient criteria in four (4!) future operations:**

- a) choosing the right **tool(s)/channel(s)** to reach them
- b) drafting the tailor-made **message(s)** for them
- c) calculating the **cost** of reaching them
- d) and last but not the least, **measuring** the result.

Tools ranked by order of priority

A tool = a channel = a KPI

Any tool recommended below is accompanied by a description of what it does, and what measure of success it should have. This list of tools is not exhaustive, and it focuses on the target audiences described previously. Additional control and process tools will be developed to help track results and improve the performance in communication.

Note that some of these tools can be built quickly by the current providers, others will take more time. The most strategic ones should be built with an external service provider.

In any case, a number of indicative man-days is included in order to understand what is required. A contact point is also indicated as the most likely player within EUSALP to make it happen.

- should involve external provider
- involve current providers
- can be done in-house with consultant support

Rank	Tool	What is it and why we use it	Category of tool	Man-day production + external budget if needed
1	Global case study about EUSALP for the AGs to have a quick and sharable first introduction to the strategy when they meet stakeholders.	We need a short 3min. video that explain the fundamentals of why EUSALP exists. It is not directed to people who have no business with the strategy but to stakeholders, including our governments, the EU and anyone who comes into contact with AGs and want to understand the genesis of EUSALP	Video + distribution	3 days to write script and validate / 2 days to get footages / 3 days to edit / total 10 days or 5.000€ with a provider
2	Simple presentation of 10 slides (max) about EUSALP translated to all languages of the partners, and structured according to a pitch deck	We need a short 10 slide presentation that anyone could run in less than 10 minutes to explain to their colleagues, friends, partners, stakeholders what EUSALP is really. It has to follow a strong storytelling structure and be translated to every language of the partners	Powerpoint	3 days to create the presentation / 1 day to validate it / 1 day to lock the final version - total 5 days or 2000€ with a provider
3	Video case study of 2 to 3min. based on the 7 steps storytelling structure (per project identified as interesting to communicate on EUSALP)	Stakeholders, journalists and gov. do not have long attention spans and won't be excited by any other products than a short video. "Case study" videos are specifically produced for this sort of audience and respect a strong storytelling structure. By identifying one flagship project per country we can stimulate the authorities and press of these countries to dig more into what we do - and the EU institutions to have something to digest whilst waiting for more info. These are excellent "lobby" tools. We use one project as a "particular opening to the universal" as people who feel something is important trust the entire strategy by ripple effect	Video + distribution	between 2.5K and 6K depending on the availability of pictures and videos from the project depicted
4	Gallery of projects on a single page of the website + link in the menu of the EUSALP website	All the projects who have some connection with the EUSALP philosophy and criteria should be featured on one page, organised as a gallery, and searchable according to 1.Topics 2. Countries 3. Size of the project This page will not attract a lot of people but individual projects will	Website page	about 2 man-day to create the page and the gallery depending on the competence of the provider
5	A webpage per project according to the 7 steps storytelling structure	Each project lead with the criteria of EUSALP should have a dedicated page that is consistent. We would use a template respecting the 7 steps storytelling structure - and all the information on the project + any media created (video / pictures) should be linked to that project. These pages will act as a entry point to the website and rank organically on Google	Website page	about 2 man-day to create a template page / and then about 3h to add content per project
6	Specific mechanism to translate whether the Voice Over (video) or the text content (webpage) of the case studies by each partner to their own language	We need a process to translate all the relevant content to the various partners language - ideally including the main page of the website (about page). Each of these localised pages should include a form sending an email to the leading partner for this language (e.g. French page has a custom form to contact the French partner). Translations include videos, social media posts, case studies and About page on the website.	Process	The process can be created in about 3 days after checking with each partner the best way to work. The work itself of translation will depend on the tool.
7	Specific marketing video for each of the 3 thematic of EUSALP so as to give a marketing tool to the AG who work under the thematic.	Each big thematic of EUSALP (ECONOMIC GROWTH AND INNOVATION; MOBILITY AND CONNECTIVITY; ENVIRONMENT AND ENERGY) should have one video explaining why this is a challenge for the Alpine Region - each video should follow the exact same structure highlighted above.	Video + distribution	2 days / video for script + validation 3 days / video for editing depending on the availability of footages about 2K to 3K per video with an external service provider. All animation could climb up to 5K / video
8	Newsletter circulation of each case study in the first part of the newsletter	The newsletter needs to be defined by a strong process where all regions and partners are asked if they have something to share. This newsletter should be sent every 3 months minimum (4x per year) and translated to the 4 main languages of the strategy - and circulated by each partner to their own database of contacts. At the end of the circulation, the number of receivers and opening rate have to be communicated centrally and aggregated by ERSAP	Process + Newsletter	2 days to create the ideal template 1 day to create the process 3 days to test and refine the process on an actual newsletter
9	Single webpage explanation + contact form to visit projects (journalists)	Journalists need a specific entry door into EUSALP which fits their needs. Usually these needs are: 1) understand very quickly if there is topic for an article or not 2) get access to specific resources (Media / images / video without copyright) 3) get access to the right people to interview for an article This is why we need to dedicate a specific section of the website for them, including the press release, marketing video for EUSALP as a whole, list of projects, contacts of AG leader	Website page	2 days to create a model for the page 1 to 2 days to create it with the web provider depending on their competence

All tools recommended

Tools ranked by order of priority

- should involve external provider
- involve current providers
- can be done in-house with consultant support

Rank	Tool	What is it and why we use it	Category of tool	Man-day production + external budget if needed
10	Tracking registrations from specific audiences to the Annual Forum (journalists / association / stakeholders)	Once we have all our categories of audiences identified, we need to add these categories to the registration of the Annual Forum form so that we are sure it help us track over time the participation of certain audiences.	Annual Forum form	1/2d to define process and questionnaire using current questionnaire 2h to add the categories to the registration form 2h to pass the process to the next presidency
11	Online training to participate to the Open Days of project by DG REGIO (campaign #EUinmyregion in May 2019)	#EUinmyRegion is a 2500 events Open Days taking place in May-July every year. It is necessary to involve Project leaders, Programmes and governments in the participation of the project, so as to make everyone aware of what we do. The benefit is less for potential visitors of the events than for us to have something to do every year while waiting for the Annual Forum. The online training would be the presentation of what sort of events already take place in Europe every year, and help project leaders & AG to come up with suggestions to do the same in the Alpine Region.	Process & Online training	External trainer + DG REGIO comm Unit about 2.500€ for the preparation and a 2h webinar + tools
12	Database of 1000 pictures of the Alps + free video footage to create any documentary - reportage	Journalist, students, and even the stakeholders of the project need a lot of visual material to communicate. Re-doing pictures and videos each time is completely unsustainable, while actually creating a central database with free pictures and videos and complementing it with additional footages can be very cost-effective. Additionally it propagates images of the Alpine Region out of the borders of the Alpine Region and makes it very cost-efficient to promote our image.	Process + service provider	it costs about 300€ for a photographer to cover a day of shooting about the same for a videographer If we organise it well, with less than 3.000€ we can have access to more than 1000 high-quality pictures of the various landscapes and projects of the Alpine Region + a dozen hours of footage, including drone imagery
13	ID content Tracking opening rate / shares and contact by governments and local authorities per case study (complex but feasible)	A very good way to track the performance of content in a distributed environment (meaning with different partners in different languages) is to give each piece of content a specific tag. This is done via Google Tag and requires a good service provider and process. It allows us to track every single video, image, footage features somewhere and gather excellent analytics overtime	Digital marketing	about 1 day to define the process each time 10min. / piece of content Will need an external advisor for about 500€ to define it
14	Tracking backlinks and references by other institutions to our website	Backlinks and references are the life and death of a website and allow us to track if all the partners can eventually do a better job at promoting the content of EUSALP. Every quarter a deep link analysis should be made so as to see if there are any changes, progression and new articles performing better.	Digital marketing	about 300€ per quarterly analysis with specific provider + 5h to make sense of the data and present it to others (in-house)
15	More advanced: dedicated Twitter channel for topical news (ex. all transport)	If we see the need to communicate more on Twitter, a good approach is to have various channels depending on the topic instead of having one central account that does not say much. Each AG leader should be responsible for the account and publish news on his particular topic regularly. e.g. EUSALP Transport / EUSALP Education & Training	Process + Social medias	The process can be created in about 1 day + 1/2d training online then it takes 10min. per tweet and should publish around 3 tweets per week per channel data collection is done quarterly afterwards

IV. Vocabulary to inspire the messaging

The participants of the Innsbruck workshop tackled the topic of messaging to apply to the EUSALP strategy.

The desired outcome was to aggregate all the different opinions in a list of options that could be used for messaging.

The desired outcome was not to fine-tune final sentences (this will be later work for the communication professionals), but to produce **a clear hierarchy of messages on the added value** of EUSALP.

As already mentioned in the *Introduction*, these key messages shall serve as guidelines and as basis for further communication activities. They shall simplify the communication of the added value of the macro-regional strategy and of Alpine cooperation.

Results of Workshop exercise

All the sentences and words below were collected during the session

WE ARE EXPERTS

- we understand the super specificities of the ground and really help granularly
- we are the only ones doing the job
- we are the only one to be able to build a real instrument to talk and do things together
- we bring our exceptional capacity of analysis
- we know how to really build the alliances that matter
- we know how to move pieces on the ground
- we see the challenge in front of us
- we can make things move because we know them really deeply
- we can test and adapt solutions that are working for the best in our group
- we have the political vision and people to know that if we do things together it works better
- we adapt the laws and regulations to the need of our territories

WE BUILD BRIDGES / NETWORK / ALLIANCE

- we have very diverse territories because we need to hear all of them and find one common goal
- the diversity of the territories and configurations make it even more precise, even more encompassing
- we bring the best of each of us in one place
- we help your ideas thrive by connecting you with the best in the sector
- we are the best matchmakers because we know who does what everywhere
- we can mobilise funding and human support to protect the things that matter to all of us
- we make the people who matter talk to each other and do the work
- Increasing the power of our region / the soft power

WE ARE LOOKING AHEAD

- we understand the global picture and can fix things where the problem really is
- we see way ahead
- we change the way we are doing things, all in our corner, and become all focused on the same grander mission
- looking forward to anticipate the massive changes

WE ARE GOOD SPOTTERS

- connecting existing projects to the political level - means they can continue when they work
- we help detect the right projects so that they can get better funded, create a long-term action plan and give them the right level of visibility
- we notice the things no one else can
- we detect networks we are not unaware of and we make them work better
- we work on the infrastructure of ideas and possibilities

GLOBAL PASSION

- passion for the Alps - amazing passion
- we have a dream for the Alps
- our passion makes the change deeper and more powerful
- we create a little Europe at a regional scale

GENERIC

- we make life easier and more comfortable
- we are creating a living space

HOW WE DO IT

- we work hard to convince our politicians to expand their mind outside of the limits of their constituency and work for the greater good in the greater Alps region
- (the switch for a politician - when he starts to realise that working alone won't work: big challenge / natural threat / catastrophe / we have to do something NOW / something bigger than what we can do by ourselves in the region / we need help, we need support so we change our mind)
- argument: for us as a region, very connected in terms of transport, of energy, it allows us to bring smaller areas of cooperation into something larger, with more scale - with more funds and countries, and associate even with countries not in the EU (Liechtenstein)

V. Approval process and follow-up

TO DO	Responsible Actors
Summary of these Results & Recommendations into Strategic Paper	ERSAF with two consultants
Official approval of the Strategic paper by the Executive Board .	Executive Board
After the adoption by the EB, it is to be shared and agreed with Action Groups .	Presidency and European Commission
Final document to be fed into EUSALP governance structures in 2019 and used by EUSALP communication professionals on a daily basis.	Presidency, Executive Board, Action Groups, ERSAF
Action Groups shall further develop and adapt these key messages for their respective “field of action” and translate them into concrete projects, so that the abstract narrative of EUSALP can be illustrated by concrete measures.	Action Groups in close cooperation with ERSAF
The Alpine Space Program and the Alpine Convention shall be included from the very beginning in this exercise.	Presidency and European Commission / AlpGov

Executive Summary

Moderated workshop for EUSALP Executive Board members was organized in Innsbruck on October 23rd and 24th 2018 in order to:

- articulate mission & vision of EUSALP
- discuss primary target groups
- formulate hierarchy of policy messages
- gather working recommendations.

Based on the report and recommendations of this workshop, a **strategic document** was produced that shall simplify the communication of the added value of the macro-regional strategy and of Alpine cooperation. Key messages shall be shared and agreed at a later stage with Action Groups who shall then further develop and adapt them for their respective fields of action and translate them into concrete projects.

Both **Mission and Vision statements** were co-creatively developed up to the phase that allowed consultants to suggest following consolidated versions of

Mission statement:

EUSALP is a European strategy for Alpine territory joining human passions, natural resources and economic assets, linking cities, plains, valleys and mountains to find solutions to challenges we can solve only together.

We coordinate planning and integrate the best practices in the fields of economy, education, environment, accessibility and mobility and commit as institutions to create sustainable solutions for the benefits of the citizens.

By bringing governing closer to the people, EUSALP is proving that the European culture of cooperation lives.

Vision statement

EUSALP co-creates the future of Europe by translating sectoral policies on regional scale, enabling the best ideas to make happen in a sensitive natural and multicultural Alpine area.

By balancing innovative solutions in a healthy environment EUSALP is shaping the future together.

By simple exercise of prioritizing, participants of workshop were able to agree on **top ten target groups** in future EUSALP communication.

1. European Commission
2. Regional authorities
3. Civil society organizations
4. People living in 48 regions
5. Sector specific associations
6. Action Groups
7. Local authorities
8. Local journalists & press agencies
9. Users of local projects
10. Future project leaders

Based on this hierarchy, the whole **set of recommendations and concrete tools** suggest how to address each particular target audience, including the priority of tools.

And finally, the **hierarchy of key messages** was discussed and a set of **recommendations** was prepared for the Action Groups to include them in their daily work.

A Final version of the Strategic paper will be discussed at the meeting of the EUSALP Executive Board in February 2019 in Milan.

Annex: Hierarchy of priorities

TOP FIVE RECOMMENDATIONS

from Sliders Exercise regarding hierarchy of priorities –

TO BE APPROVED BY THE EXECUTIVE BOARD

- **Communication is seen as fundamental** for the success of the whole strategy.
- Given the amount of communication budget, there's no real possibility for classical »brand building« campaign, but much more for »**sales**« **campaigns that would build the awareness and number of users by presenting the projects and opportunities.**
- **Executive Board wants more with what they have** – and will try to get the means to make it happen.
- Improvement in communication field is primarily seen as **more efficiency.**
- **A quarterly update online** with data is needed by ERSAP to better inform Executive Board on the results of their communication work.

Sliders & prioritise

Arbitrage (1/2)

How we did proceed

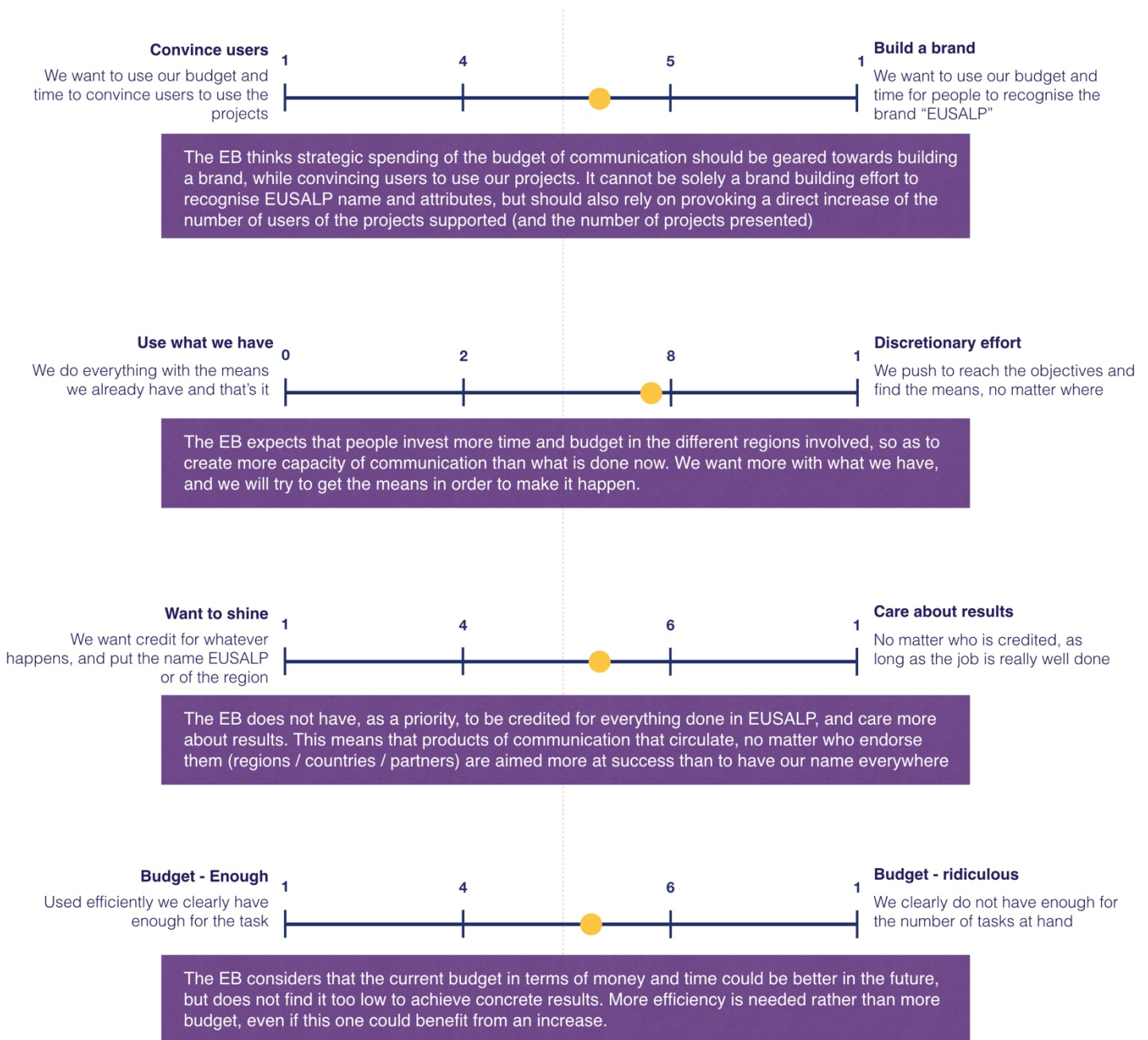
In order to define the long-term strategy of the EUSALP communication we asked a number of questions to the people who take decisions: the "Executive Board" and gathered the majority of voting into one document.

These are the sliders you see below.

Each number represents the number of people who voted for an option or another, and the yellow point represents their agreement.

A recommendation is expressed by the consultant for each decision.

All votes were anonymous.



Sliders & prioritise

Arbitrage (2/2)



The EB considers that EUSALP is a priority for their regions, and want to see improvements made in its efficiency in terms of communication, as well as in the investment of time and money made by partners to make it a priority. Missing on this would mean failure - improvement is a plebiscite



The EB considers that communication is a fundamental criteria for the success of the entire strategy, if people and stakeholders do not hear about EUSALP's projects and existence this will make the entire endeavour perilous or even useless.



The EB considers in its majority feels that it is not yet clear what EUSALP is doing and feels that this is a shared concern. There is no straightforward vision that would guide us and frustrations could arise from this lack of clarity.



The EB is under the impression that ERSAP is not doing enough work on the communication of the strategy and would like to be better informed on the current actions or see more direct results of the work done. A quarterly update online with data could solve the problem.