

**Synthesis Study of the Corporate
Communication Campaigns**

COMM.A.1/05/2018/Lot 1

Draft Final Report: Annexes A-H



Contents

Annex A - Overview of campaigns.....	3
A.1 Pilot campaign	3
A.2 Invest EU (initial phase)	8
A.3 Invest EU (continuation)	13
A.4 EUandME	15
A.5 EU Protects	23
Annex B - Overview of campaign research	34
Annex C - Corporate communication survey	40
C.1 DG COMM responses:.....	40
C.2 Other DGs responses:	54
C.3 EC Representations responses:	68
C.4 EDICs responses:	82
Annex D - Events analysis and results	91
D.1 Introduction	91
D.2 Summary.....	94
D.3 Key findings.....	96
D.4 Recommendations.....	101
Annex E - Insights on influencers	102
E.1 Introduction	102
E.2 Measurement of effectiveness	103
E.3 How to work with influencers.....	104
E.4 Conclusions and recommendations.....	106
Annex F - Global literature review on best practice in corporate communication	108
Annex G - Campaign KPIs table.....	112
Annex H - Key evaluation metrics / indicators for major communication activities	113

Annex A - Overview of campaigns

A.1 Pilot campaign

Objectives

The overarching goal of this campaign was to provide an opportunity for EU citizens in the selected Member States to reach a more informed view of the EU, its policies and programmes and the extent to which they contribute to economic growth and job creation.

Budget

EUR 13.09 million.

Concept

The corporate communication pilot campaign aimed to raise awareness of the role of the EU 'working behind the scenes' for the citizens of Europe. The Commission's goal was to reach people with messages to make the EU more real and relevant to their daily lives.

The pilot campaign was implemented in six countries: Germany, Spain, Finland, Latvia, Poland and Portugal, with the message: 'The European Union: Working for You'. The message was translated into seven languages¹ and a specific theme was set for each country. A common visual identity was established for the adverts, using the EU emblem.

The specific themes of the adverts shown were:

- Green jobs (adverts showed in Germany, Spain, Poland, and Portugal);
- Online consumer protection (Germany, Spain, Finland, Latvia, and Portugal);
- Entrepreneurship / Innovation (Spain, Finland, Latvia, Poland, and Portugal);
- Youth (Germany, Latvia, and Poland);
- Help for the elderly (Finland only);
- Supporting farmers (Poland only).

The principal themes of the launch events were country-specific:

- Consumers in the Digital Market (Germany);
- Creating green jobs (Spain);
- Inclusion of the elderly (Finland);
- Helping students and first-time job seekers (Latvia);
- Entrepreneurship/SMEs (Poland);
- Technological innovation (Portugal).

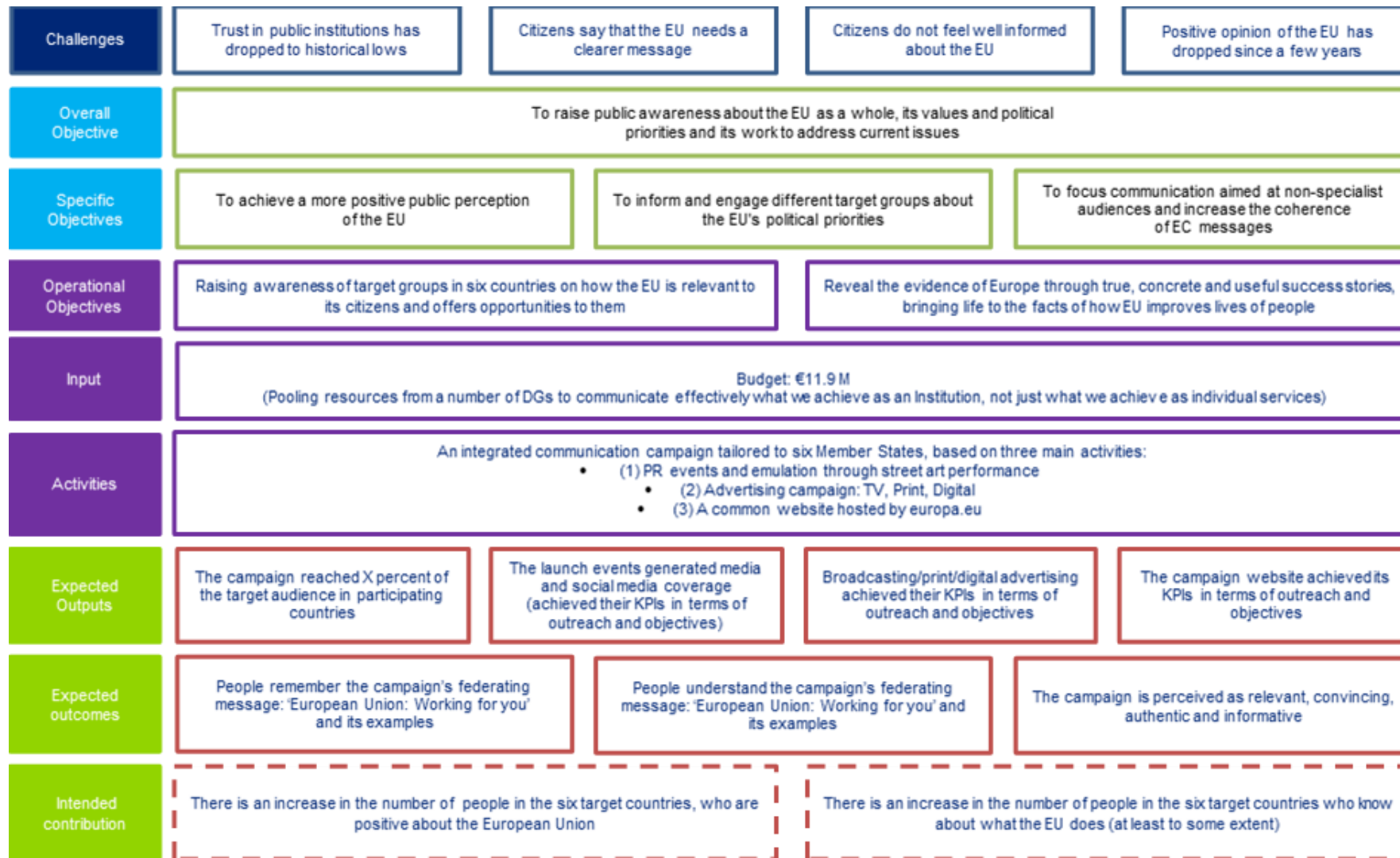
The campaign brought together four new elements in the corporate communication:

¹ Both Finnish and Swedish are official languages in Finland.

1. A new way of financing and governance structure: pulling resources and communicating collectively;
2. A new way of structuring of messages: one main federating message instead of explaining each EU programme and policy;
3. Targeting 'neutrals' based on audience segmentation;
4. A new focus on monitoring and evaluation.

Overleaf, the intervention logic of the pilot campaign is presented.

Figure 1. Pilot campaign intervention logic



Source: Evaluation of the European Commission corporate communication campaign. Inception Report, 17.12.2014, Coffey & Deloitte

Target group

People for whom the EU conjures up a neutral image, also referred to as 'neutrals' (about 40% of the EU population). Raising awareness among those for whom the EU conjures up a positive or rather negative image was perceived as a collateral benefit.

Campaign tools

Produced **centrally and translated** into the languages of the campaign:

- **Videos:** six 30-second-long clips, each of them giving a snapshot of a specific EU funded project.
- **Press advertisements** and **dedicated web banners** corresponding to the clips.
- **Social media content**
- **Campaign website** www.euworkingforyou.eu with additional information about projects funded by the EU. A total of 80 projects financed by 16 DGs were collected and showcased on the website. The website was available in nine languages: English, German, Spanish, Finnish, French, Latvian, Polish, Portuguese and Swedish.

Dissemination channels

- **Videos:** advertising six clips on national TV channels. In each country, three different clips were shown: one focussed on the target country, and the other two illustrated an EU project from a different country.
- **Press advertisements:** were published in well-known national titles (e.g. Correio Da Manhã, Der Spiegel, Diena, El Mundo, Helsingin Sanomat, Gazeta Wyborcza,) and placed in prominent spots in the newspaper and magazines, such as the back page.
- **PR and events:** a press conference was organised to launch of the pilot campaign in each of the six countries. In addition to a press conference, in each location a work-of-art or installation was created to provide an additional hook for media interest.
- **Paid social media campaign** on Facebook, Twitter and You Tube in line with the following schedule:
 - Teasing phase before each street-art-event;
 - Reveal the stunt and live tweeting PR event;
 - 'Making of' video of the street art for social-media use;
 - Interviews with key stakeholders at the launch events for social-media use;
 - Relay of different spots of the campaign.

Monitoring and evaluation

The pilot campaign brought a new focus on monitoring and evaluation. The approach consisted of:

- Pre-tests (focus groups) of TV clips with members of the public in six member states a few weeks before the campaign launch;
- TNS telephone surveys conducted in four waves (Wave 1, used as a baseline, prior to the campaign's implementation, waves 2 and 3 during its implementation, and wave 4 after the advertising period);
- Contractor's on-going monitoring, consisting of: measuring Facebook, Google Ads, and PR analytics;
- Evaluation study carried out by Coffey and Deloitte, which included a series of surveys and focus groups in the six countries.

The contractor addressed the standard evaluation criteria. The following evaluation questions were defined within six evaluation areas:

Evaluation Area (1): Impact and relevance of federating message

- Was the campaign perceived positively in each country, in each language?
- Did the campaign pass the intended message through to the audience?
- Was it convincing? To what extent was it perceived as authentic and relevant?

Evaluation Area (2): HAVAS' monitoring of reach and recall effect of the campaign

- To what extent has the objective to reach the target audience been met?
- To what extent were the activities suitable to reach out to the target audience?
- Is the message of the campaign passed on to other relevant people?
- Is there evidence that people might remember the campaign? To what extent have people remembered the campaign's messages/events/communication products?

Evaluation area (3): To which extent has HAVAS achieved its KPIs for each campaign activity – Advertising, PR, e-PR, Digital

- Are the indicators set by HAVAS appropriate?
- To what extent have HAVAS reached their objectives?
- Where expectations have not been met, what factors have hindered their achievement?
- What was the relative contribution of the different activities to the reach and recall objective?

Evaluation area (4): Relevance and sustainability of the campaign's content and specific messages

- To what extent were the chosen messages understandable for the target audience?
- Were the messages positively received by the target audience?
- Were the messages coherent and complementary to each other and to the federating messages?

Evaluation area (5): Relevance and sustainability of the evaluation area as a whole

- To what extent has the campaign proved relevant to the identified target audience in each country?
- Has the campaign been undertaken at the right moment in each target country?
- To what extent has the campaign had an impact on people's opinion and trust?
- To what extent is the impact of the campaign likely to last?

Evaluation area (6): Cost-efficiency

- Are the communication activities cost-effective in comparison to their outcomes?
- Could the same results have been achieved with less funding?
- Is the material produced at a reasonable cost in comparison to its reach?
- Should any activities or tools be prioritised to generate greater levels of awareness, with greater cost effectiveness/efficiency?
- Could the use of other activities have provided better cost-effectiveness?
- Are there other combinations of approach and activities which might have been more efficient?

Among the findings of the evaluation were:

- The campaign met and surpassed the goals that were set for reaching the general public. At least 28 million citizens saw, heard or read about the campaign following the first advertising wave, whereas at least 33 million citizens saw, heard or read about the campaign following the second advertising wave.
- The digital aspect of the campaign achieved the highest reach, followed by TV and print media.
- Levels of recall varied. The highest recall of the campaign was achieved in Finland (33%), Poland (37%) and Latvia (43%). In Germany, Spain and Portugal recall ranged between 14% and 18%.
- In focus groups, most participants in all countries suggested that the slogan was understood, easily memorable and recognisable. When asked whether the

respondents agreed with the statement 'The EU is working for you', the proportion of affirmative answers ranged from 46% in Portugal to 71% in Finland.

- There is evidence that specific campaign adverts made some people feel more positive about the EU.
- There was insufficient qualitative research into the views and motivations of the target group prior to the campaign; i.e. pre-testing related to finalised campaign concepts.
- The adverts could have been better targeted (people were confused about the abstract approach, the types of projects selected and the portrayal of other countries).
- The TV adverts and video clips were too fast and crammed with information, there was scope to improve the website, and more extensive use of key performance indicators.

Key documents

- Request for a communication action. Corporate communication pilot, RC/2013/COMMA1_9/COMM
- *Evaluation of the European Commission corporate communication campaign*
 - Inception Report, 17.12.2014 (intervention logic)
- Final report, 6.07.2015

A.2 Invest EU (initial phase)

Objectives

The overarching objective was to improve public awareness and knowledge of how EU funding programmes contribute to economic growth and the creation of jobs in Europe. As such the campaign was expected to achieve two main impacts:

- An enhanced awareness and knowledge of the positive contribution to job creation, economic growth and investment made by EU funding,
- A restored positive perception of the EU as central to the solutions to the challenges Europe is currently facing.

Budget

First phase: EUR 20.7 million, of which:

- EUR 16.5 million (80%) was managed through a central contract,
- EUR 2.5 million available for the EC Representations,
- EUR 797,000 allocated to EDICS, and
- EUR 900,000 for the organization of Citizens' Dialogues focused on the Investment Plan for Europe.

Target group

Europeans who are neutral about the EU and economic prospects, further defined as:

- 'Positives': Trust in the EU, positive image of the EU or optimistic about the future of the EU AND agree that 'the EU helps create the conditions for more jobs'

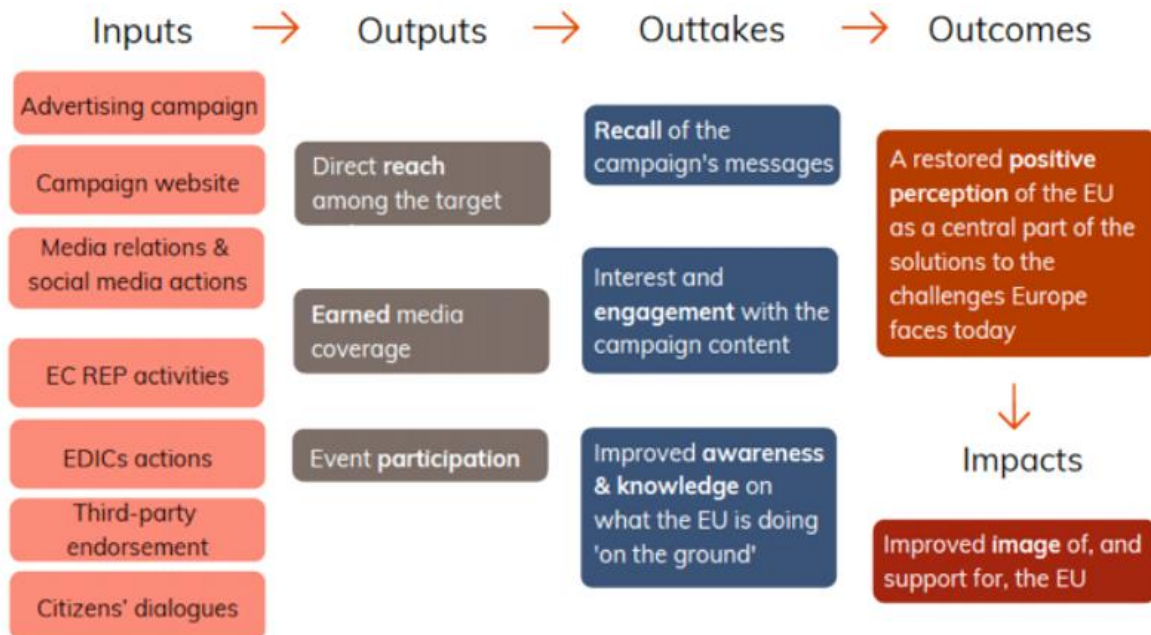
- 'Ambivalent': Trust in the EU, positive image of the EU or optimistic about the future of the EU BUT disagree that 'the EU helps create the conditions for more jobs'.²

Concept

The campaign aimed to show Europeans how the EU creates the right conditions to boost jobs and economic growth at a time when the EU faces a number of imminent economic and other challenges. The investment projects carried out under the Investment Plan for Europe and the projects directly funded under a variety of EU programmes were supposed to provide an opportunity for communication with citizens, based on real-life economic achievements and telling stories of people who directly benefited from EU projects and funding.

An intervention logic of the campaign prepared within the evaluation study is presented below.

Figure 2. #InvestEU intervention logic



Source: Technopolis Evaluation Report

The content consisted of a series of stories about a selection of emblematic projects funded within the EU programmes with a strong human element. It was designed to cover national as well as regional and local levels and was tailored for target groups by specific country/region.

It was designed as an integrated campaign that would take place at two levels: a central pan-European campaign and campaigns at the national level in the 16 'zoom-in' countries. It consisted of a 'semi-decentralised' approach, with the EC Representations ensuring relevance and proper adjustment at national level, and DG Communication taking up a coordinating role to ensure consistency.

The campaign addressed all EU Member States but was particularly focused on a defined

² Technopolis Evaluation Report

set of 16 selected countries: Austria, Belgium, Bulgaria, Germany, Greece, Spain, Finland, France, Hungary, Italy, Latvia, Netherlands, Poland, Portugal, Romania and Sweden. The first phase of the campaign was implemented between March 2017 and March 2018, with a planning and scoping phase from October 2016 to March 2017.

The focus was on neutrals because it was considered that the #InvestEU campaign did not have sufficient resources to change the attitude of EU citizens with a negative perception of the EU.

To help find the best-suited audience, a segmentation exercise was conducted based on Eurobarometer surveys and on local mapping by the Commission Representations.

Campaign tools

- **Videos:** a generic campaign clip, available in local languages and adapted GIF formats and about 50 short (30-second-long) clips related to preselected flagship projects, available in English and the local language, adapted for use on social media and paid promotion;
- **Campaign website:** a hub for all the material produced for the campaign; home page and general information page in 24 languages; project pages in English and local language(s) of the country the project is based in;
- **Online content:** social media posts/ads for Facebook, Instagram, Twitter and LinkedIn (1,060 social media assets produced); animated and static digital banners in local languages for digital advertising and social media;
- **Offline content:**
 - **Country-specific brochures** with projects storytelling, in languages (each available in the local language and English), with 8-10 project stories per country, including stock photos or project photos;
 - **Flyer** with country-specific contact information about funding opportunities;
 - **Billboards, posters**
- **Campaign user guide:** prepared in 24 languages including source files for visuals, information materials, application of logos etc. and instructions for applying the branding using colour filters, signatures, fonts, keywords etc.

Dissemination channels

#InvestEU communication strategy adopted the PESO media mix model, combining paid, earned, social/shared and owned channels. Due to budgetary constraints priority was set on social media and online advertising, rather than TV advertising. Advertisements were complemented with paid media collaborations, including advertorials and collaborations with influencers (bloggers and vloggers).

- **Owned channels:** at the EC central level and among the REPs owned channels included the campaign website, the EC social media channels (Twitter, Facebook, YouTube, Instagram, and LinkedIn – whether central or from EC REPs);
- **Events:** More than 200 events organised: conferences, seminars as well as workshops with journalists, including events organised by the REPs or other EU services: Citizens' Dialogues focusing on the Investment Plan and events organised by EDICs;

- **Traditional paid media** channels, generating the large-scale reach of the campaign, the focus was on media channels where cost-efficient targeting was possible, taking into account the total budget available and the number of countries which were covered by the campaign (altogether 7,421 ads published):
 - **Digital advertising;**
 - **Printed press advertising;**
 - **Social media;**
 - **Outdoor advertising;**
 - **Paid media collaborations:** paid local media collaborations (2-3 in each country) and a collaboration with French TV (classical TV promotion campaign);
- **Social media:** social media campaigns for 52 flagship projects, including posting posts/ads/videos;
- **Earned media** coverage, the main strategic elements were:
 - **Third-party endorsement,** engaging project promoters, investors, stakeholders and other potential advocates. In the first phase, this included 32 project beneficiaries and 51 'external' third-party endorsers.
 - **Media relations,** with a special emphasis on local and regional media in close proximity to projects funded: press releases (60), onsite visits with journalists to selected projects, regularly sourcing/updates to journalists, bloggers and other influencers, and provision of material for journalistic use (photos, video, interview opportunities, infographics, etc.). 9 cross-country press trips were organised, involving a total of 167 journalists;
- **The micro-targeting strategy** foresaw for each project a two-step approach to the campaign implementation on social media:
 - first a project-specific awareness campaign was organised. The campaign mainly consisted of videos advertising specific projects with a broad target audience to maximise the number of views. This was followed by:
 - a project-specific consideration phase, which aimed to redirect qualitative audiences to the campaign website.
- **Influencers:** reaching out to or engaging with new target audiences through multipliers and e-influencers. The resulting activities with local bloggers, vloggers or Instagram influencers in 12 countries. Influencers brought in their personal observations and unique storytelling approaches when promoting EU-funded projects.

Monitoring and evaluation

- Focus-group testing of campaign materials and messages in local languages
- Regular monitoring and reporting on a large set of key performance indicators (KPIs)
- Final monitoring/evaluation report by Technopolis, to assess the relevance, effectiveness, efficiency, coherence, EU added value and sustainability of the #InvestEU campaign in its first year of activity, with a specific focus on the campaign implementation in the 16 zoom-in countries.

The contractor addressed the standard evaluation criteria. The following evaluation questions were defined:

Relevance

- How relevant were the communication activities to the EU citizens, EU businesses and to the Commission's stakeholders?

Effectiveness

- To what extent were the set objectives of the communication activities achieved?
- What factors influenced the achievements observed?

Efficiency

- Were the effects/benefits achieved at a reasonable cost?
- What factors influenced the efficiency of the observed results?

Coherence

- Did the various #InvestEU communication activities work well together and with other EU communication activities?

EU added value

- What is the additional value resulting from corporate communication activities at EU level, compared to what could be achieved by MS at national/regional levels?

Sustainability

- Are the effects of the #InvestEU communication actions likely to last after the communication interventions end?
- To what extent the issues addressed by the communication activities require continuous communication effort?

Among the findings from the evaluation of the first phase were³:

- The approach combining one overarching campaign strategy, with a federating message and a decentralised implementation managed by the Representations was seen by all stakeholders as a key campaign strength and a clear improvement compared to previous campaigns undertaken by the Commission.
- The evaluation highlighted the importance of understanding the national context and the preferences of the target audience in order to shape the activities, and the communication mix. A campaign strength was the focus on tailoring the narratives to the national sensitiveness and concerns, ensuring high relevance and good effectiveness.
- There is a positive indication from the results of the evaluation that the campaign was effective in meeting most of its objectives related to reach and recall. The campaign reached around 240 million people (total deduplicated reach) via paid, owned and / or earned channels, exceeding the targets set in the KPIs.
- There are several correlations between reach and recall, and between recall and higher awareness of EU investment and a more positive perception of the EU. Therefore, the assumption that reaching the target audience with the campaign materials would increase their awareness of positive EU impacts was assessed as correct.
- Social media advertising was the dominant channel in generating reach.

³ Technopolis: Monitoring / Evaluation of the #InvestEU campaign. Final report of the study "Monitoring the performance of EC communication activities for the Investment Plan for Europe", November 2018

- A high positive correlation was found between the budget spent (relative to population) and the reach (as share of population) of paid media.
- The engagement of journalists to enhance sustainability was important but not effectively implemented for this campaign. The press trips worked well but there was little follow up.

Key documents

- Request for a communication action. #InvestEU. Communicating the Investment Plan for Europe and other jobs and growth initiatives, RC/2016/COMMA1_1/COMM/1
- *Communicating the Investment Plan for Europe and other jobs and growth initiatives*
 - Second Interim Report, November 2017
 - Third Interim Report, June 2018
- *Final Report of the study 'Monitoring the performance of EC communication activities for the Investment Plan for Europe', November 2018, Technopolis*

A.3 Invest EU (continuation)

Objectives

The continuation of the campaign continued to focus on the original objective of the #InvestEU campaign: raise citizens' awareness of how the EU is helping boost economic growth and create jobs through EU investment and funding.

Budget

EUR 5.1 million, of which:

- 41.2% for project management, strategy and concept, and content,
- 47.9% for production, promotion, the website and outreach (Distribution),
- 10.9% for contingencies and impact assessment.

Target group

Similar to the first phase of the #InvestEU (focusing on 'neutrals').⁴

Concept

Following the implementation of the #InvestEU campaign, approval on extending and reinforcing the funding instruments of the Investment Plan for Europe and with a view of the European Parliament elections, a decision was taken to continue the campaign.

The campaign was based on similar model and tools. It was designed as an integrated campaign that would take place at two levels: a central pan-European campaign and campaigns at the national level in, this time, 17 selected countries. However, the approach was amended. Rather than focusing on project-specific storytelling, the continuation was

⁴ However, it is tailored to each country-specific context. In the case of some countries the description is more generic and for some it is more specific, e.g. in the case of Cyprus it was general public with a focus on youth (18-35), entrepreneurs, job seekers, parents, and teachers.

focused around policy themes mostly relevant in every campaign country, making use of existing and newly identified impactful projects as proof points for EU action in these fields.

The production process for the campaign continuation was no longer centred around the development and production of individual project campaigns but the production follows the logic of thematic narratives and communication milestones per zoom-in country. Projects from the previous campaign phase and newly identified projects therefore feature in the produced materials with production generally being guided by the proposed content formats.

The list of zoom-in countries was expanded with Cyprus and Luxembourg, whereas campaign activities were discontinued in the Netherlands. Within each country messages were supposed to be promoted on three occasions (a total of 51 communication moments throughout the campaign). Most of the communication moments were been scheduled between October 2018 and July 2019, with the exception of the third communication moments in three countries which will be implemented in the Autumn: Belgium, Cyprus (September 2019), and Bulgaria (August and September 2019).

No new Intervention Logic was developed for the continuation campaign.

Campaign tools

- **Videos:** additional videos for new projects were shot;
- **Campaign website:** #InvestEU website continued to be updated in the continuation phase; the content was updated (95 updates, 16 new projects added by March 2019), functionalities were amended when relevant, new subpages were created (e.g. 'How we invest page');
- **Online content:** additional social media posts/ads for Facebook, Instagram, Twitter and LinkedIn (about 130 for the continuation phase by March 2019); animated and static digital banners in local languages for digital advertising and social media; square brochure and country-specific factsheets updated on EC website
- **Offline content:** posters, factsheets, including for posters for Berlaymont building, projects-related materials for press conferences, sector-specific factsheets, visual panels for the Web Summit stand
- **Adaptations** of materials prepared for the first phase of #InvestEU, for instance adaptation of Slovenian video for outdoor campaign.

Dissemination channels

Individual outreach strategies around the core objective were developed in the 17 special emphasis countries aiming to engage and inform audiences through media coverage, third party endorsement, social media engagement and events.

- **Events:** including presence at the Web Summit in Portugal;
- **Paid media channels,** including:
 - Digital advertising;
 - Printed press advertising: in key national newspapers, or big regional newspapers, magazines, free daily newspapers (e.g. in metro stations), or Sunday papers with a high circulation; full page, half page, quarter page or junior ads;
 - Outdoor advertising in selected countries (e.g. Luxemburg);

- Paid media collaborations: continuation of the collaboration with French TV, collaborations with digital media;
- Social media
 - **Paid social media:** by March 2019 production and promotion of 10 social media campaigns; Facebook, Instagram and Twitter remaining the primary channels with Instagram taking greater importance in the continuation; two new formats were introduced in the paid promotion: Instagram Stories (the immersive full-screen ad in animated video) and sequenced videos (three short stand-alone sequenced videos with 'I believe' statements);
 - **Earned social media:** creating content and posting on owned channels on Facebook, Twitter and Instagram;
- **Earned media coverage**, the main strategic elements that underpinned the campaign were:
 - **Third-party endorsement**, engaging project promoters, investors, stakeholders and other potential advocates, organising interviews in media (TV programs, radio, online portals);
 - **Media relations:** press releases distributed to journalists, press conferences and briefings, onsite visits with journalists to selected projects.
- **Influencers:** continuation of collaboration with multipliers and e-influencers, including vloggers.

Monitoring and evaluation

- Regular measurements in the first phase on #InvestEU led to the optimisation and adjustment of advertising material and channels. Benchmarks and targets were developed and approved specifically for the continuation.
- Baseline survey prior to the launch of the campaign in Cyprus, Luxembourg, Romania and Sweden;
- Continuation of regular monitoring and reporting on key performance indicators;
- Post campaign survey to assess final change in awareness and perception.

Key documents

- *Communicating the Investment Plan for Europe and other jobs and growth initiatives*. Fourth Interim Report, March 2019

A.4 EUandME

Objectives

To trigger interest and generate a better-informed opinion about the EU by showing what it allows Europeans, especially youth, to experience/gain/enjoy at all stages of life, wherever they are.⁵

⁵ Wording of the Terms of Reference, but reflected in the contractor's objectives in slightly different wording.

According to the ToR, the campaign should inspire a sense of belonging and an appreciation of core EU values shared between different cultures on a continental scale. This should translate into measurable public recognition of what the EU does for Europeans.

Budget

EUR 12.2 million, of which 29.9% on strategy, design, development and production, 59.3% on distribution, 10.7% on administration and reimbursables.

Target group

The 110 million EU citizens in the 17 to 35-year-old age group, differentiating between:

- 17-24 year olds, who are understood to take many of the achievements of the EU for granted and grew up in a more critical era of the EU's history.
- 25 to 35-year olds who are depicted as growing up in the EU's 'glory days', who have mostly completed their education, are among the working population, and are often married with small children.⁶

Concept

The contractor seeks to achieve the objective by applying an engagement strategy through a campaign which puts the citizen at the heart of the campaign. It perceives this as a "What's In It for Me" campaign:

- Every young person's story is told in a way that they can emotionally relate to, so that they can truly engage with the messages of the campaign;
- The EU and its many achievements is not the central point, but instead about how these achievements empower citizens, and the possibilities and opportunities created as a result.
- At its very heart, **#EU&ME** is about each and every citizen, and how the EU enables them to follow their passions to make the most of every moment.

The **five campaign themes** are:

- Mobility;
- Sustainability;
- Rights;
- Digital;
- Skills for Jobs & Business.

The campaign approach is based on learning from a baseline study in 15 countries (CZ, DE, EL, ES, FI, FR, HR, HU, IE, IT, LT, NL, PL, RO, SE) and 2 omnibus surveys in 8 countries each.

The hashtag was selected from a range tested in focus groups.

The Intervention Logic for this campaign is shown on the next page:

⁶ The characterisations of the environment within which these groups evolve is that of the contractor.

Objectives of the campaign	Activities (inputs)	Outputs (reach)	Outtakes (recall)	Outcomes (awareness, understanding but also action)	Impacts (image of the EU)
<p>People reached are interested and inspired by the messages perceived shortly after having been exposed.</p>	<p>Earned media:</p> <ul style="list-style-type: none"> ■ Media Relations at peak moments of the campaign (screening, digital stories, Young Filmmakers competition) ■ Stakeholders engagement (Establishing campaign partnerships, stakeholders sharing campaign materials or organising an event) Young Filmmakers film competition ■ Social media: ■ Social media campaign to promote the content and stimulate its sharing by engaged audiences as well as user generated content (UGC) related to the campaign slogan (organic activations) 	<p>Earned media:</p> <ul style="list-style-type: none"> ■ Number of journalists mapped ■ Number of articles generated ■ Media reach (audiences Quantitative and qualitative analysis of media coverage (selected articles) ■ Number of stakeholders mapped, number of campaign partnerships, number of participants to stakeholders events. ■ Number of Young Filmmakers taking part to competition <p>Social media:</p> <ul style="list-style-type: none"> ■ Number of generated posts and interactions (shares, comments, clicks etc.) ■ Number of media views 	<p>■ People recall having seen the campaign slogan and/or hashtag</p> <p>■ People recall having seen one of the videos</p> <p>■ People recall at least one of the campaign messages</p> <p>Social media:</p> <ul style="list-style-type: none"> ■ Qualitative analysis of social media campaign's recall (brand lift) 	<ul style="list-style-type: none"> ■ People agree the campaign content they have seen was interesting ■ People agree the campaign content they have seen was associated with a range of emotions as indicated in Box 2 on page 8. People agree they can identify with the message ■ People agree that the campaign improved their knowledge of one of the topics ■ People agree the campaign improved their knowledge of the specific initiatives/ actions portrayed (the list of EC actions that will be asked about will be tailored to the materials) ■ Increase in search terms relevant to the 	<ul style="list-style-type: none"> ■ Difference in the degree of adherence to the EU in baseline and post surveys among those who have taken part in both surveys and have been reached by the campaign ■ People who have been reached agree the campaign contributed to improve trust in the EU ■ People are likely to take action on the message (searching for more information about the empowerments) ■ People who have been reached acted upon the message (searching for more information about the empowerments) ■ Spill-over effects of the campaign measured by the extent to which the campaign succeeds in creating positive 'noise' via endorsements,

Objectives of the campaign	Activities (inputs)	Outputs (reach)	Outtakes (recall)	Outcomes (awareness, understanding but also action)	Impacts (image of the EU)
<p>People reached are better informed about the contributions of the EU to their daily lives shortly after having been exposed.</p>	<ul style="list-style-type: none"> ■ Social media campaign to promote the content and stimulate its sharing by engaged audiences related to the campaign slogan (ads) ■ E-Influencer outreach programme at selected moments of the campaign ■ PAID: Media Partnerships: Media partnership agreements to promote campaign messages and content as well as campaign events. 	<ul style="list-style-type: none"> ■ Tweets, retweets and likes ■ Emotional analysis and interests of users engaged ■ Top influencers ■ Top URLs shared ■ Top news sources ■ Total number of reach and impressions (ads) ■ Total number of clicks to the hub (ads) ■ Number of page likes generated (ads) ■ E-influencers: <ul style="list-style-type: none"> ■ Number of e-influencers engaged ■ Number of social media posts generated by e-influencers <p>Owned media:</p> <ul style="list-style-type: none"> ■ Website unique visitors ■ Sharing of website content ■ Views and downloads 		<ul style="list-style-type: none"> ■ campaign in the period related to key campaign dates and concerned geographical locations (e.g. events) ■ People share and engage with the campaign content, ■ Increase in traffic to main relevant information websites in the period related to key campaign dates and from concerned geographical locations 	<p>partnerships and media coverage.</p>

Objectives of the campaign	Activities (inputs)	Outputs (reach)	Outtakes (recall)	Outcomes (awareness, understanding but also action)	Impacts (image of the EU)
		<ul style="list-style-type: none"> ■ Number of movie screenings and participants ■ Number of events organised and participants 			
<p>People reached take action to search for more information about the campaign topics within four weeks after having been exposed</p>		<ul style="list-style-type: none"> ■ 			
<p>People reached have experienced a positive influence on their trust in the EU within four weeks after having been exposed</p>		<p>Media Partnerships:</p> <ul style="list-style-type: none"> ■ Total potential audience (reach) ■ Percentage of audience reach on target (18-35 y) ■ Number of website visitors ■ Number of Impressions (other metrics according to shared material and channel (views, engagement, clicks...)) 			

Campaign tools

Produced **centrally and translated** into the languages of the campaign:

- Fact sheets: 30
- Campaign website: which acts as a hub for all the material produced for the campaign;
- Campaign movies: seven short films (up to 10') each with their own eminent director/s from the countries selected: Croatia, Finland, Greece, Poland and Germany (2018); Belgium, France (2019) + material accompanying the films: 24" behind-the-scenes compilations for the website, 15" trailers for YouTube, and for paid and earned social media promotion, and three 24" interview capsules; a hybrid video with a combination of a section of the behind-the-scenes (up to 5 seconds) plus the trailer of the movie
- A Young Directors' competition launched in May 2018 and culminating in July 2019 with a campaign around the five winning films. The films will be made in answer to the question: 'How would you tell the story of your passion?' in relation to one of the five campaign themes.

Tools produced **locally** in the local language and reflecting local context:

- **Localised digital stories** (6 per Member State): a compilation of various modular formats (60-80 second video, article, social media posts) on the added value of the EU for the daily life of young people.
- **A campaign toolkit** based on DG COMM's guidelines for the #InvestEU campaign, covering the tone of voice to be applied, how to use the EU logo, the campaign's logo and the hashtag #EU&Me, as a graphic charter.

At **local level**, the contractor provides Representations with support with strategic advice and coordination, social media for the launch of films, production of local and real digital stories, media relations, stakeholder engagement and tools. There is an extensive core service package. There are also à la carte services for media relations, stakeholder engagement and digital stories.

Dissemination channels

- **Launch event for short films:** Five main events in the directors' countries, as well as 22 small-scale events.
- **Earned social media:** mid-June-mid-July 2018
- **Paid social media:** Facebook, YouTube and the Google Display Network in 10: Czech Republic, France, Hungary, Italy, Latvia, Poland, Portugal, Romania, Slovakia and Sweden.
 - 1st wave late March 2019-late April 2019, 2nd wave May 2019
- Media partnerships:
 - VICE – Belgium, Germany, Greece, Netherlands, Spain + Austria, Denmark, Italy, Romania for certain elements
 - national media partnerships in 23 countries, promoting the Digital Stories;
 - RTL2 media partnership on Young Filmmaker's Competition: RTL2 influencers were used in 13 countries in October 2018 to get people to vote on the pitches; influencers from 20 countries will be used to promote the release of the winning films – in two waves.
- **Media relations:** 4 media pushes, following up with 25% of mapped journalists, and monitoring and reporting on the outcome.
- **Stakeholder engagement:** (initially envisaged but not implemented).

Monitoring and evaluation

There is a monitoring and evaluation methodology, setting out reporting and monitoring frequencies, KPIs.

Relevance

Questions	Indicators	Judgement criteria	Sources of data
Was the EU&ME campaign aligned with EU priorities?	Qualitative assessment: <ul style="list-style-type: none"> Match between EU priorities and the empowerments Match between the overall objective of the campaign and EU priorities 	<ul style="list-style-type: none"> There is a strong alignment between the campaign overall objective as well as the detailed elements of content and the EU priorities 	<ul style="list-style-type: none"> Logical analysis of the campaign fit with the broader EU level priorities Also reflecting the data on how frequently which empowerments are used/ portrayed during the campaign
Was the EU&ME campaign aligned with the needs of the target group?	Quantitative assessment: <ul style="list-style-type: none"> Share of respondents to the baseline survey who state that the empowerments are important to them Combined with the data on how frequently the empowerments of most relevance to the target group are used/ portrayed during the campaign. The extent to which country specific differences in target group preferences are translated into strategies for campaign dissemination 	<ul style="list-style-type: none"> Majority of respondents from the target group find at least some of the empowerments as being important to them There is a good alignment between the frequency with which the different empowerments are used during the campaign and the expressed preferences of the target group 	<ul style="list-style-type: none"> Baseline survey results analysed together with data on actual reach and outputs achieved.
	Qualitative assessment: <ul style="list-style-type: none"> Range of reactions associated with the campaign messages among the target group. 	<ul style="list-style-type: none"> Different types of positive reactions are expressed by young people as a reaction to being exposed to campaign materials (films) 	<ul style="list-style-type: none"> Focus groups On-the spot interviews

Effectiveness

Questions	Indicators	Judgement criteria	Sources of data
To what extent did the campaign succeed in reaching its target audience?	<ul style="list-style-type: none"> All output indicators as presented in section 3 of the report 	<ul style="list-style-type: none"> The KPIs in terms of reach have been met The share of target group (young people who have neutral attitude towards the EU) within the overall population reached is at least comparable to the general trends in the population according to Eurobarometer data (currently 37%⁷) 	<ul style="list-style-type: none"> Social media monitoring Social media analysis Data reported by media partners Event attendance reported by organisers Traditional media monitoring Europa Analytics Monitoring of media activities Stakeholder monitoring E-influencers' monitoring Audience measurement

⁷ According to Standard Eurobarometer 87 in response to question "QA9 In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or very negative image?" The share of young people with neutral attitude towards the EU was 37% in both of the age brackets applied by the study (15-24 and 25-39). <http://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/Survey/getSurveyDetail/instruments/STANDARD/surveyKy/2142>

Questions	Indicators	Judgement criteria	Sources of data
			<ul style="list-style-type: none"> ■ Analysis of messages in coverage ■ Young Filmmakers competition
<p>What is the share of the audience (and specifically target audience) who recall the campaign messages?</p> <p>To what extent did the campaign lead to the expected results/ outcomes and impacts among those persons reached?</p>	<ul style="list-style-type: none"> ■ All outtake indicators presented in section 3 of this report ■ All outcome and impact indicators presented in section 3 of this report 	<ul style="list-style-type: none"> ■ As per KPIs - at least 30% of those reached recall the campaign messages ■ Comparison with benchmark campaigns ■ As per KPIs (see table 3.2) ■ Comparison with benchmark campaigns 	<ul style="list-style-type: none"> ■ Wave 1 post and Wave 2 post surveys ■ Ongoing website survey ■ On-site surveys in selected events ■ Follow-up survey ■ Wave 1 post and Wave 2 post surveys ■ Ongoing website survey ■ On-site surveys in selected events ■ Follow-up survey
<p>To what extent did the campaign succeed in generating endorsements and participation from partners?</p>	<ul style="list-style-type: none"> ■ Level of participation of partners 	<ul style="list-style-type: none"> ■ The level of endorsement and the level of participation of partners is comparable to other benchmark campaigns 	<ul style="list-style-type: none"> ■ Social media monitoring ■ Monitoring based on stakeholder reporting

Efficiency

Questions	Indicators	Judgement criteria	Sources of data
<p>How do the costs of the campaign compare to the outputs, outtakes and result achieved</p>	<ul style="list-style-type: none"> ■ Cost per thousand ■ Cost per view ■ Cost per recall 	<ul style="list-style-type: none"> ■ Comparable indicators when looking at benchmark campaigns 	<ul style="list-style-type: none"> ■ Comparison of budget data with data on reach

Added value

No detailed grid is provided for added value, but the evaluation will assess:

- The extent to which the integrated campaign generated reach which would not have been possible via alternative approaches such as national campaigns or DG specific campaigns
- The extent to which the efficiency of the campaign is favourable compared to any DG specific or national level efforts
- The extent to which the campaign led to positive spill-over effects via endorsements and participation of partner organisations which would not have been achieved by a DG specific or national level campaign.

Coherence is not being assessed.

A **mid-term survey** to constitute an **interim evaluation** was carried out in autumn 2018.

Among the findings were:

- Campaign reach and recall were in line with KPIs, but the campaign was more successful in reaching pro-EU young people rather than neutral;
- Message recall is not consistent; it is strongly informed by assumptions/ previous knowledge of survey respondents, i.e. respondents tended to associate messages with the campaign, which were not part of the campaign;
- Recall rates improved as the campaign advanced;
- Recall rates are higher when surveying is on the spot (e.g. at an event);
- Paid media campaigns are successful, but interest quickly faded, with short and smaller peaks;
- Interaction with/on the campaign hub remains limited: average visit times are short; bounce rates are high; the number of actions per visit is low;
- Local media partnerships can generate additional visibility for the campaign;

- Country and attitude towards the EU play an important role regarding perceived clarity and authenticity: the more positive the attitude towards the EU, the more positive the performance;
- The campaign is overall considered authentic and clear, and is well received;
- The campaign most often triggers the following feelings:
 - “Informed me”
 - “Made me curious what the EU does”
 - “Aroused my interest in the EU”
 - “Made me feel grateful that I live in the EU”.⁸
- On-the-spot respondents also stated that the campaign made them feel proud of being European

Key documents

- Kommitment EU&ME Monitoring Evaluation Methodology
- Budget as of 4 April 2019
- EU&ME SECOND_INTERIM_REPORT of 22 May 2019
- EU&ME_interim report of 21 January 2019

A.5 EU Protects

Objectives

The campaign aims to generate a **better-informed opinion from the public** about EU actions and to show that we are stronger and safer together. The objective is to raise awareness and encourage engagement/multiplication to share the campaign and stories’ content.

Target group

35-55 year olds who are ambivalent about the EU, those who live in rural areas and those with a lower level of education.

Budget

EU 10.3 million, of which 31% strategy design, concept and production, 58% distribution and 11% evaluation, administration and reimbursables.

Intervention Logic

The Intervention Logic of the campaign is contained in a Monitoring and Evaluation Methodology finalised in December 2018.

⁸ The survey measured emotions; it did not measure changes in perceptions of the EU.

Type of activity	Campaign objectives	Activities (inputs)	Outputs (reach)	Outtakes (recall)	Outcomes (awareness and understanding)	Engagement	Impact (image of the EU and trust)
Earned media	<ul style="list-style-type: none"> People exposed to the campaign are interested in the messages People reached are better informed about the contributions of the EU to their daily lives shortly after having been exposed 	<ul style="list-style-type: none"> Establishing campaign media partnerships and media relations 	<ul style="list-style-type: none"> Number of people reached Number of articles generated Tone of voice based on media listening analysis 	<ul style="list-style-type: none"> People recall having seen the campaign key visuals and/or hashtag People recall having seen one of the videos and/or GIFs People recall having seen one of the ordinary hero portraits 	<ul style="list-style-type: none"> People agree that the campaign improved their knowledge of at least one of the topics People agree that the campaign improved their awareness about the EU 	<ul style="list-style-type: none"> Number of media outlets engaged as partners 	<ul style="list-style-type: none"> People who have been reached agree the campaign contributed to improve their trust in the EU
Paid media	<ul style="list-style-type: none"> People reached take action to search for more information about the campaign topics 	<ul style="list-style-type: none"> Media buying partnership to promote campaign messages and content (DBM) Media Partnerships: co-production or sponsored content 	<ul style="list-style-type: none"> Total reach, potential reach and impressions (ads) 	<ul style="list-style-type: none"> People recall at least one of the campaign messages People recall having been to an event related to the campaign. People recall having been to the campaign hub. 	<ul style="list-style-type: none"> People communicate about the campaign online People share and engage with the campaign content 	<ul style="list-style-type: none"> Number of media outlets engaged as partners Number of clicks to the ads and clicks to the web hub through the ads/sponsored media content 	<ul style="list-style-type: none"> Difference in the degree of adherence to the EU in baseline and post survey among those who have taken part in both surveys and have been reached by the campaign
Web (HUB)	<ul style="list-style-type: none"> People reached develop more positive attitude and increased trust towards the EU 	<ul style="list-style-type: none"> Develop campaign hub as main repository for campaign 	<ul style="list-style-type: none"> Number of visits to the campaign hub Number of unique visitors Number of pages visited 	<ul style="list-style-type: none"> People recall having seen the campaign key visuals and/or hashtag. 		<ul style="list-style-type: none"> People use 'share' button on the campaign hub Bounce rate Time spent on the web hub Visitors' journey Clicks to other Europa websites to look for more info 	<ul style="list-style-type: none"> The extent to which the campaign succeeds in creating positive 'noise' online, in media through partnerships/endorsements

Type of activity		Campaign objectives	Activities (inputs)	Outputs (reach)	Outtakes (recall)	Outcomes (awareness and understanding)	Engagement	Impact (image of the EU and trust)
Owned social media			<ul style="list-style-type: none"> Social media campaign to promote the content and stimulate its sharing (Facebook, Twitter, Instagram) 	<ul style="list-style-type: none"> Volume of posts and interactions (likes, shares, comments, views, clicks) Brand lift study on Facebook 			<ul style="list-style-type: none"> Interactions (total and per platform) Video views (total and per platform) Tone of voice of comments based on media listening analysis 	
			<ul style="list-style-type: none"> Media buying to promote campaign messages and content (YT, FB) 	<ul style="list-style-type: none"> YouTube share of likes and dislikes Facebook positive reactions (love, like) and negative reactions (sad, angry) Tone of voice of comments 				
Partnerships	Stakeholders		<ul style="list-style-type: none"> Partnership agreements to put in use and disseminate Outreach Toolkit 	<ul style="list-style-type: none"> Number of stakeholders contacted and engaged Number of stakeholders having disseminated the campaign materials Number of stakeholders' events where campaign was visible 			<ul style="list-style-type: none"> Stakeholders engaged with the campaign (organising events, disseminating campaign material) 	
	Local heroes	<ul style="list-style-type: none"> Local hero outreach and engagement activities 	<ul style="list-style-type: none"> Number of local heroes mapped and engaged 	<ul style="list-style-type: none"> Local heroes engaged with the campaign (event participation, appearances, campaign) 				

Type of activity	Campaign objectives	Activities (inputs)	Outputs (reach)	Outtakes (recall)	Outcomes (awareness and understanding)	Engagement	Impact (image of the EU and trust)
						endorsement in media and online)	

Concept

EU Protects aims to generate **better informed public opinion** of EU action in the fields covered, including a **better understanding of what the EU stands for** by seeking to focus on people working together (collective endeavour) to generate collective solutions, appealing at an emotional level to a people's need to feel safe and secure. It does so by focusing on unsung local heroes, creating a link between them and the beneficiaries of the protection together with factual information about the role of the EU. This is intended to **build trust** in the EU.

The campaign approach drew on the results of a baseline survey in Austria, Bulgaria, Finland, France, Germany, Greece, Italy, Latvia and Poland, which assessed:

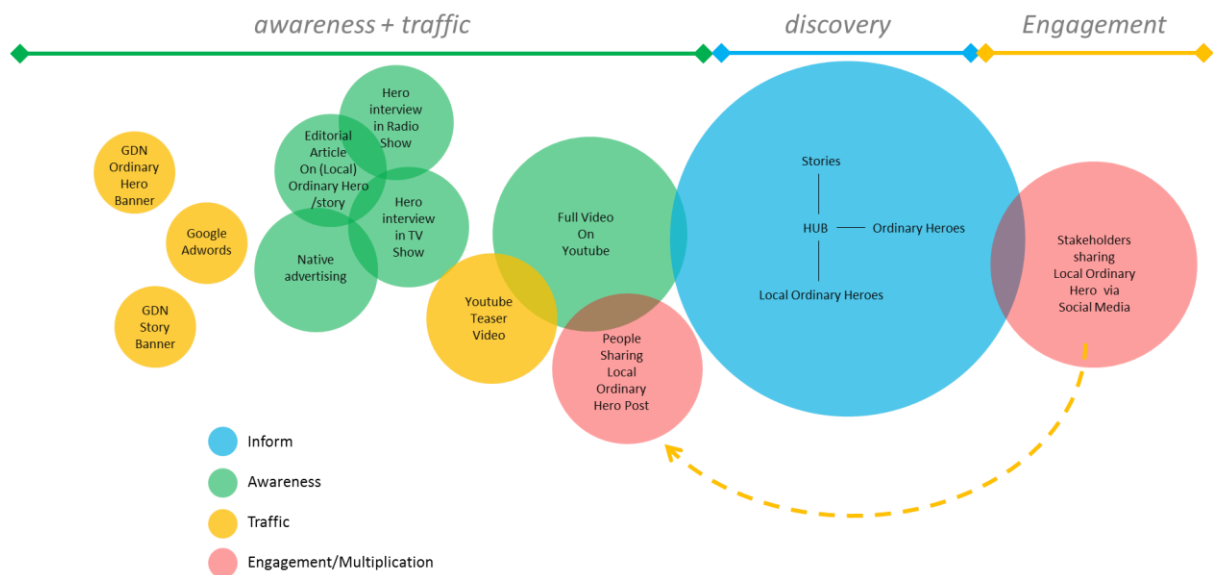
- Exposure to information about the EU
- Main sources of information about the EU
- Exposure to different topics
- Views on EU actions in different areas
- Exposure to information and EU help on protecting citizens' personal data
- Exposure to information and EU help on tackling illegal immigration
- Trust in the European Union
- The correlation between exposure to information on the EU and trust in the EU
- Image of the EU.

The campaign covers four main thematic areas:

- Migration and global challenges
- Crime and terrorism
- Economic situation
- Health and environment.

Owned, earned and paid media channels are used to reach audiences directly and to generate traffic to drive them to the web hub for full information. The degree of awareness, discovery and engagement achieved, depends on the initial amount of information to which audiences are exposed and the extent to which they then click or view-through for more or share the information with others. This is illustrated in the following Figure.

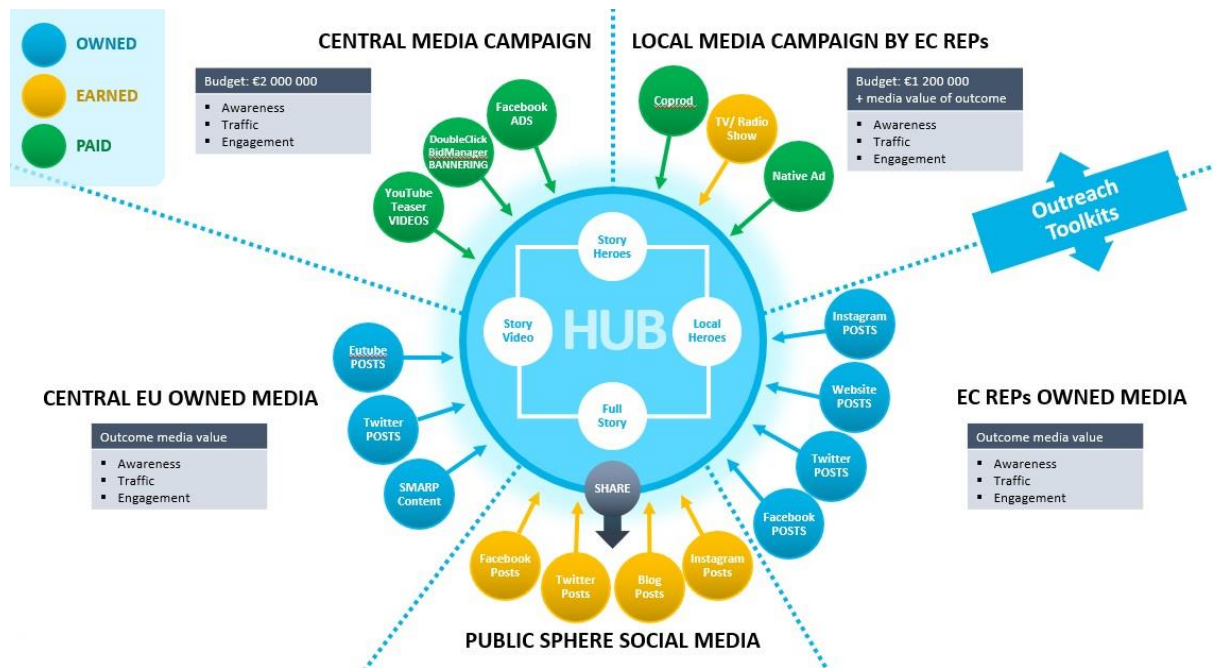
Figure 3: raising awareness, driving traffic, creating discovery and achieving engagement



Source: 2nd Interim Report, 12 April 2019

The split between **earned, owned and paid media** is shown below, and confirms in particular how the campaign is designed to drive audience to the website hub:

Figure 4: Earned, owned and paid media around the central hub



Source: 2nd Interim Report, 12 April 2019

Campaign tools

Tools produced

- ✓ Development of the communication strategy, campaign design and creative concept.
- ✓ Development and production of centralised communication material and content, including:
 - campaign plan;
 - heroes' profiles;
 - 8 campaign videos;
 - 40 animated gifs in 24 EU languages;
 - editorial services related to the stories/chains;
 - campaign hub in all EU languages, recruitment and management of a pool of local heroes;
 - photo coverage of heroes from 32 stories in 27 Member States (160 portraits and in-context pictures);
 - an outreach toolkit.

Dissemination channels

- **Advertising**, including:
 - media buying in specific target countries, spread across YouTube, Facebook and Double-click Bid Management on Google;
 - adaptation of 8 videos in 23 languages,
 - translations.
- **Establishment of media partnerships with TV channels in 27 EU countries**, including co-productions, earned media relations and paid media.
- **Owned media channels.**

The campaign is in five waves. The dates shown below are those of the paid media campaign:

- **Wave 1:** 24 October-7 November 2019; *8 stories, 14 countries*
 - Bulgaria, Croatia, Cyprus, Czechia, Greece, Ireland, Italy, Portugal, Luxembourg, Finland, France and Germany. Slovakia, Spain
- **Wave 2:** 15-29 January 2019; *10 stories, 10 countries*
 - Austria, Belgium⁹, Bulgaria, Czechia, Finland, Ireland, Netherlands, Portugal, Romania, Sweden
- **Wave 3:** 5-19 April 2019; *6 stories, 9 countries*
 - Greece, Ireland, Lithuania, Malta, Netherlands, Poland, Portugal, Slovenia, Spain
- **Wave 4** June/July 2019; *8 stories, TBC dates and countries*
- **Wave 5** Sep 2019; *5 stories, TBC dates and countries*

⁹ 21 January to 4 February In Belgium as part of a wider promotion plan, including 2 videos from a YouTube influencer to frame the debate on the de-radicalisation story.

Traffic to and engagement with the campaign hub was initially quite low but has improved. There is a clear correlation between periods of paid media activity and website traffic. Nevertheless, engagement with the hub remains limited. The contractor concedes that bounce rates are high, average visit duration is limited and the number of actions taken as a result of visiting the site is low.

Engagement via paid media has improved over the three waves. This is partly related to high web traffic and partly to other factors, e.g. links to other EU actions/real-life events and involvement of more Representations.

Visibility on owned and earned social media has also improved over the three waves. Outreach activities did not really take off until Wave 3. Paid activities at that point appear to have had a greater impact on visibility than earned and owned events.

The Executive Summary of the Consolidated Report on Wave 3 highlights the following:

- Wave 3 results meet all defined KPIs and shows improved reach and engagement compared to the previous wave;
- The central paid campaign exceeds all estimates and is strongly supported by additional activities, including owned social media, earned online and social media;
- A notable improvement in the use of owned social media channels that make good use of common editorial calendar (DG COMM, DGs and EC Reps) with communications around specific milestones (i.e. Rare Diseases Day);
- Visits to the campaign hub (via central paid media) result in limited engagement with the content. However, visitors through other channels appear to engage to a larger extent;
- Growing number of completed outreach activities suggest national efforts contribute to campaign visibility, particularly local paid investments (i.e. Estonia). Events appear to attract those already aware of EU actions, whilst there is are limited evidence of earned activities' performances to date, as reporting is ongoing;
- As to outreach activities, vast discrepancies exist across countries in terms of number of activities and their level of involvement in the campaign

Monitoring and evaluation

Monitoring and evaluation is based on defined methodology. The process started with a baseline survey and story-length testing, and has continued with:

- social media and online media monitoring and listening, of the paid media campaign;
- an online survey on the use of the outreach toolkit and analysis of campaign web hub traffic metrics;
- a follow-up survey of those surveyed in the baseline survey and reached by the campaign.

Targets are set for total reach and a limited number of outputs. Target values are set on a wave-by-wave basis and by Member State for different channels where feasible.¹⁰

¹⁰ EUProtects KPI report, Wave 2, 7 March 2019

Outcomes/Recall:

- 25-30% of those reached recall the campaign and its elements
- 12-15% of those reached recall the campaign messages

Outtakes/Awareness and understanding:

- 25-30% of those reached feel better informed about the EU actions showcased in the campaign
- 3-5% of those reached report increased awareness about EU and its agencies

Impact:

- 12-15% of those reached report having improved trust in the EU
- 15% of those reached report having a more positive image of the EU
- 20-25% of those reached report taking action (i.e. engaged with) the campaign messages

The contractor will address the standard evaluation criteria. Relevance, effectiveness and efficiency criteria and indicators are highlighted below for information.

Relevance

Evaluation criteria	Indicators	Assessment criteria	Sources of data
EU Protects' alignment with EU priorities	<ul style="list-style-type: none"> ■ Match between EU agenda and 19 campaign themes ■ Match between the ultimate aim of the campaign and EU priorities 	<ul style="list-style-type: none"> ■ Strong alignment between the campaign's overall objective as well as the detailed elements of content and the EU priorities 	<ul style="list-style-type: none"> ■ Policy message analysis of the campaign fit with the broader EU level priorities ■ Baseline and post-campaign survey;
EU Protects' alignment with the local partner's needs	<ul style="list-style-type: none"> ■ Share of local partners using the outreach toolkit and engaging with the campaign 	<ul style="list-style-type: none"> ■ Good share of local partners effectively using the outreach toolkit and engaging with the campaign 	<ul style="list-style-type: none"> ■ Online survey to report on the use of the outreach toolkit and the partners' engagement
EU Protects' alignment with the needs of the target group	<ul style="list-style-type: none"> ■ Share of respondents to the baseline and post-campaign survey who state that the themes are important to them ■ Range of reactions associated with the campaign messages among the target group on social media ■ Website traffic visit among the target group 	<ul style="list-style-type: none"> ■ Majority of respondents from the target group find at least some of the actions as being important to them ■ Positive reactions are expressed by target group as a reaction to the campaign 	<ul style="list-style-type: none"> ■ Baseline and post-campaign survey; ■ Social media analysis; ■ Event participation;

Effectiveness

Evaluation criteria	Indicators	Assessment criteria	Sources of data
The extent to which the campaign succeeded in reaching its target audience	All output indicators as presented in section 3 of the report	<ul style="list-style-type: none"> ■ The KPIs in terms of reach have been met ■ The campaign reached mostly its targeted group 	<ul style="list-style-type: none"> ■ Social media analysis; ■ Website traffic monitoring;

Evaluation criteria	Indicators	Assessment criteria	Sources of data
Share of the audience (and specifically target audience) who recall the campaign and its messages The campaign led to the expected results/ outcomes and impacts among those persons reached?	All outtake indicators presented in section 3 of this report All outcome and impact indicators presented in section 3 of this report	As per KPIs: <ul style="list-style-type: none"> 25-30% of those reached recall the campaign and its elements 12-15% of those reached recall the campaign messages 25-30% of those reached feel better informed about the EU actions showcased in the campaign 3-5% of those reached report increased awareness about EU 	<ul style="list-style-type: none"> Baseline and post-campaign survey; Social media analysis; Facebook brand lift study;

Efficiency

Evaluation criteria	Indicators	Assessment criteria	Sources of data
How do the costs of the campaign compare to the outputs, outtakes and result achieved	<ul style="list-style-type: none"> Cost per thousand Cost per view Cost per recall 	N/A ¹¹	Comparison of budget data with data on reach

Coherence and added value are not provided in tabular format, but as follows:

Coherence

- The extent to which the campaign is implemented in coherence with other communication activities at EU level
- The degree of synergies and/ or overlaps between other communication activities and the campaign.

In addition, the evaluation will look at coherence of EUProtects in relation to #InvestEU and EU&ME.

EU added value

- The extent to which the integrated campaign generated reach which would not have been possible via alternative approaches such as national campaigns or DG specific campaigns
- The extent to which the efficiency of the campaign is favourable compared to any DG specific, separate national level efforts or standalone campaigns
- The extent to which the campaign led to positive spill-over effects via endorsements and participation of partner organisations which would not have been achieved by a DG specific or national level campaign.

Key documents

- Technical Proposal by the contractor, Kommitment,
- Monitoring and Evaluation Methodology of December 2018
- Second Interim Report submitted on 12 April 2019
- Budget as of 8 April 2019

¹¹ In the absence of benchmarking exercise.

- EU Protects Consolidated Report of Wave 3 of 11 June 2019.

Annex B - Overview of campaign research

#InvestEU	
Campaign contractors' research	Synthesis study research
FOCUS GROUPS ¹²	SYNTHESIS STUDY FOCUS GROUPS
<p>Content and overarching message</p> <ul style="list-style-type: none"> • Little existing awareness of the #InvestEU campaign across all the countries. Some participants in Belgium, Italy and France could recall seeing a video or advert about the EU but could not link this to the campaign. • Participants suggested materials were targeted at professionals or government officials and, in case of materials focus on a specific location, at people from this particular location. • Participants tended to be more positive about focusing on topical materials and human success stories. However, focusing on a single sector or individual resulted in making participants perceive it too specific or specialist. • Participants indicated that videos often lacked contained too little information, reducing their trust. They suggested the use of more facts and figures in future campaigns. 	<p>Website</p> <ul style="list-style-type: none"> • Across all Member States and both “neutrals” and “rather negatives” groups, most participants had never seen the #InvestEU website or a similar website before. • The most commonly identified author of the website across all focus groups was either the EU or the European Commission (many noted .eu domain) • The most recurrent key words that participants used to describe their first impressions of the look of the website were “interesting” and “informative”, but also “well-structured” • Most participants in all Member States also reported that the website switched between different languages • Compared to the other four Member States, participants in both “neutrals” and “rather negatives” groups in Poland and Latvia tended to be especially critical of the website’s look, with hardly any positive feedback regarding their first impressions

¹² *Monitoring/Evaluation of the #InvestEU campaign*, Technopolis/Ipsos MORI, annex 3. Focus groups report. Overview of the study:

- Conducted within the evaluation study
- 18 focus groups in 9 countries (Belgium, France, Germany, Italy, Finland, Latvia, Greece, Poland and Bulgaria)
- Groups of working adults aged 25-55 with a mix of genders
- Positive or neutral attitudes towards the EU and low levels of awareness about EU investments

<ul style="list-style-type: none"> Participants did not always feel the link to the EU was clear and felt that the presence of EU logo should be more prominent. <p>Selection of communication channels</p> <ul style="list-style-type: none"> There were preferences towards the video or short film format for the adverts with the exception of Italy, where the poster was considered more engaging While there were no generalizable views on the best channel for the campaign, participants felt they would see: <ul style="list-style-type: none"> posters in places where they would stop to wait around and read the adverts (metro, train stations), videos on social media and internet pop-ups, posters and videos focusing on certain specialised topics in relevant channels (specialized magazines, specific locations, such as hospitals for materials focusing on medical research) <p>Campaign strapline</p> <ul style="list-style-type: none"> Participants wanted to see greater specificity in the message “opportunity starts here” asking where “here” referred to – local area, country or the EU as a whole (the translation of the strapline did not always suit the local language or had multiple meanings). Straplines used were seen as vague and out-of-touch and there were translation issues in certain countries 	<ul style="list-style-type: none"> Respondents were particularly positive about the content (amount of information provided, the way it is presented and the variety of projects), option to filter projects by country Participants complained about switching languages, some dislike that the website was not immediately clear. In some FGs (both in Poland, rather negative in Croatia) participants criticised the messages and referred to the website as “propaganda”. Many participants also remarked that the website appeared to be an “advertisement” of the EU In most focus groups, the majority view was that the content of the website was at least in part “interesting” and “useful”. When participants voiced less interest in the website and considered it less “useful”, they mostly linked their arguments to the perception that the website was not targeted at them or that they did not see any benefit for them personally. Trends in responses if respondents’ friends and family would need the information provided on the website were strongly linked to previous views about participants’ levels of interest, the “usefulness” of the website. The predominant response if participants had realised that the EU supports this type of activity was that they knew or at least assumed that it did.
<p>POLLING¹³</p>	<p>SYNTHESIS STUDY POLLING</p>
<ul style="list-style-type: none"> 23% of the public declared seeing or hearing the slogan “Opportunities start here” (from 44% in Portugal to 13% in Germany), but only 4% indicated they have “definitely seen/heard it” (19% selected the option “I think I’ve seen/heard it”) 11% recalled seeing the social media video in the last few months 10% recalled seeing the poster ad in the last few months 	<p>Campaign clips</p> <ul style="list-style-type: none"> 79% reported that they liked the clip 85% reported that the issues presented were of interest to people like them 40% thought the clip was for people of their age, and 37% thought it was for people younger than them

¹³ *Monitoring/Evaluation of the #InvestEU campaign*, Technopolis/Ipsos MORI, annex 4. Pooling reports. Details of the study:

- Conducted within the evaluation study
- Wave 1, n=14,011, in 14 EU countries (3-23 May 2017)
- Wave 2, n=15,019, in 15 EU countries (21 June –6 July 2018)
- Population samples aged 18+
- Data weighted to each country's population profile by age, gender and region

<ul style="list-style-type: none"> After seeing the ads, 32% said that their opinion towards the EU has become more positive (almost half of the public in Bulgaria, Greece and Portugal and below a quarter in the Netherlands, Latvia and Sweden) 	<ul style="list-style-type: none"> 84% reported they had learnt something new from the clip 65% correctly identified the European Union as the author of the clip¹⁴ 52% reported that this made no difference to their understanding of the EU, 31% changed understanding “a little” 48% reported that the clip made them feel more positive about the EU, 47% reported no difference (the largest proportions of respondents feeling more positive: Spain and Bulgaria, 59% and 54%, largest proportions who reported no difference: Poland and Latvia, 54% and 53%). 45% would share the advert on social media, 48% would not
EUandME	
Campaign contractors’ research	Synthesis study research
FOCUS GROUPS¹⁵	SYNTHESIS STUDY FOCUS GROUPS
<ul style="list-style-type: none"> Participants preferred empowerments that are surprising and offer a concrete advantage in times of need; that protect and have a direct impact on participants’ lives. The campaign should show that the EU is not just an institution that affects policies between Member States, but it also affects national legislation that the target audience is confronted with every day. Focus group participants stressed the importance of giving context to and proof of the advantages that the EU offers. 	<p>Website</p> <ul style="list-style-type: none"> Most participants had never seen the EU&ME website or a similar website before. Only three participants across all FGs noted that they had heard about individual projects showcased on the website, or knew about the Young Filmmakers Competition The most recurrent observations about the website was that it was “colourful” and had the “best design” out of all three websites. The content was found very informative. In most focus groups, most participants stated that they liked “everything” about the EU&ME website While in most focus groups, participants found that the rights and opportunities concerned all EU citizens, in three focus groups, most participants felt the website was predominantly about issues of interest to young people. Overall, the majority view in all focus groups was that the website was targeted at young people, students, graduates.

¹⁴ They were prompted with three options: national government, the European Union, an international organisation.

¹⁵ *A Union that empowers. Public information and communication campaign towards EU citizens*, KOMMITMENT, 1st Interim Report, 6.12.2017, pp. 10-11. Overview of the study:

- Conducted by the implementing agency as a pre-test the campaign
- 9 focus groups in 9 countries (Belgium, France, Germany, Ireland, Sweden, Spain, Italy, Czech Republic and Hungary).
- 9- 24 October 2017
- Focus groups tested design and concepts of the campaign (e.g. slogans and hashtags: ‘My love. My life.’ and ‘#EUandME’ most favoured)

	<ul style="list-style-type: none"> • In all focus groups, apart from the Polish “neutrals” and the Latvian “rather negatives” groups, most participants stated that they found the website both interesting and useful. • Most participants were aware that the EU supports this type of activity. Only in the Spanish “rather negatives” group, participants stated that this information was new to them. As for participants feeling that the EU “empowers” young people after visiting the website, in most focus groups the majority view was that they did.
POLLING – WAVE 1 SURVEY¹⁶	SYNTHESIS STUDY POLLING
<ul style="list-style-type: none"> • 26% of respondents recalling having seen the campaign signature • 25%-28% recalling having seen campaign films • 58% of respondents found the campaign’s message clear 32% found it unclear • 70% found the campaign authentic (23% found it non-authentic): 51pp partially, 19% completely • Nearly half of those exposed believed the campaign informed them or made them curious about the work of the EU • 38% indicated it made them proud of being Europeans (20% disagreed and 43% neither agreed nor disagreed) 	<p>Campaign clips</p> <ul style="list-style-type: none"> • 73% reported they “liked” the clip • 81% of all respondents reported that the issues presented interest people like them • 58% reported that the clip was for people of their age; 28% reported that it was for people who were younger • 69% reported they had learnt something new from the clip • 72% correctly identified the European Union as the author of the clip • 57% reported that this made no difference to their understanding of the EU, one third indicated it changed their understanding “a little” • 47% indicated that the clip made no difference to their feelings about the EU (55% in Poland, 50% in Germany) • 59% were “not likely” to share the advert on social media, 35% indicated it was “likely”

¹⁶ #EUandME. Interim Report (presentation), KOMMITMENT/ICF, 21.01.2019. Overview of the study:

- Wave 1 post-survey
- 8 countries
- More than 8,000 respondents
- August – November 2018

FOLLOW-UP SURVEY¹⁷	
<ul style="list-style-type: none"> 19% recalled campaign's signature 14%-15% of films' recall, 11%-16% of banners' recall 47% found the campaign's message clear 71% found the campaign authentic 46% indicated the campaign had informed them, 52% indicated it made them curious of what the EU does. It made 43% proud of being European 	
EUProtects	
Campaign contractors' research	Synthesis study research
FOCUS GROUPS¹⁸	SYNTHESIS STUDY FOCUS GROUPS
<ul style="list-style-type: none"> Citizens have very little knowledge on what the EU really does. They see it as a heavy bureaucratic and inefficient machine. <p>Findings on print ads</p> <ul style="list-style-type: none"> Impact is low Aesthetic style not captivating, the message complicated General appreciation to the global message but comprehension not always precise Citizens express the idea that all these themes are important for the whole population and some appreciate to be informed. There is a low call to action as the stories don't translate well on print. The main driver is the impact and closeness to people's life <p>Findings on videos</p>	<ul style="list-style-type: none"> Most participants did not recall having visited a similar website before or having seen similar content. When browsing the website, participants focused on the local-heroes section, in particular on local heroes from their MSs, as well as "Our Safety" and "Our Environment" tabs. The most recurrent observation after reviewing the website was that it was better designed than the #InvestEU website¹⁹ In terms of design, participants noted that it was easy to navigate and easy to read. Key words used to describe the content were "interesting" and "informative" (only in the Polish focus groups, participants immediately stated that they found the content of the website suspicious) Participants also like the content and the selection of projects

¹⁷ EUandME ongoing survey report (presentation), KOMMITMENT/ICF, 11.02.2019. Overview of the study:

- Invitation to survey is sent out to persons who responded to any other survey and agreed to be contacted
- Focuses on recall after 1 month of having responded to an earlier survey
- Non-representative sample (offering additional insights), n=1966
- Launched in mid-July 2018

¹⁸ EU Protects Interim Report (presentation), annex 1, 14.03.2018. Overview of the study:

- 8 focus groups in 8 countries (Greece, Belgium, Romania, Denmark, France, Italy, Poland, Croatia)

¹⁹ The websites were presented in the following order: InvestEU, EUProtects, EUandME.

<ul style="list-style-type: none"> • The way the message is conveyed is very involving; the idea of the chain of people is convincing and effective in giving the idea of co-operation among countries. • The emotional aspect strengthens the impact of the campaign, however the message itself has little impact as it doesn't really show a direct impact on their lives. • The scripts were much clearer than the print but some couldn't properly understand if the messages talks about people who work for EU, EU agencies or they are volunteers. The impact of the EU on the cooperation wasn't always clear. • Respondents would like to know more about the human stories behind these initiatives and the role of the EU, but there is little incentive to get engaged and go to the website. • The European Union signature is even clearer than on the print ads and the videos are able to enrich people's idea of its role in coordinating the operations or, in some cases, to trigger curiosity. EU is perceived credible but only if made clear that the stories will be real. • It's the first time they feel the EU is speaking to them. <p>Media use</p> <ul style="list-style-type: none"> • Most respondents do not use hashtags on social media, do not usually notice them and have very little information regarding their usage or purpose. 	<ul style="list-style-type: none"> • "Dislikes" both in terms of design and content were limited to individual participants in the focus groups (switching languages, the way information is presented: German "neutrals" and Croatian "rather negatives" disliked what they perceived to be a lack of facts and data, Polish "neutrals" – PR-feel of the website). • In most focus groups, opinions were split about participants' levels of interest and perceptions of usefulness of the website. Despite split opinions there was consensus that the website was addressed at "everyone". In this context, individual participants also noted that it was important that the European Union disseminates and advertises this information more broadly • Most respondents knew about the EU supporting this type of activity, or at least assumed that it did. As for participants feeling reassured that the EU protects its citizens after visiting the website, in most focus groups the majority view was that they did not. Individual participants from Bulgaria, Croatia and Spain also voiced the opinion that the EU did not "protect" all its citizens to the same extent.
SYNTHESIS STUDY POLLING	
	<p>Campaign clips</p> <ul style="list-style-type: none"> • 62% liked the clip that they viewed • 80% found that the issues presented interested people like them • 42% thought that the video clip was for people their age, 31% reported that it was for people younger than them • 66% reported they had learnt something new from the clip • 46% correctly identified the European Union as the author of the clip • 58% the clip had made no difference to their understanding of the EU • 52% of all respondents indicated that the clip made no difference to their feelings about the EU • (the largest proportions of respondents who indicated the clip made no difference was in Poland, 61%, Latvia, 59%, Germany, 58%; the largest proportion of those who indicated that the clip made them feel more positive about the EU was in Croatia, 52%, and Bulgaria, 51%) • 57% were unlikely to consider sharing the clip on social media

Annex C - Corporate communication survey

C.1 DG COMM responses:

RESPONDENCE RATE:

Category	N
DG COMM	22
<i>Dir A</i>	2
<i>Dir B</i>	9
<i>Dir C</i>	9
<i>Dir D</i>	2

Overall, 22 respondents from DG COMM participated in the questionnaire. Most of these respondents were from Directorates B (Strategy and Corporate Communication) and C (Representation and Communication in the Member States).

8 respondents indicated that they had been involved in all three corporate communication campaigns (InvestEU, EUandME, EUProtects), with the rest involved in one or two campaigns. 4 respondents also indicated involvement in the Pilot campaign "EU working for you".

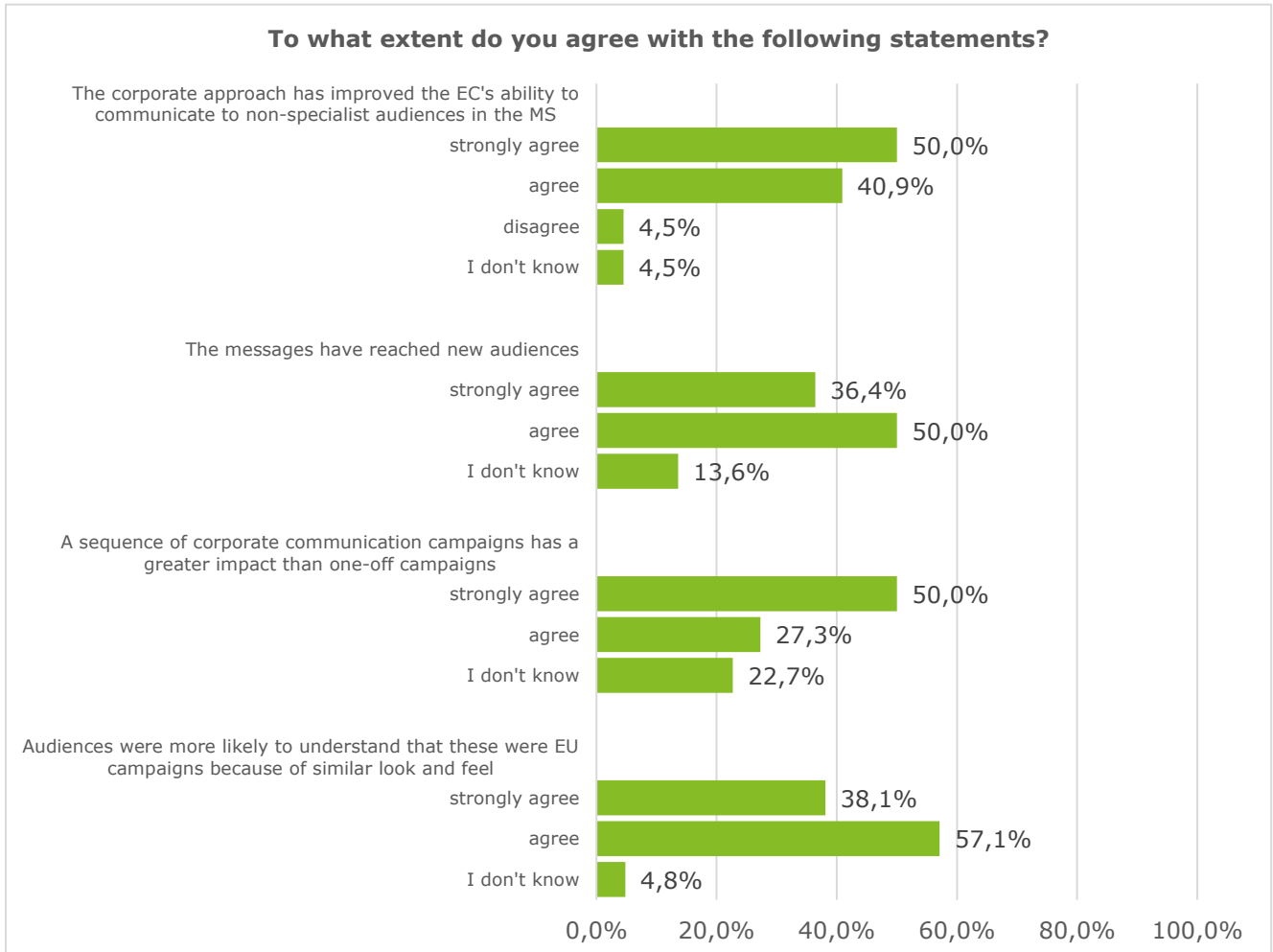
GENERAL PERCEPTIONS:

All respondents indicated that the corporate campaigns fill a gap in EC communication, and the vast majority of respondents indicated that pooling resources increases reach and potential impact for individual policy areas and is important for conveying a single EU message.

Please give us your opinion on the following	Yes	No
These campaigns fill a gap in EC communication	n=22	n=0
Pooling resources increases reach for individual policy areas	n=20	n=1
Pooling resources increases the potential impact for individual policy areas	n=19	n=2

Pooling resources is important in conveying a single EU message	n=21	n=0
---	------	-----

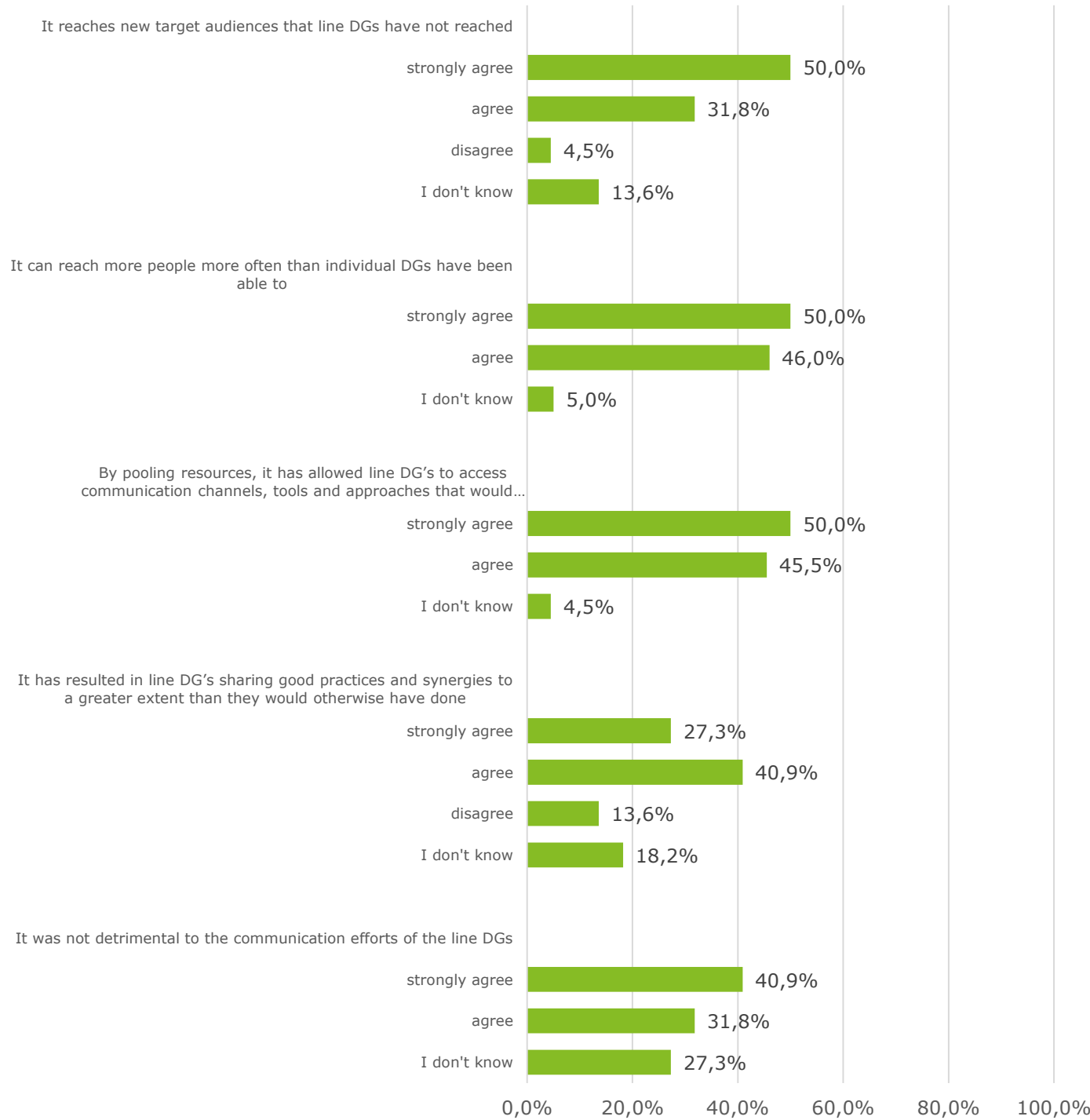
A majority of respondents “agreed” or “strongly agreed” that the corporate approach improved the Commission’s ability to communicate to non-specialist audiences in the Member States and that messages reached new audiences. Most respondents also



“agreed” or “strongly agreed” that a sequence of corporate communication campaigns has a greater impact than one-off campaigns, and that audiences are more likely to understand that these are EU campaigns because of a similar look and feel of these campaigns.

As regards the effect of the corporate communication approach on other DGs, most respondents also “agreed” or “strongly agreed” that the corporate approach allowed other DGs to reach new target audiences and a larger number of people more frequently than they had been able to. They also tended to “agree” or “strongly agree” that by pooling resources, the corporate approach has allowed other DGs to access communication, channels, tools and approaches that would otherwise have been beyond their reach.

Compared to what was achieved by individual DGs' communication, to what extent do you agree with the following statements about the corporate communication approach:



About one third of respondents “disagreed” or indicated that they “did not know” whether the corporate approach has resulted in other DGs sharing good practices and synergies to a greater extent than they would have otherwise, and most respondents indicated that they “agreed” or “strongly agreed” that the approach was not detrimental to the communication efforts of other DGs.

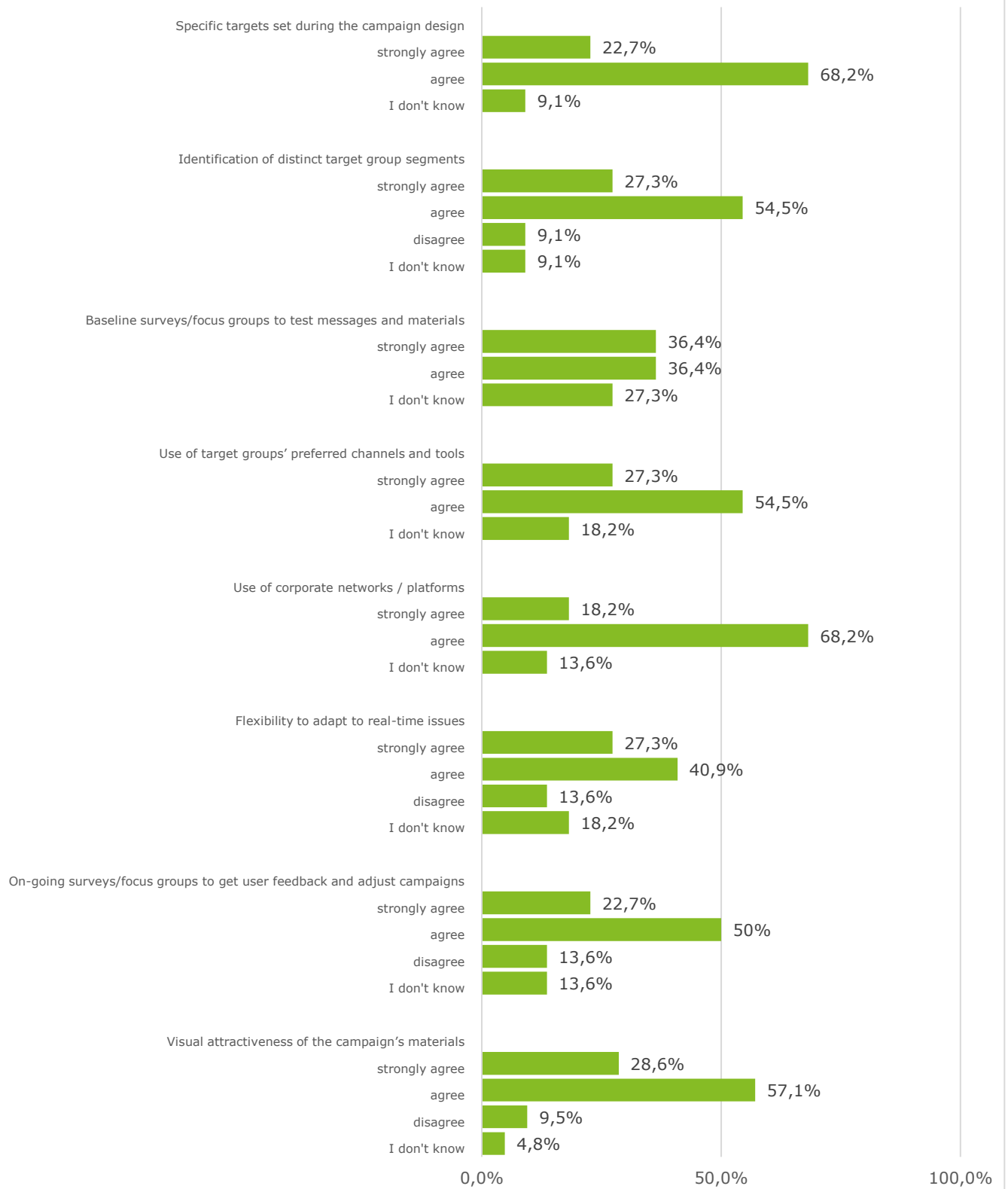
ASPECTS CONTRIBUTING TO CAMPAIGNS' EFFECTIVENESS:

Campaign design

A majority of respondents "agreed" or "strongly agreed" that the identification of distinct target group segments, baseline surveys / focus groups to test messages and materials, as well as the use of target groups' preferred channels and tools contributed to the effectiveness of the campaigns. Most respondents also "agreed" or "strongly agreed" that the use of corporate networks / platforms, on-going surveys / focus groups to get user feedback and adjust campaigns, as well as the visual attractiveness of the campaign materials contributed to the effectiveness of the campaigns.

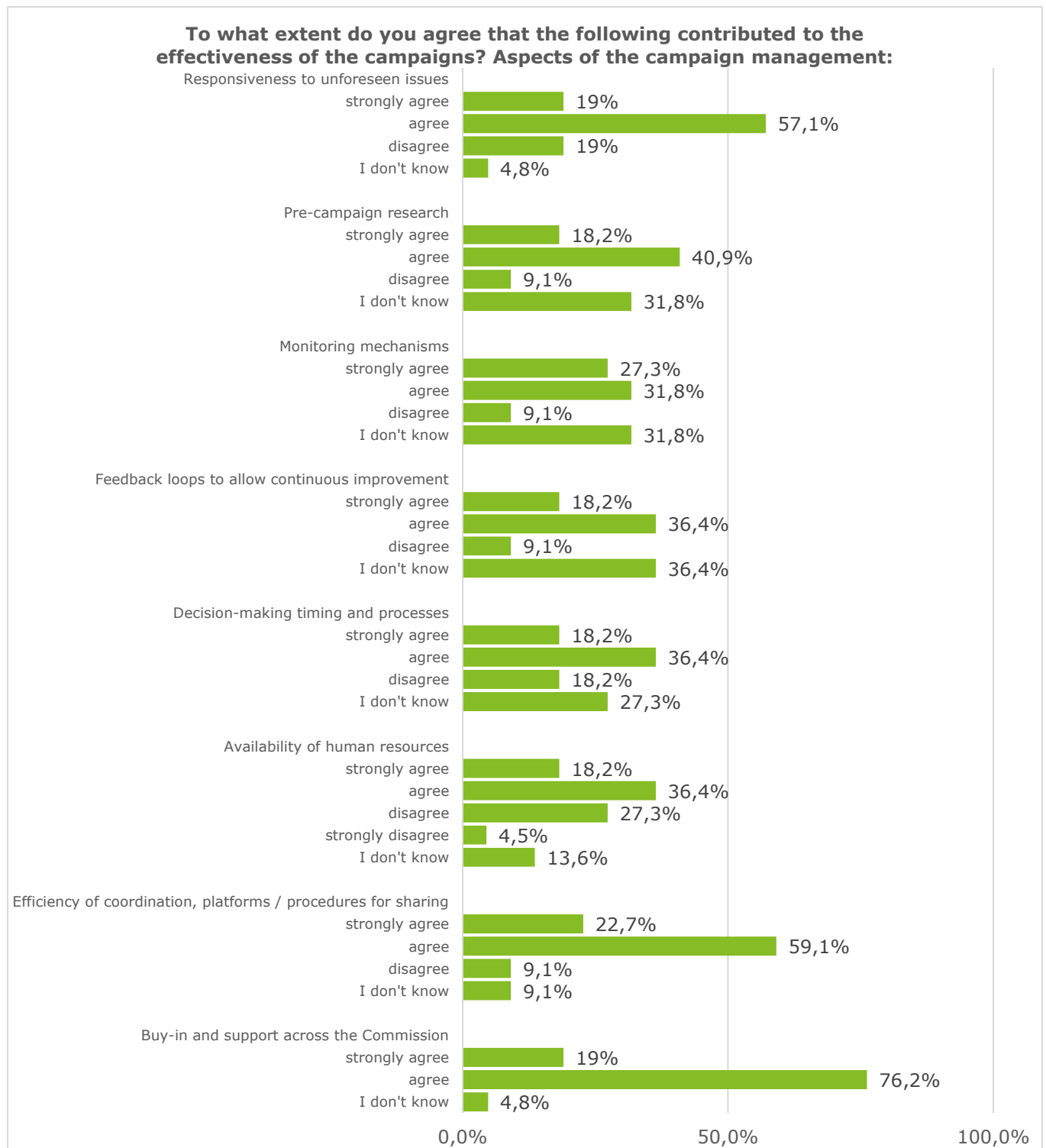
By contrast, about one third of the respondents "disagreed" or indicated that they "did not know" whether flexibility to adapt to real-time issues contributed to the effectiveness of the campaigns.

To what extent do you agree that the following contributed to the effectiveness (or otherwise) of the campaigns? Aspects of the campaign design:



Campaign management:

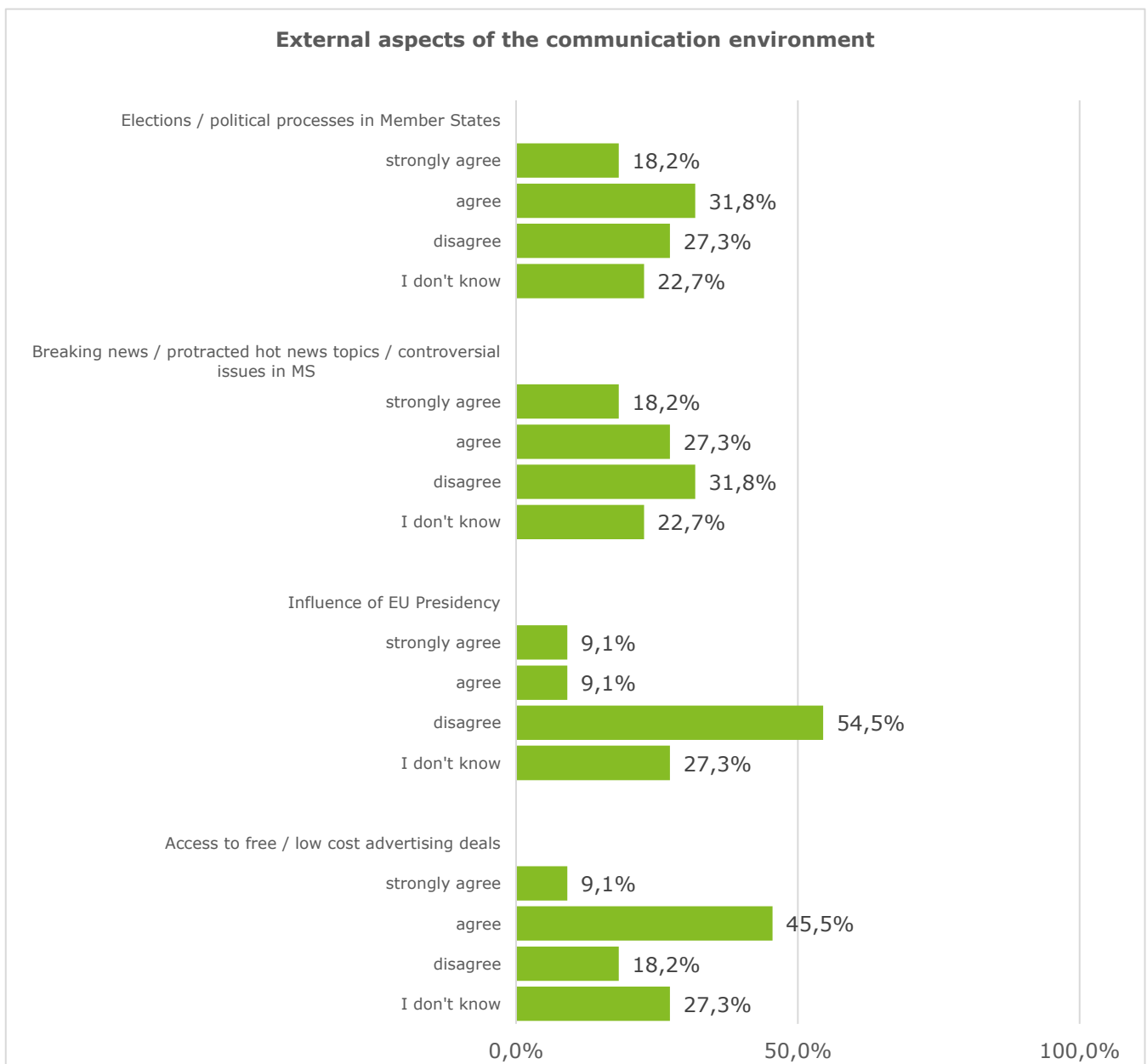
A majority of respondents “agreed” or “strongly agreed” that responsiveness to unforeseen issues, efficiency of coordination platforms / procedures for sharing and buy-in and support across the Commission contributed to the effectiveness of the campaigns. Slightly over half of the respondents “agreed” or “strongly agreed” that pre-campaign research and monitoring mechanisms, decision-making timing and processes, as well as feedback loops to allow continuous improvement contributed to the effectiveness of the campaigns. About



one third of respondents “disagreed” or “strongly disagreed” that the availability of human resources contributed to the effectiveness of the campaigns.

External factors:

As regards the contribution of external aspects to the effectiveness of the campaigns, opinions were split. Half of respondents indicated that they “did not know” or “disagreed” that elections and political processes in the Member States, as well as breaking news / protracted hot news topics or controversial issues in the Member States contributed to the effectiveness of the campaigns. Similar results can be found for access to free or low-cost advertising deals. However, the majority of respondents “disagreed” or “did not know” about the influence of the EU presidency on campaigns’ effectiveness.



ASPECTS CONTRIBUTING TO CAMPAIGNS’ COST-EFFICIENCY:

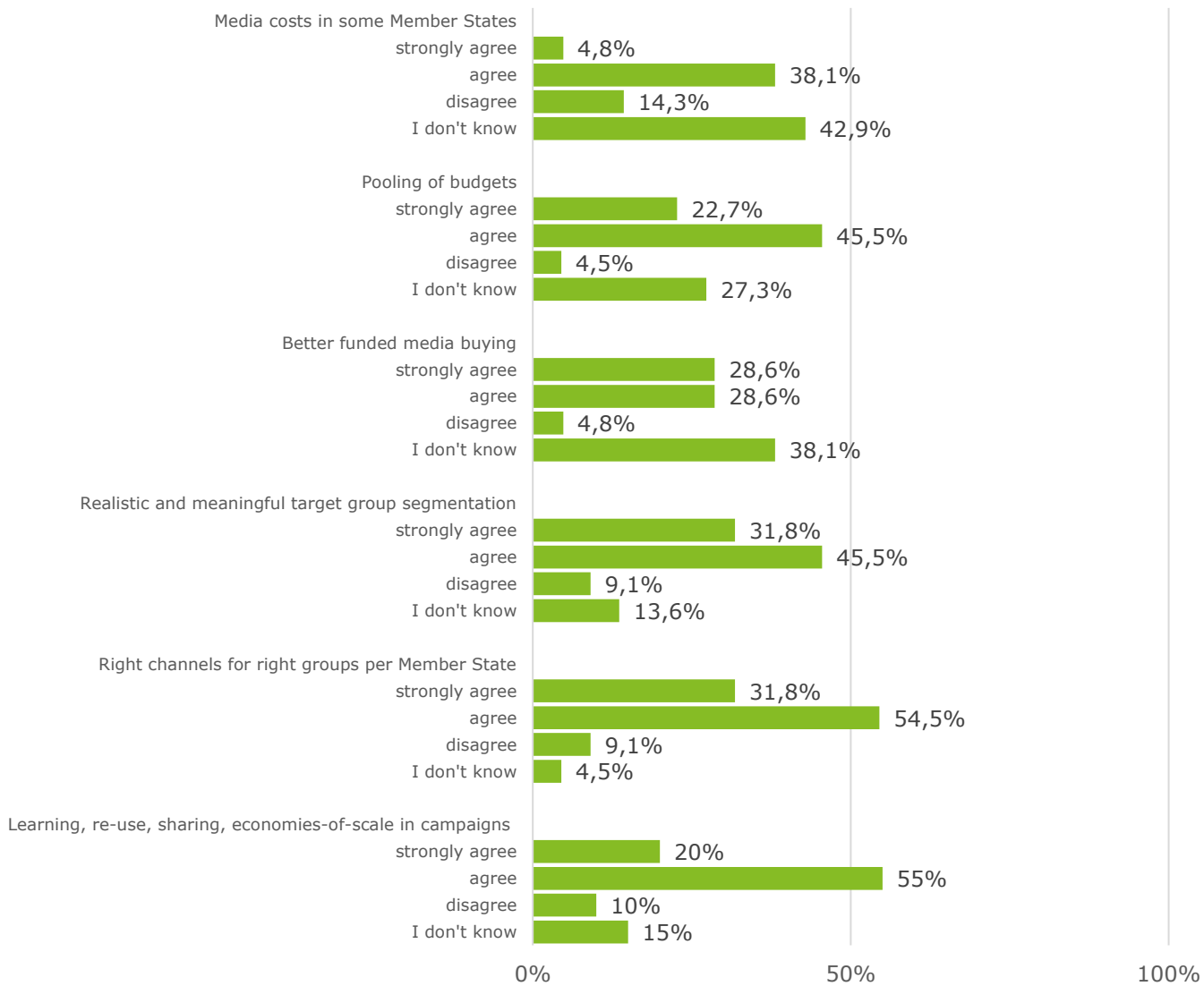
A majority of respondents “agreed” or “strongly agreed” that the following aspects contributed to the cost-efficiency of the campaigns:

- Sharing of good practices and pooling of budgets
- Realistic and meaningful target group segmentation, as well as choosing the right channels for the right target groups per Member State
- Learning, re-use, sharing of campaign assets and economies-of-scale within and between campaigns
- Engaging national personalities / ambassadors
- Use of existing networks and platforms to support corporate communication, EDICs, Representations and Citizens’ Dialogues.

Slightly over half of respondents “agreed” or “strongly agreed” that organisational management structures in DG COMM, Representations, EDICS and other DGs, synergies with national activities in the Member States, better funded media buying, as well as the coordination function of the Steering Committee and the Communication Network contributed to the cost-efficiency of the campaigns.

Opinions were split as regards the contribution of media costs in some Member States, with 9 respondents who “agreed” or “strongly agreed” that this contributed to the cost-efficiency of the campaigns, and 9 respondents who indicated that they “did not know”.

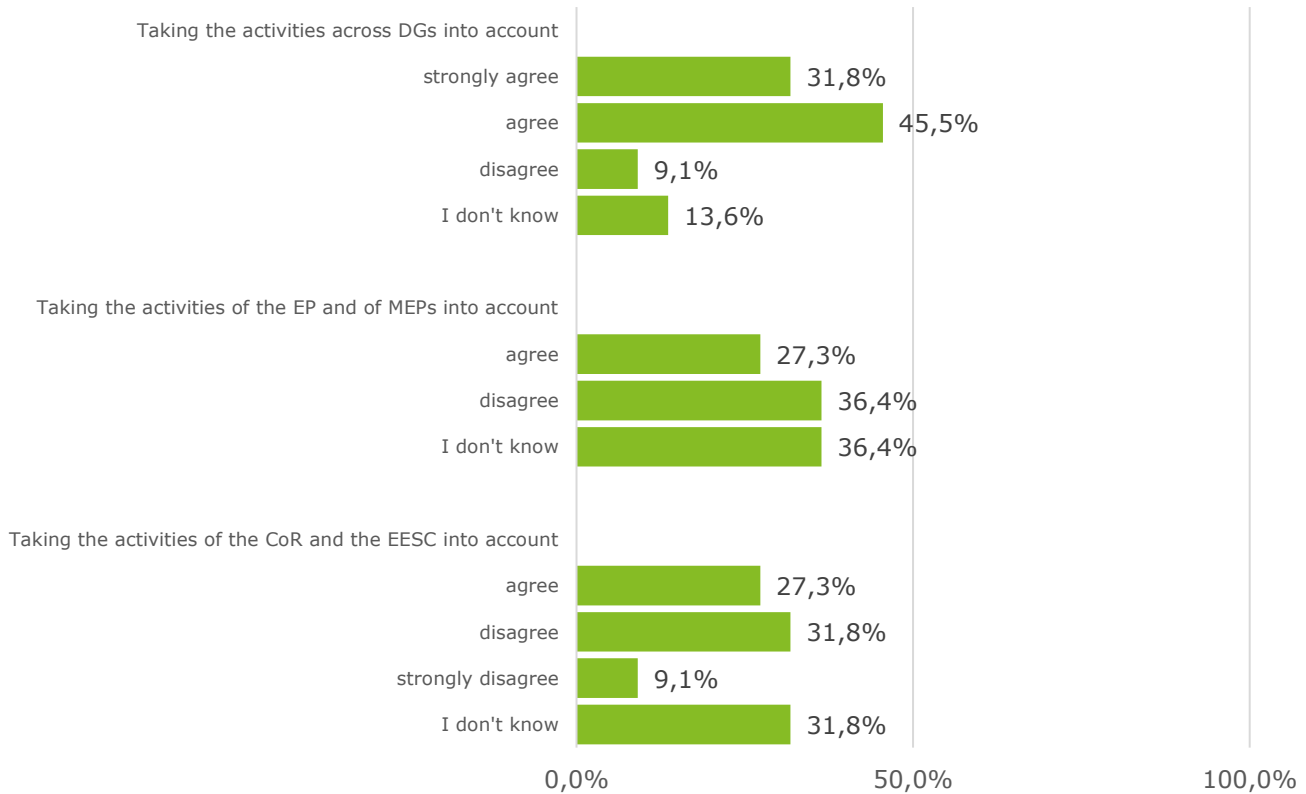
To what extent do you agree that the following contributed to the cost efficiency (or otherwise) of the campaigns?



REACH OF THE CORPORATE CAMPAIGNS:

A majority of respondents “agreed” or “strongly agreed” that the corporate campaigns extended their reach / penetration of target groups by taking the activities across DGs into account. However, most respondents “disagreed” or indicated that they “did not know” whether the corporate campaigns extended their reach / penetration of target groups by considering the activities of the European Parliament and of MEPs, or activities of the Committee of Regions and the European Economic and Social Committee.

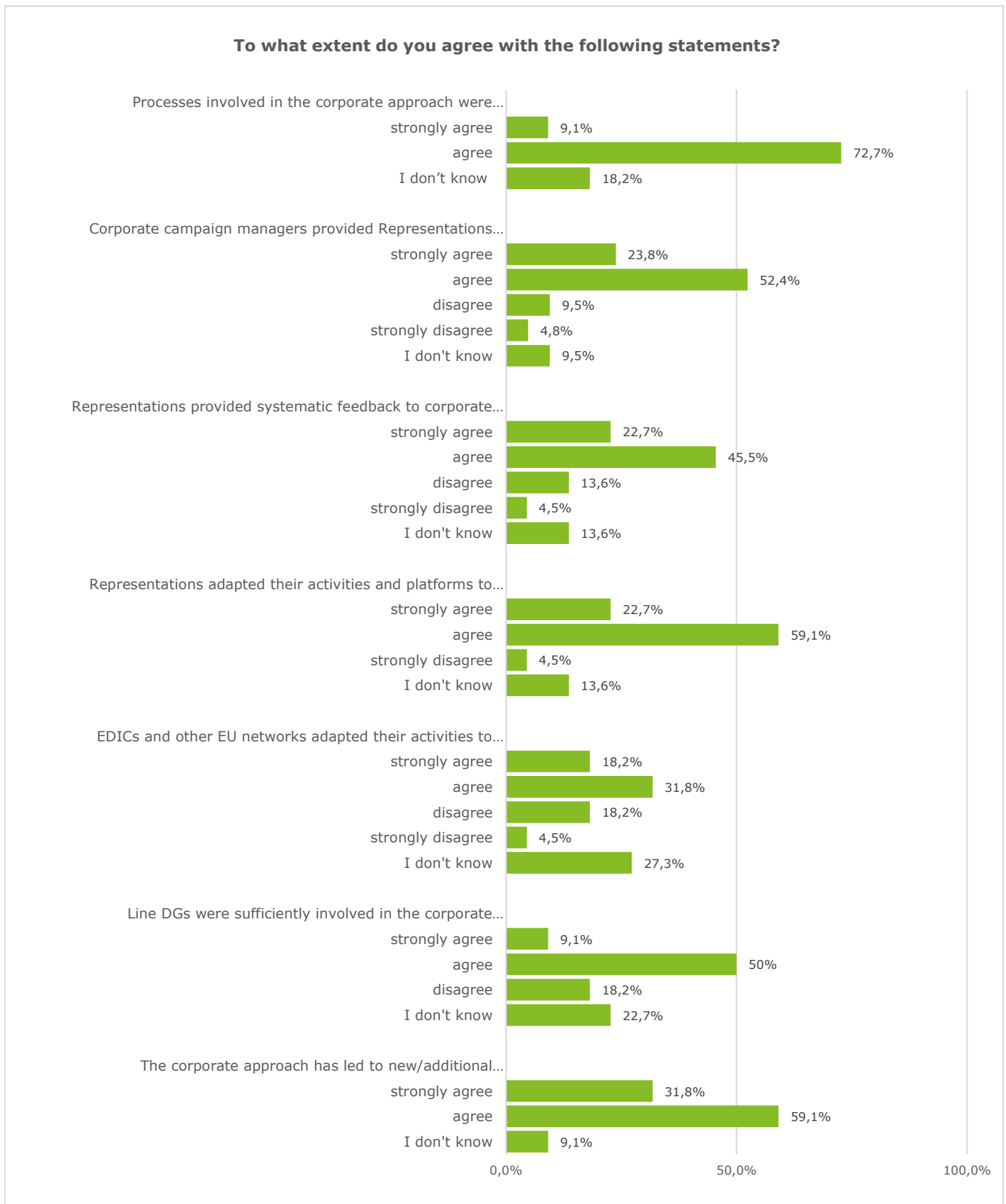
**To what extent do you agree with the following statement:
corporate campaigns extended their reach/ penetration by:**



CAMPAIGN MANAGEMENT AND DEVELOPMENT:

A majority of respondents “agreed” or “strongly agreed” that processes involved in the corporate approach were manageable and that corporate campaign managers provided Representations with sufficient notice of campaign activities in their Member States. Most also “agreed” or “strongly agreed” that Representations provided systematic feedback to corporate campaign managers to support campaign design and implementation in their Member States, and that Representation adapted their activities and platforms to support roll-out of campaigns and amplified campaign effects in their Member States. With regards to the latter, only slightly over half of the respondents “agreed” or “strongly agreed” that EDICs and other EU networks were adapting their activities and supporting campaign roll-out / amplifying campaign effects in the Member States. Slightly over half of the respondents “agreed” or “strongly agreed” that other DGs were sufficiently involved in the corporate communication campaigns, however, the vast majority of respondents indicated that they “agreed” or “strongly agreed” that the corporate approach has led to new

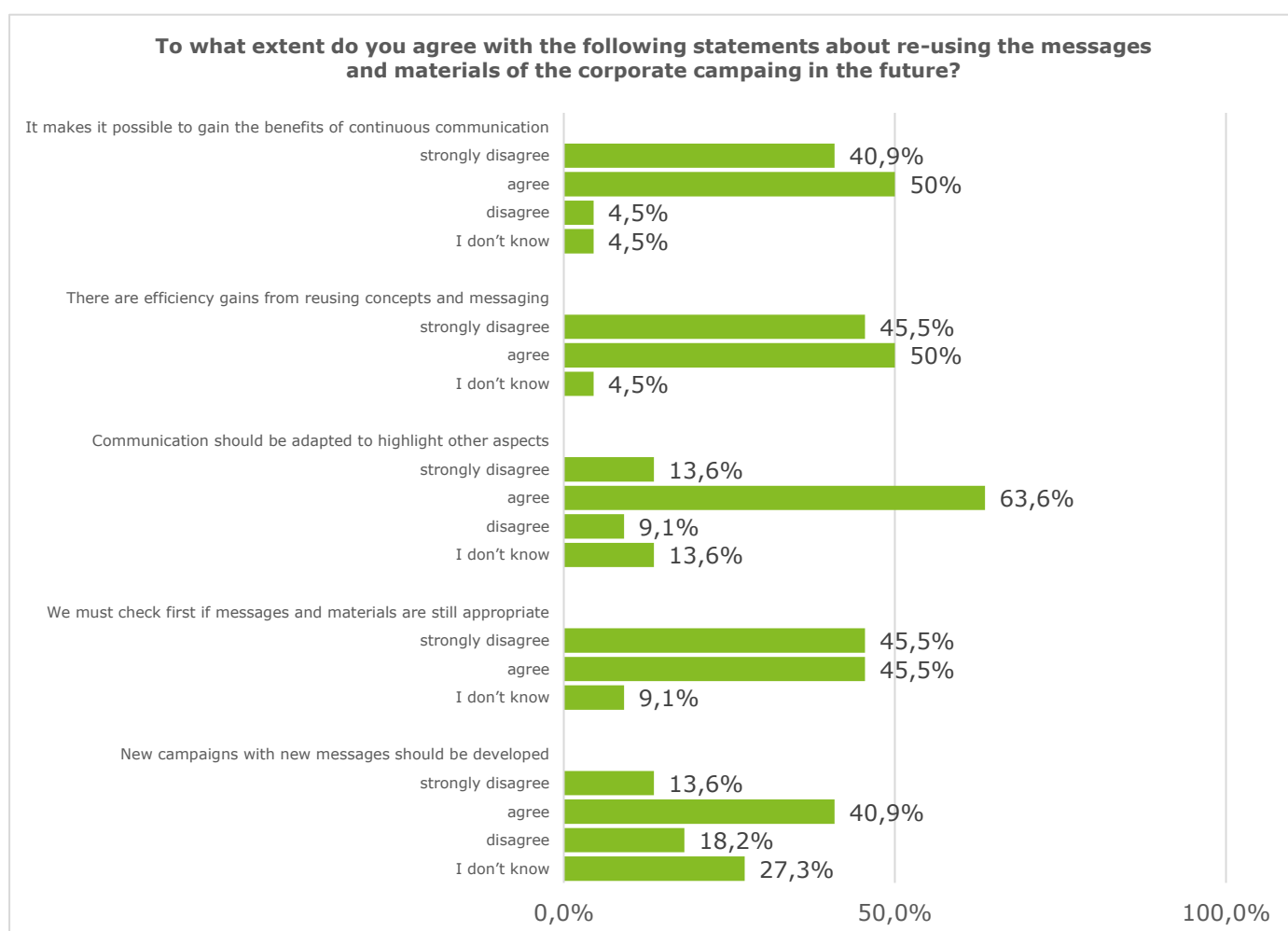
additional collaboration and / or sharing of knowledge and information across common EU platforms.



FUTURE USE OF CORPORATE COMMUNICATION MATERIALS:

A majority of respondents "agreed" or "strongly agreed" that re-using corporate communication messages and materials in the future makes it possible to gain the benefits of continuous communication and that there are potential efficiency gains from re-using concepts and messaging / learning from them. Most respondents also "agreed" or "strongly agreed" that communication on these topics should be adapted to highlight other aspects to increase the reach, and that in future messages and materials must be carefully checked if they are still appropriate.

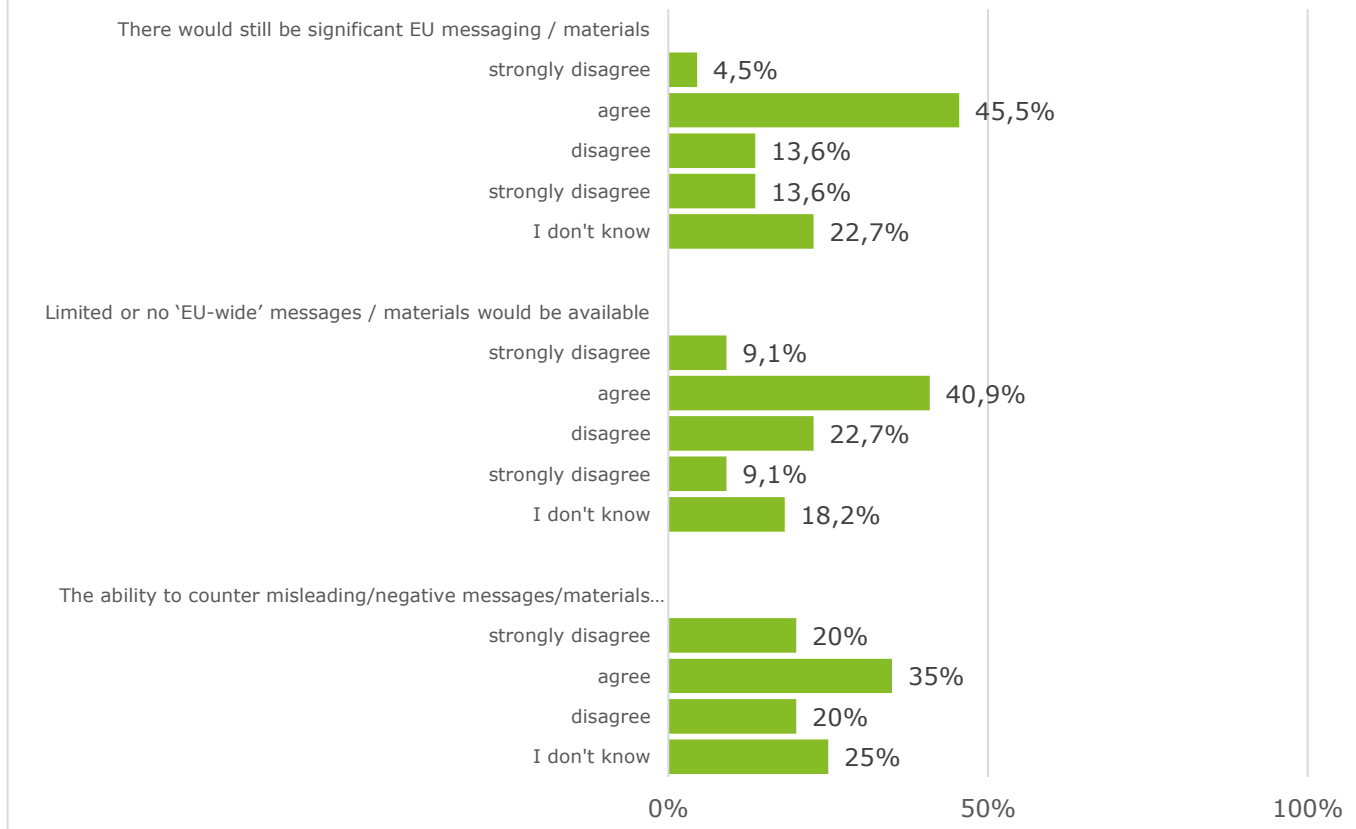
Slightly over half of respondents "agreed" or "strongly agreed" that new campaigns with new messages should be developed.



EFFECTS OF POTENTIAL WITHDRAWAL OF THE CORPORATE COMMUNICATION APPROACH:

Opinions among DG COMM respondents were split with regards to what would happen if the corporate communication approach was withdrawn. Around half of the respondents "agreed" or "strongly agreed" that there would still be significant EU messaging / materials (5 respondents indicated that they "did not know"), that limited or no "EU-wide" messages / materials would be available (4 respondents indicated that they "did not know"), and that the ability to counter misleading or negative messages / materials would be significantly affected (5 respondents indicated that they "did not know").

To what extent do you agree with the following statements about what would happen to the Member States if the corporate approach was withdrawn?



C.2 Other DGs responses:

RESPONSE RATE:

Category	N
Total	19
<i>DG Agriculture and Rural Development</i>	2
<i>DG Budget</i>	1
<i>DG Education, Youth, Sport and Culture</i>	1
<i>DG Employment, Social Affairs and Inclusion</i>	1
<i>DG Energy</i>	2
<i>DG International Cooperation and Development</i>	1
<i>DG Maritime Affairs and Fisheries</i>	1
<i>DG Mobility and Transport</i>	1
<i>DG Research and Innovation</i>	2
<i>DG Taxation and Customs Union</i>	1
<i>DG Translation</i>	5
<i>Joint Research Centre</i>	1

Overall, 19 respondents from other DGs participated in the questionnaire. The largest proportion of respondents came from DG Translation (n=5).

6 respondents indicated that they had been involved in all three corporate communication campaigns (InvestEU, EUandME, EUProtects), with the rest involved in one or two campaigns. 2 respondents also indicated involvement in the Pilot campaign "EU working for you".

GENERAL PERCEPTIONS:

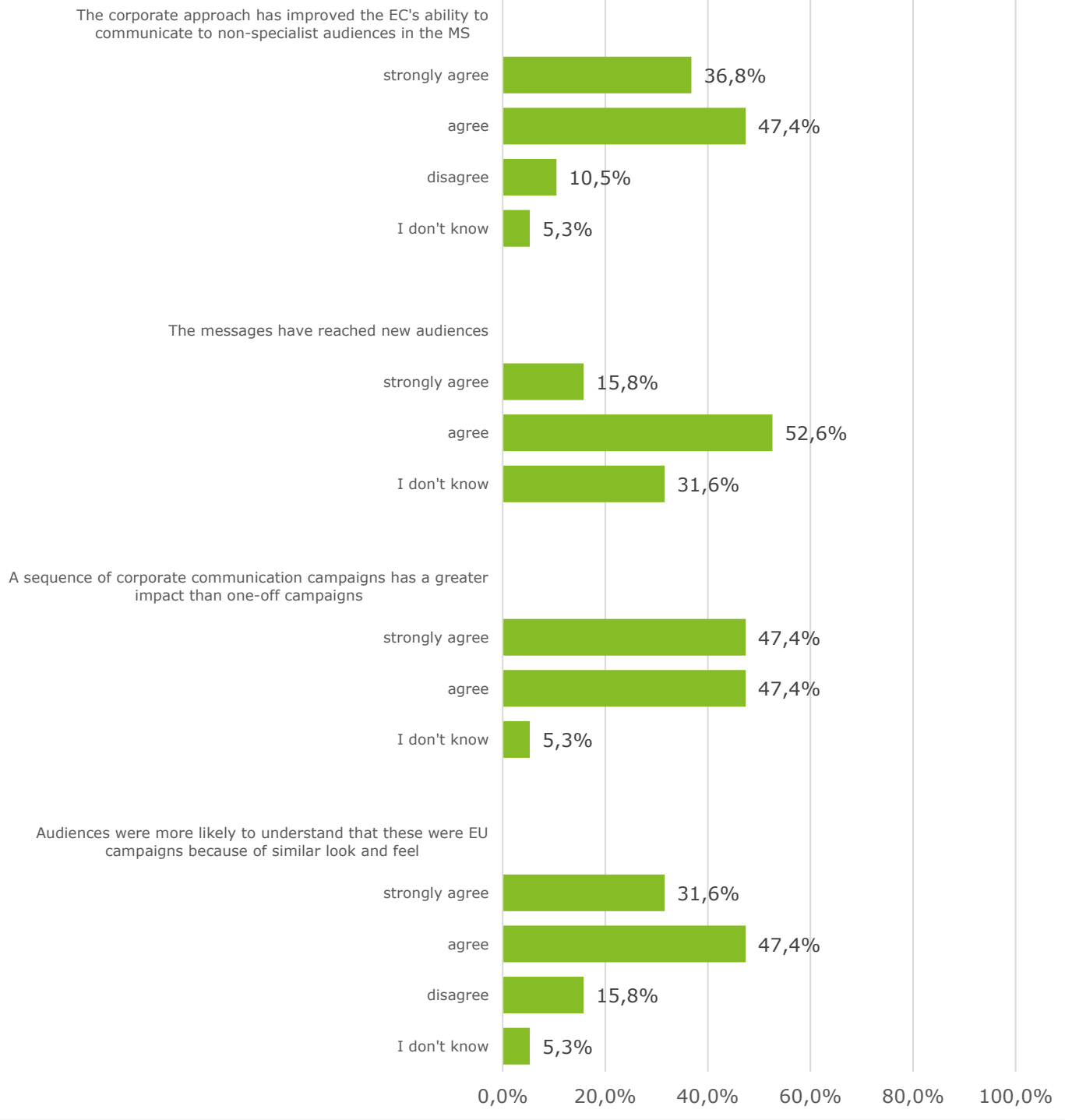
All but one respondent indicated that the corporate campaigns fill a gap in EC communication, and a majority of respondents indicated that pooling resources increases reach and potential impact for individual policy areas, and is important for conveying a single EU message.

Please give us your opinion on the following	Yes	No
These campaigns fill a gap in EC communication	n=18	n=1
Pooling resources increases reach for individual policy areas	n=13	n=6
Pooling resources increases the potential impact for individual policy areas	n=13	n=6
Pooling resources is important in conveying a single EU message	n=17	n=1

The only recurrent qualitative feedback from respondents from other DGs across all open comments in the questionnaire referred to the corporate campaigns not being able to replace needed stakeholder and experts engagement, albeit certainly contributing to a single EU message and image, and enabling other DGs to reach other audiences.

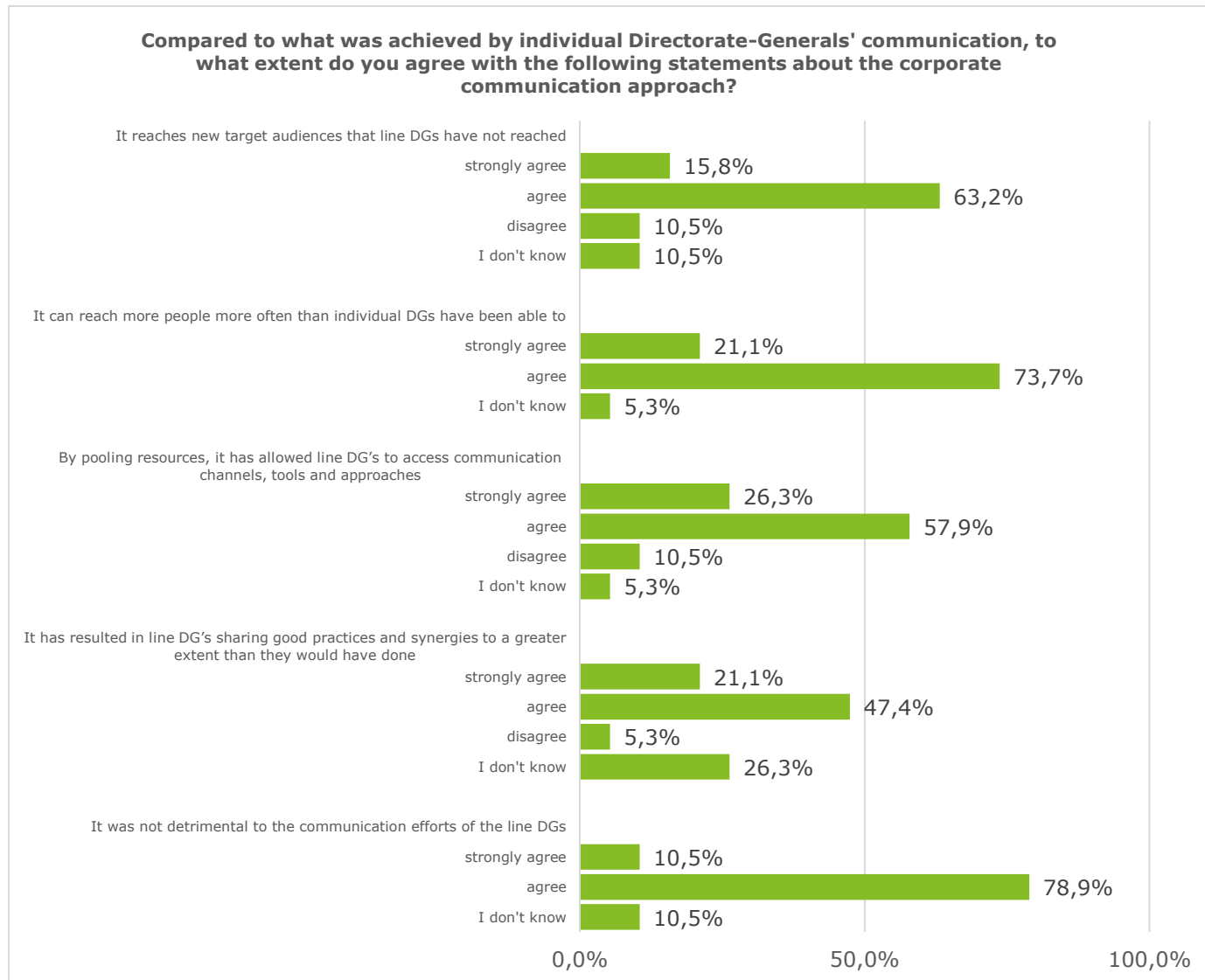
A majority of respondents “agreed” or “strongly agreed” that the corporate approach improved the Commission’s ability to communicate to non-specialist audiences in the Member States and that messages reached new audiences. Most respondents also “agreed” or “strongly agreed” that a sequence of corporate communication campaigns has a greater impact than one-off campaigns, and that audiences are more likely to understand that these are EU campaigns because of a similar look and feel of these campaigns.

To what extent do you agree with the following statements:



As regards the effect of the corporate communication approach on other DGs, most respondents also “agreed” or “strongly agreed” that the corporate approach allowed other DGs to reach new target audiences and a larger number of people more frequently than they had been able to. They also tended to “agree” or “strongly agree” that by pooling resources, the corporate approach has allowed other DGs to access communication channels, tools and approaches that would otherwise have been beyond their reach.

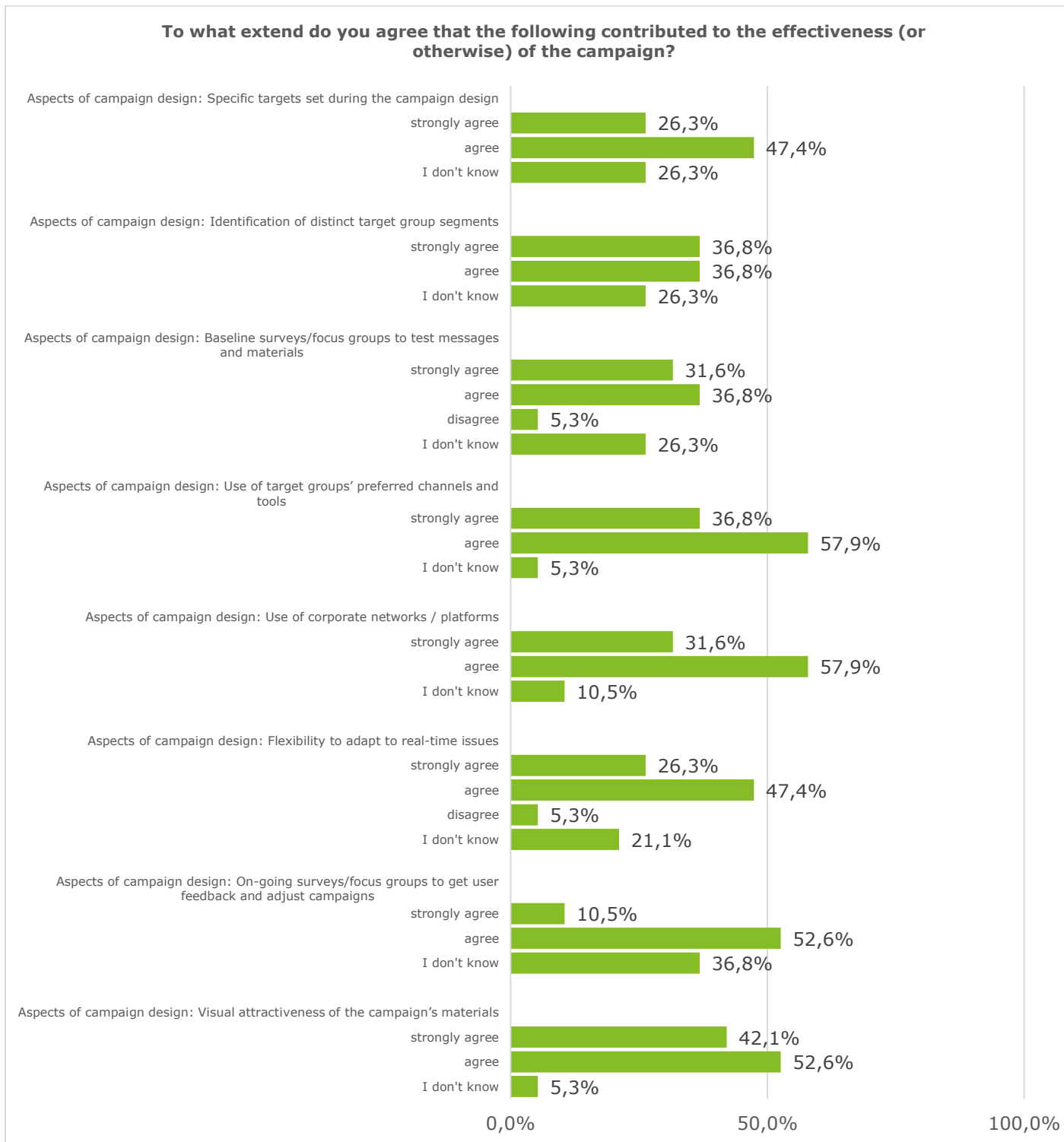
Most respondents also “agreed” or “strongly agreed” that the corporate approach has resulted in other DGs sharing good practices and synergies to a greater extent than they would have otherwise, and that the approach was not detrimental to the communication efforts of other DGs.



ASPECTS CONTRIBUTING CAMPAIGNS' EFFECTIVENESS:

Campaign design

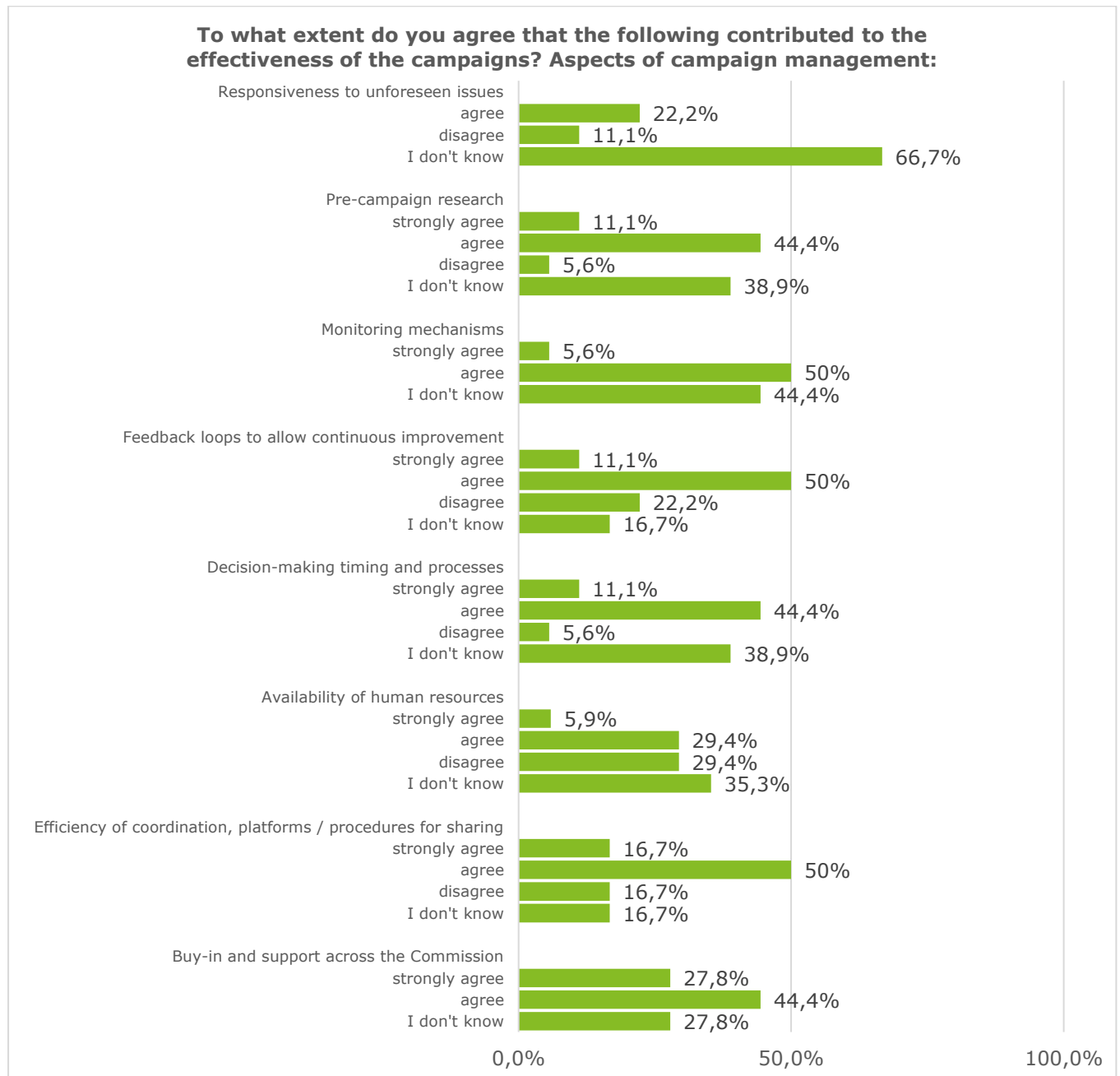
A majority of respondents “agreed” or “strongly agreed” that the identification of distinct target group segments, baseline surveys / focus groups to test messages and materials, as well as the use of target groups’ preferred channels and tools contributed to the effectiveness of the campaigns. Most respondents also “agreed” or “strongly agreed” that the use of corporate networks / platforms, on-going surveys / focus groups to get user feedback and adjust campaigns, flexibility to adapt to real-time issues, as well as the visual attractiveness of the campaign materials contributed to the effectiveness of the campaigns.



Campaign management:

A majority of respondents “agreed” or “strongly agreed” that the efficiency of coordination platforms / procedures for sharing and buy-in and support across the Commission contributed to the effectiveness of the campaigns. Slightly over half of the respondents “agreed” or “strongly agreed” that pre-campaign research and monitoring mechanisms,

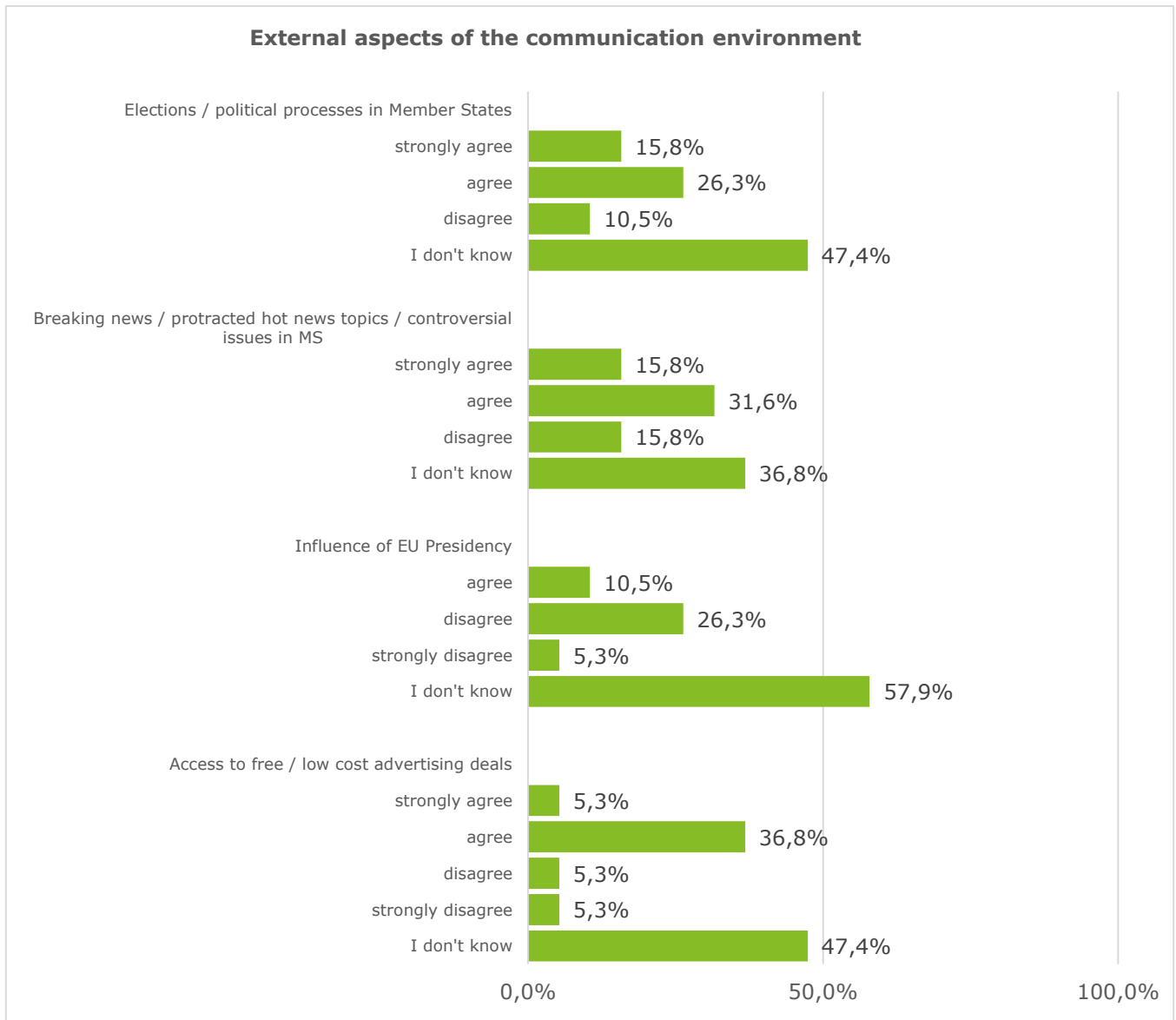
decision-making timing and processes, as well as feedback loops to allow continuous improvement contributed to the effectiveness of the campaigns. Most respondents “disagreed” or indicated that they “did not know” that the availability of human resources contributed to the effectiveness of the campaigns, and 12 out of 19 respondents indicated that they “did not know” about the contribution of responsiveness to unforeseen issues.



External factors:

As regards the contribution of external aspects to the effectiveness of the campaigns, opinions were split. Half of respondents “agreed” or “strongly agreed” that elections and political processes in the Member States, as well as breaking news / protracted hot news topics or controversial issues in the Member States contributed to the effectiveness of the campaigns. However, the majority of respondents “disagreed”, “strongly disagreed” or

“did not know” about the influence of the EU presidency and of access to free or low-cost advertising deals on campaigns’ effectiveness.



ASPECTS CONTRIBUTING TO CAMPAIGNS’ COST-EFFICIENCY:

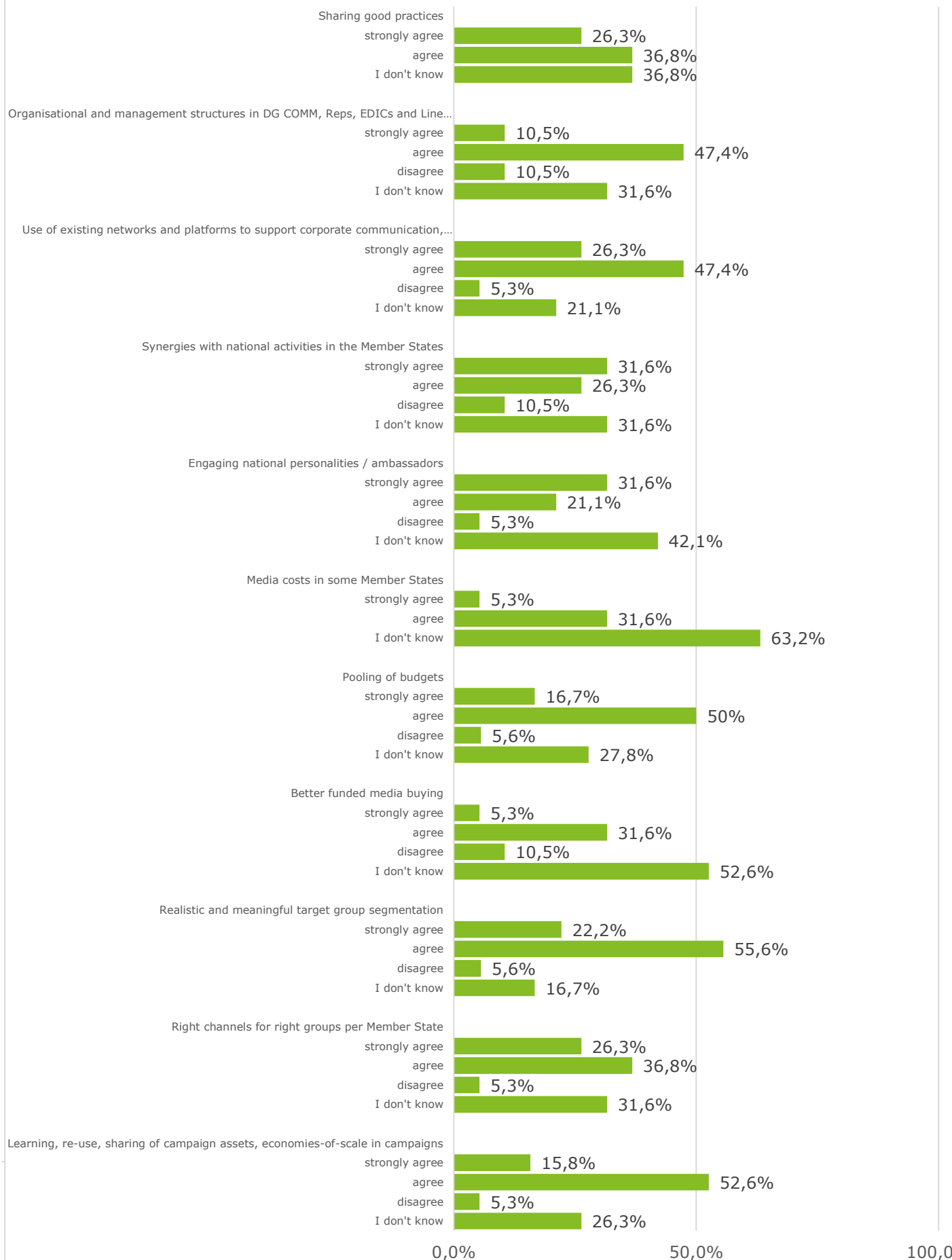
A majority of respondents “agreed” or “strongly agreed” that the following aspects contributed to the cost-efficiency of the campaigns:

- Sharing of good practices and pooling of budgets
- Organisational and management structures in DG COMM, Representations, EDICS and other DGs
- Realistic and meaningful target group segmentation, as well as choosing the right channels for the right target groups per Member State
- Learning, re-use, sharing of campaign assets and economies-of-scale within and between campaigns
- Engaging national personalities / ambassadors

- Synergies with national activities in the Member States
- Use of existing networks and platforms to support corporate communication, EDICs, Representations and Citizens' Dialogues.

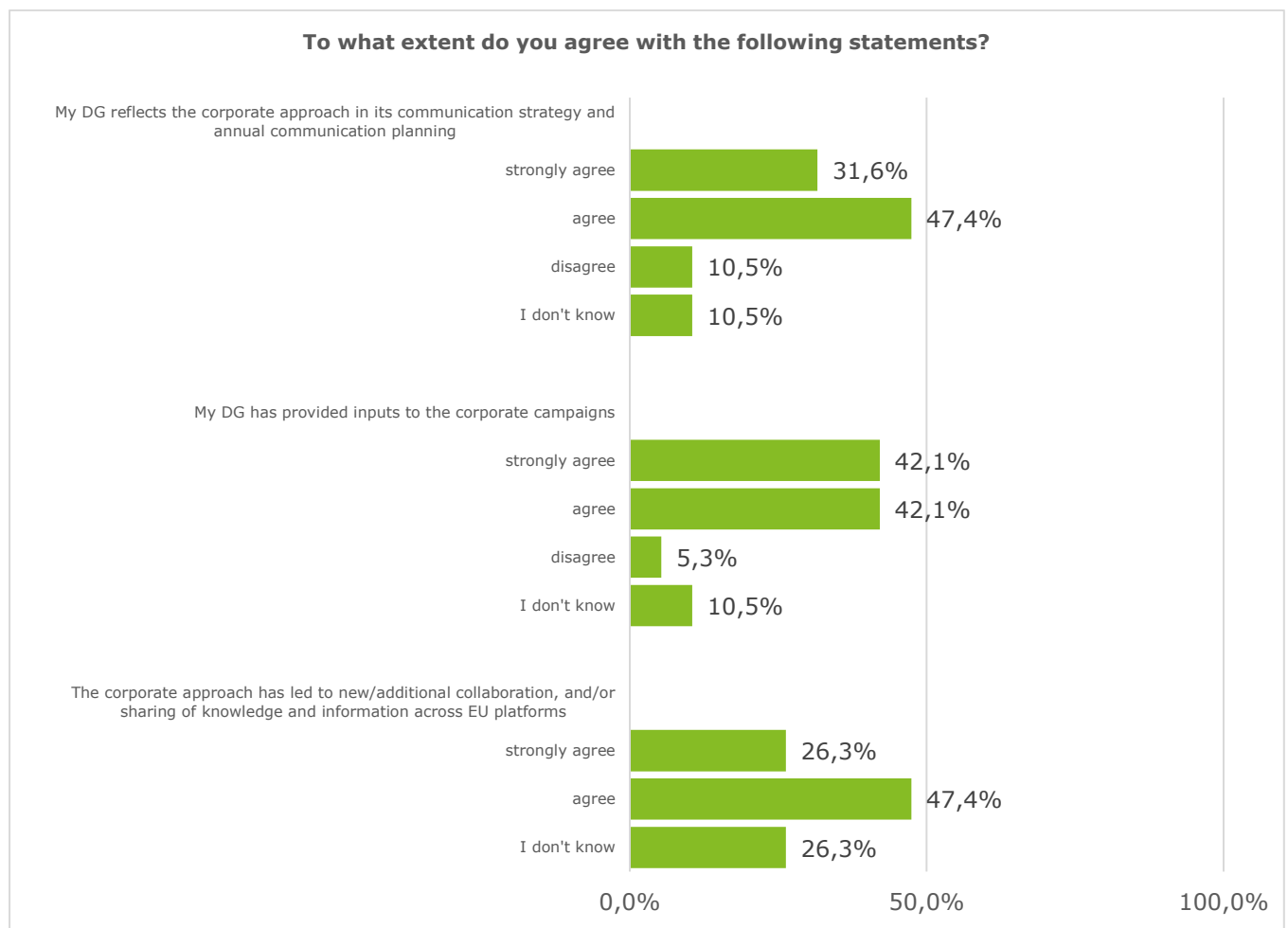
Opinions were split as regards the contribution of the coordination function of the Steering Committee and the Communication Network, and most respondents indicated that they "did not know" about the contribution of media cost in some Member States and better funded media buying on the cost-efficiency of the campaigns.

To what extent do you agree that the following contributed to the cost efficiency (or otherwise) of the campaign?



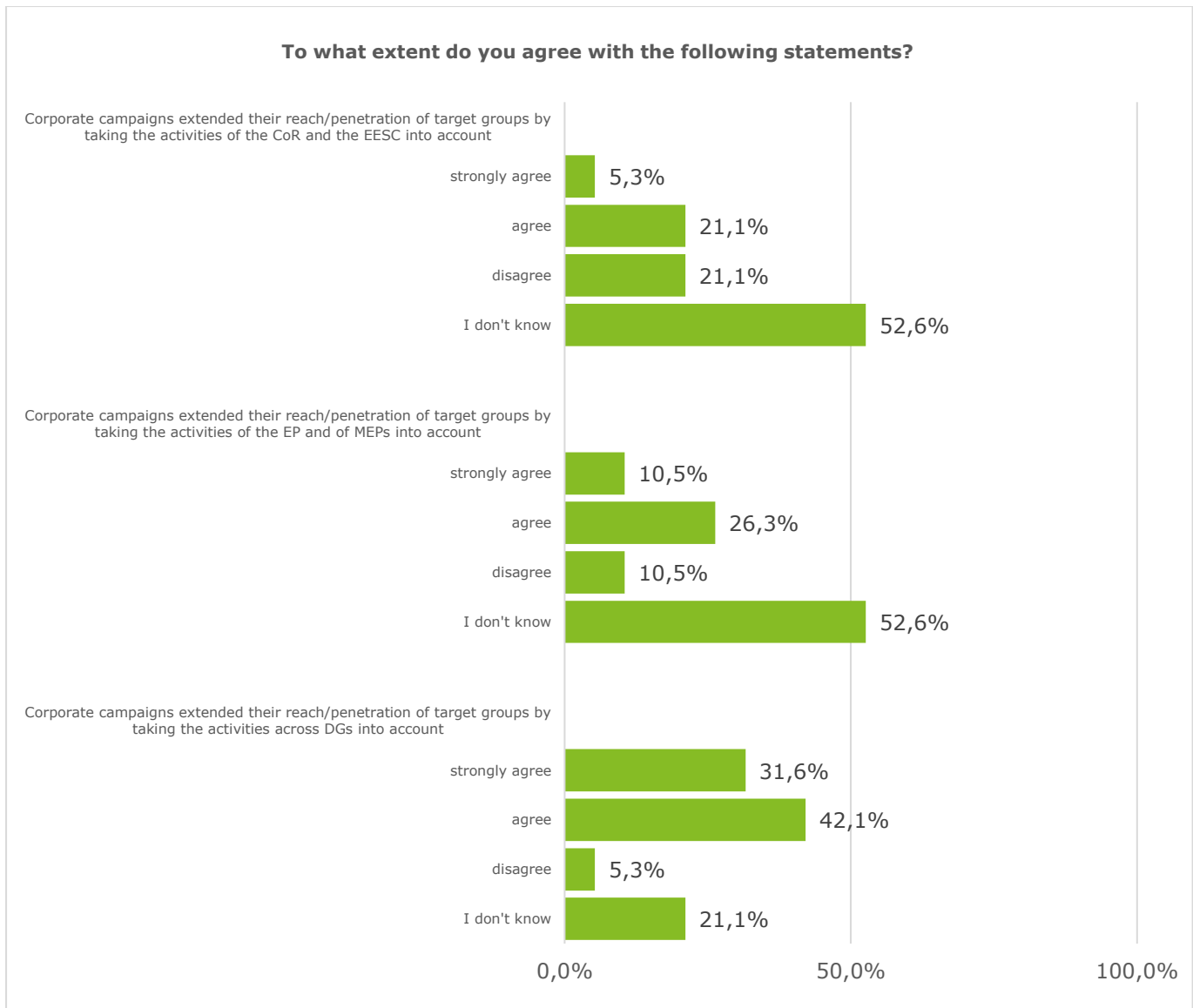
INCORPORATION OF THE CORPORATE COMMUNICATION APPROACH AT DG LEVEL:

A majority of respondents “agreed” or “strongly agreed” that their DGs reflected the corporate approach in their communication strategies and annual communication planning, and that they used corporate messaging and materials in their own communication activities. Most respondents also “agreed” or “strongly agreed” that their DGs provide inputs to the corporate campaigns and that the corporate approach has led to new / additional collaboration and / or sharing of knowledge and information processes across common EU platforms.



REACH OF THE CORPORATE CAMPAIGNS:

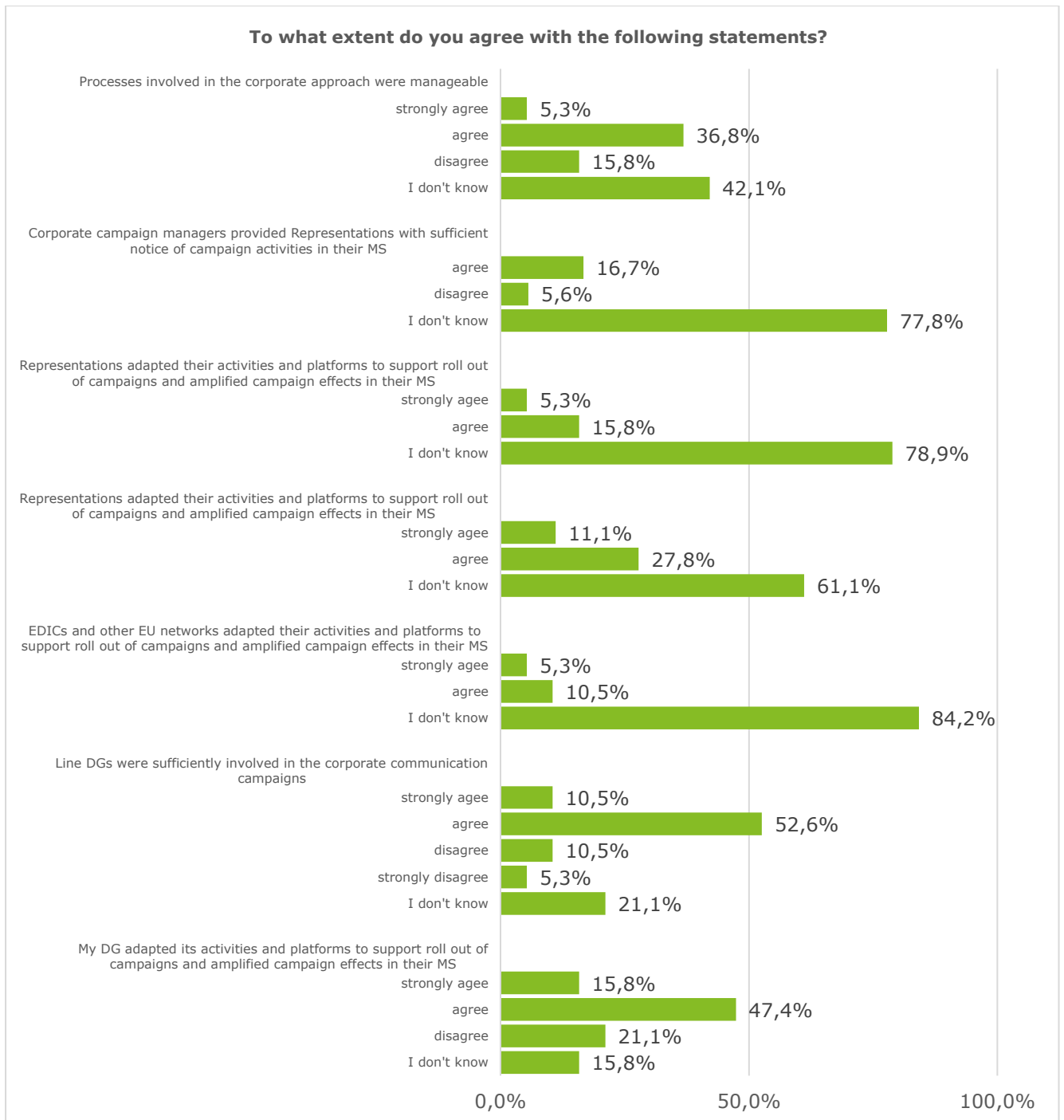
A majority of respondents “agreed” or “strongly agreed” that the corporate campaigns extended their reach / penetration of target groups by taking the activities across DGs into account. However, most respondents indicated that they “did not know” whether the corporate campaigns extended their reach / penetration of target groups by considering the activities of the European Parliament and of MEPs, or activities of the Committee of Regions and the European Economic and Social Committee.



CAMPAIGN MANAGEMENT AND DEVELOPMENT:

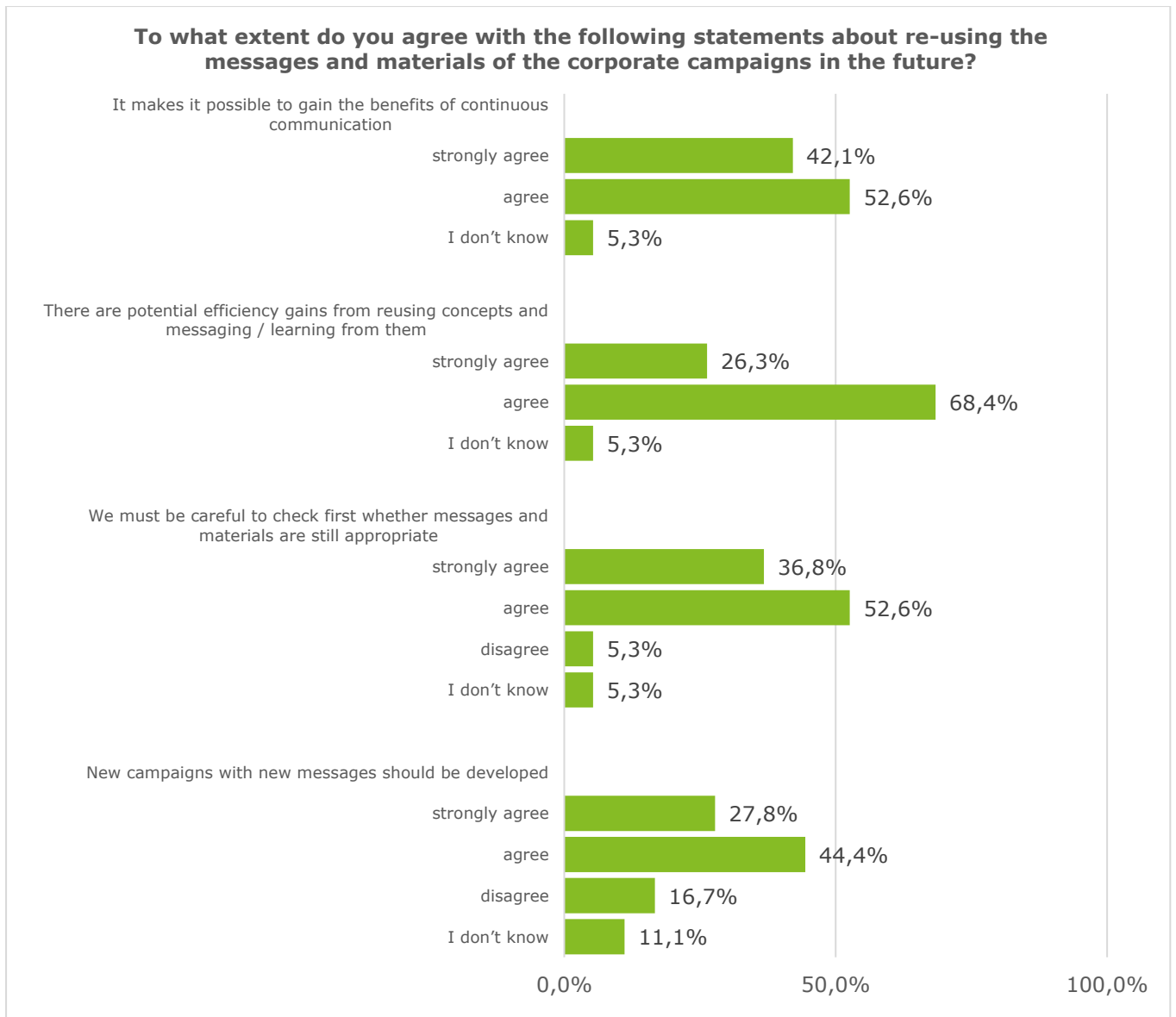
Less than half of the respondents “agreed” or “strongly agreed” that processes involved in the corporate approach were manageable. However, most respondents “agreed” or “strongly agreed” that their DG adapted its activities and platforms to support roll-out of the campaigns and amplified campaign effects in the Member States, and that other DGs were sufficiently involved in the corporate communication campaigns.

Most respondents indicated that they “did not know” whether corporate campaign managers provided Representations with sufficient notice of campaign activities in their Member States, whether Representations provided systematic feedback to corporate campaign managers to support campaign design and implementation in their Member States, or whether Representation adapted their activities and platforms to support roll-out of campaigns and amplified campaign effects in their Member States. Most respondents also indicated that they “did not know” whether EDICs and other EU networks were adapting their activities and supporting campaign roll-out / amplifying campaign effects in the Member States.



FUTURE USE OF CORPORATE COMMUNICATION MATERIALS:

The vast majority of respondents “agreed” or “strongly agreed” that re-using corporate communication messages and materials in the future makes it possible to gain the benefits of continuous communication and that there are potential efficiency gains from re-using concepts and messaging / learning from them. Most respondents also “agreed” or “strongly agreed” that communication on these topics should be adapted to highlight other aspects to increase the reach, and that in future messages and materials must be carefully checked if they are still appropriate.

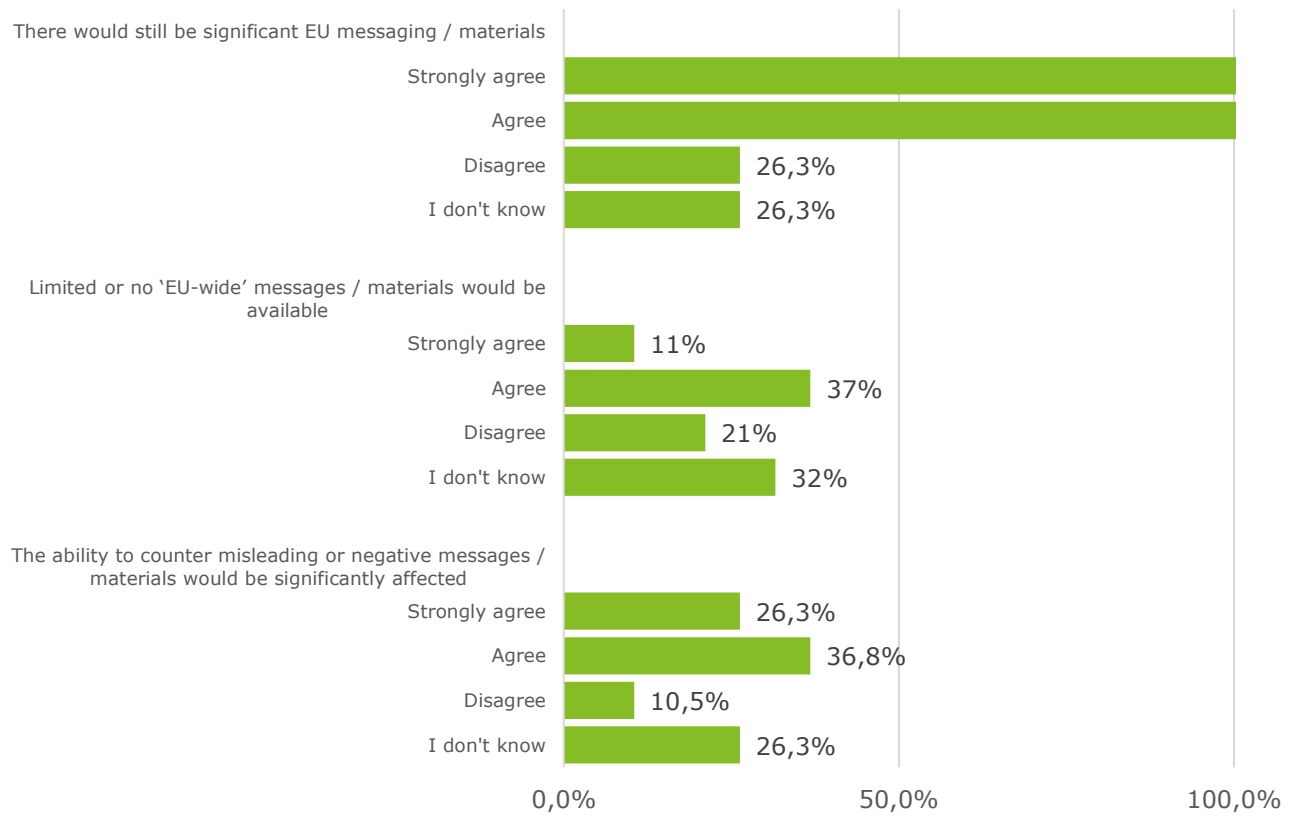


A majority of respondents also “agreed” or “strongly agreed” that new campaigns with new messages should be developed.

EFFECTS OF POTENTIAL WITHDRAWAL OF THE CORPORATE COMMUNICATION APPROACH:

Opinions among respondents from other DGs were split with regards to what would happen if the corporate communication approach was withdrawn. Half of the respondents “agreed” or “strongly agreed” that there would still be significant EU messaging / materials (5 respondents indicated that they “did not know”), that limited or no “EU-wide” messages / materials would be available (6 respondents indicated that they “did not know”). However, a majority of respondents indicated that they “agreed” or “strongly agreed” that the ability to counter misleading or negative messages / materials would be significantly affected.

To what extent do you agree with the following statements about what would happen in the Member States if the corporate approach was withdrawn?



C.3 EC Representations responses:

RESPONSE RATE:

Category	N
Total	26
<i>Austria</i>	3
<i>Croatia</i>	2
<i>Cyprus</i>	2
<i>Denmark</i>	1
<i>France</i>	2
<i>Germany</i>	1
<i>Ireland</i>	1
<i>Italy</i>	1
<i>Lithuania</i>	2
<i>Luxembourg</i>	1
<i>Malta</i>	1
<i>Poland</i>	1
<i>Romania</i>	1
<i>Slovak Republic</i>	2
<i>Slovenia</i>	1
<i>Spain</i>	3
<i>Sweden</i>	1

Overall, 26 respondents from EC Representations participated in the questionnaire. The largest proportions of respondents came from Austria and Spain (n=3 in both cases). Most respondents' role in their Representations' communication section was in Communication (n=15).

19 respondents indicated that they had been involved in all three corporate communication campaigns (InvestEU, EUandME, EUProtects), with the rest involved in two campaigns.

GENERAL PERCEPTIONS:

Most respondents indicated that the corporate campaigns fill a gap in EC communication (n=19 out of 26), that pooling resources increases reach and potential impact for individual policy areas (n=20 and 21 out of 26, respectively), and that pooling resources is important in conveying a single EU message (n=24).

Please give us your opinion on the following	Yes	No
These campaigns fill a gap in EC communication	n=19	n=6
Pooling resources increases reach for individual policy areas	n=20	n=5

Pooling resources increases the potential impact for individual policy areas	n=21	n=4
Pooling resources is important in conveying a single EU message	n=24	n=2

Recurrent qualitative feedback from open text comments referred to the need for corporate campaigns to have more scope for localisation in order to enable citizens to identify with the key messages.

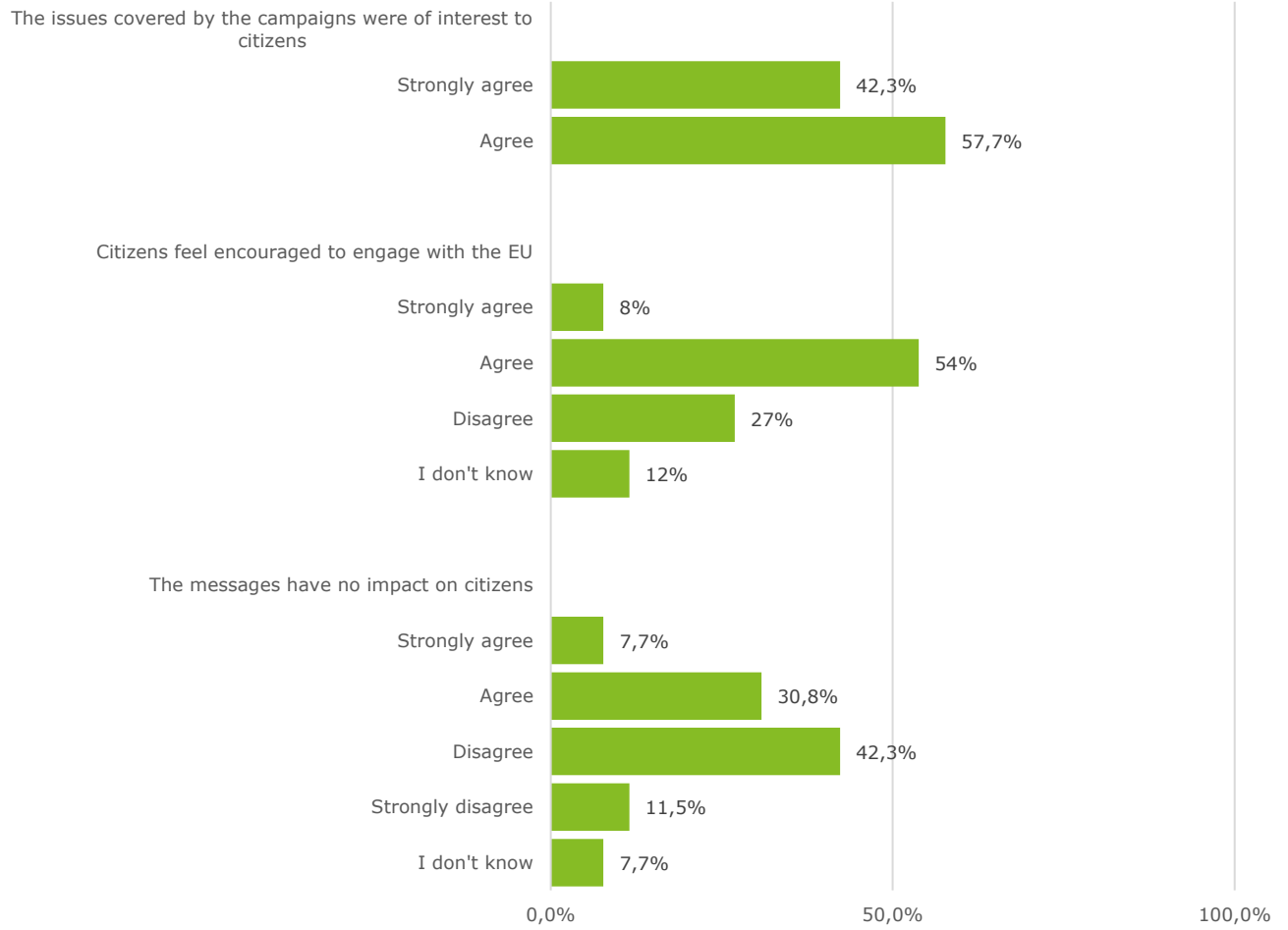
Respondents from Representations also shared opinions about the high quality of materials and re-usability, as well as good visuals that the corporate campaigns have provided.

They also recurrently shared the perception that it was better to have large campaigns rather than individual DGs communicating their policy areas, given that citizens' are often unaware about the workings of the EU.

Finally, several comments referred to the quality of local contractors being detrimental to campaigns' implementation, and that this quality varied strongly between campaigns.

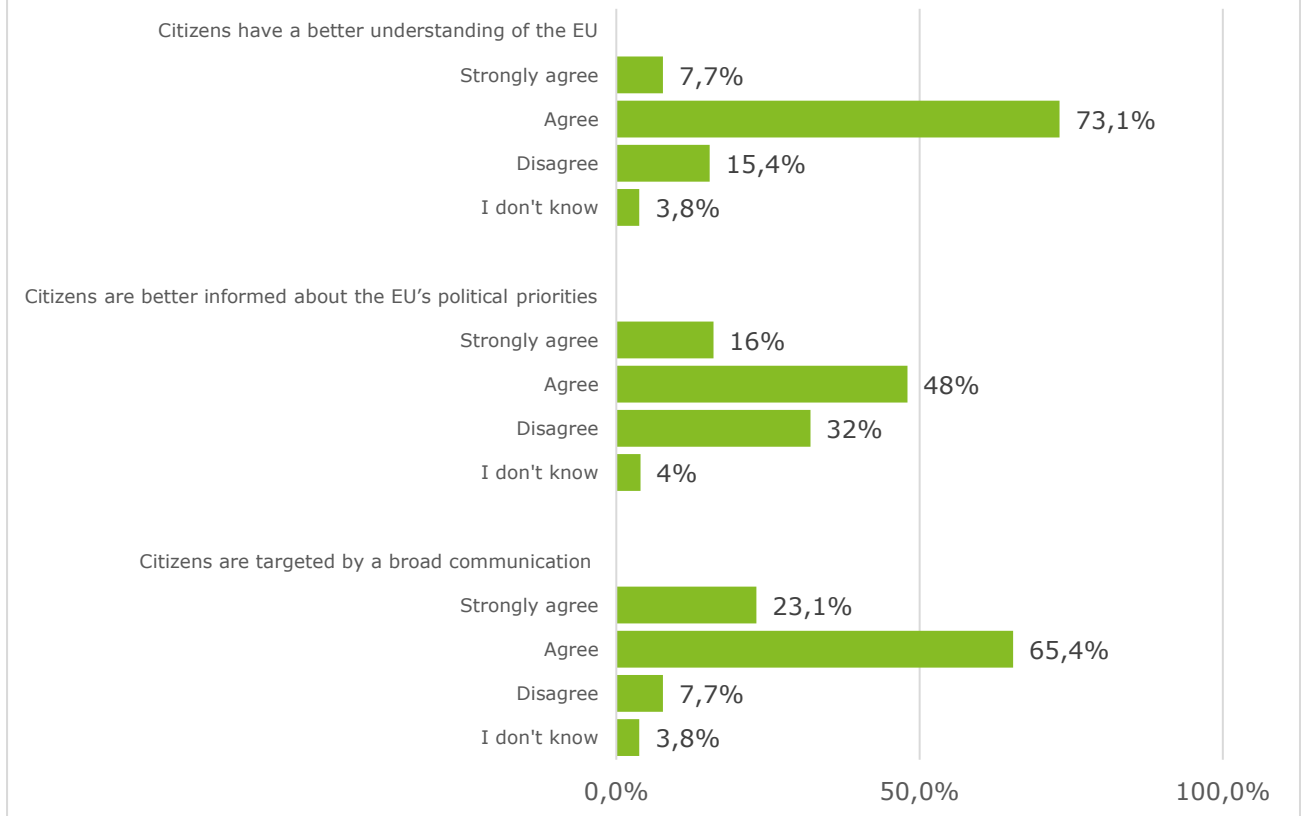
All respondents "agreed" or "strongly agreed" that the issues covered by the campaigns were of interest to citizens. Most respondents also "agreed" or "strongly agreed" that citizens feel encouraged to engage with the EU (however, 7 respondents "disagreed" with this statement). More than half of the respondents "disagreed" or "strongly disagreed" that the messages had no impact on citizens.

To what extent do you agree with the following statements about the messages of corporate communication?

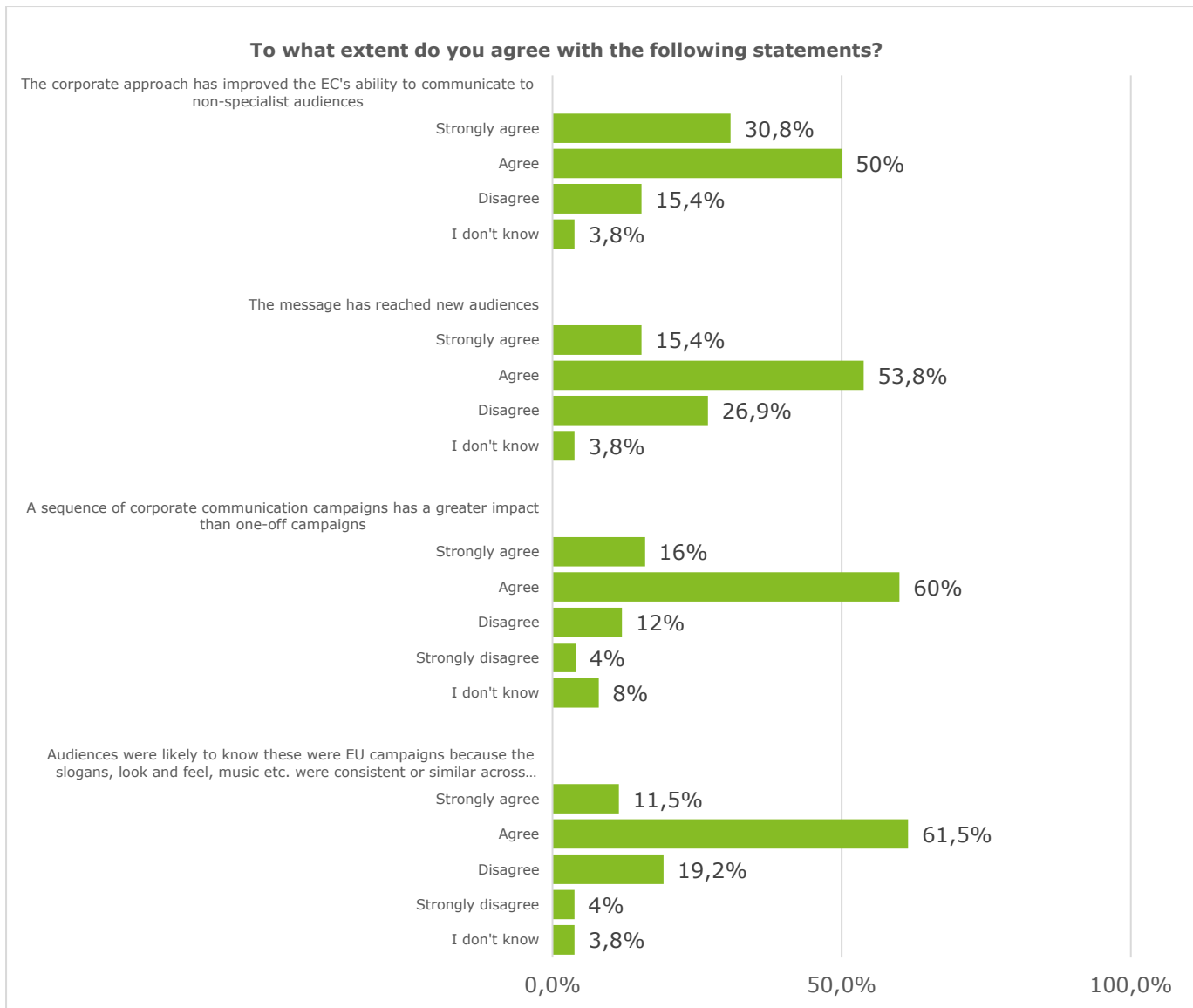


Most respondents “agreed” or “strongly agreed” that citizens have a better understanding of the EU and are better informed about the EU’s political priorities due to the corporate campaigns. A majority of respondents also “agreed” or “strongly agreed” that through the corporate campaigns, citizens are targeted by a broad communication (i.e. relevant for the entire EC, not domains specific or targeted at specialists).

To what extent do you agree with the following statement about the benefits of the corporate campaigns in communication with citizens?



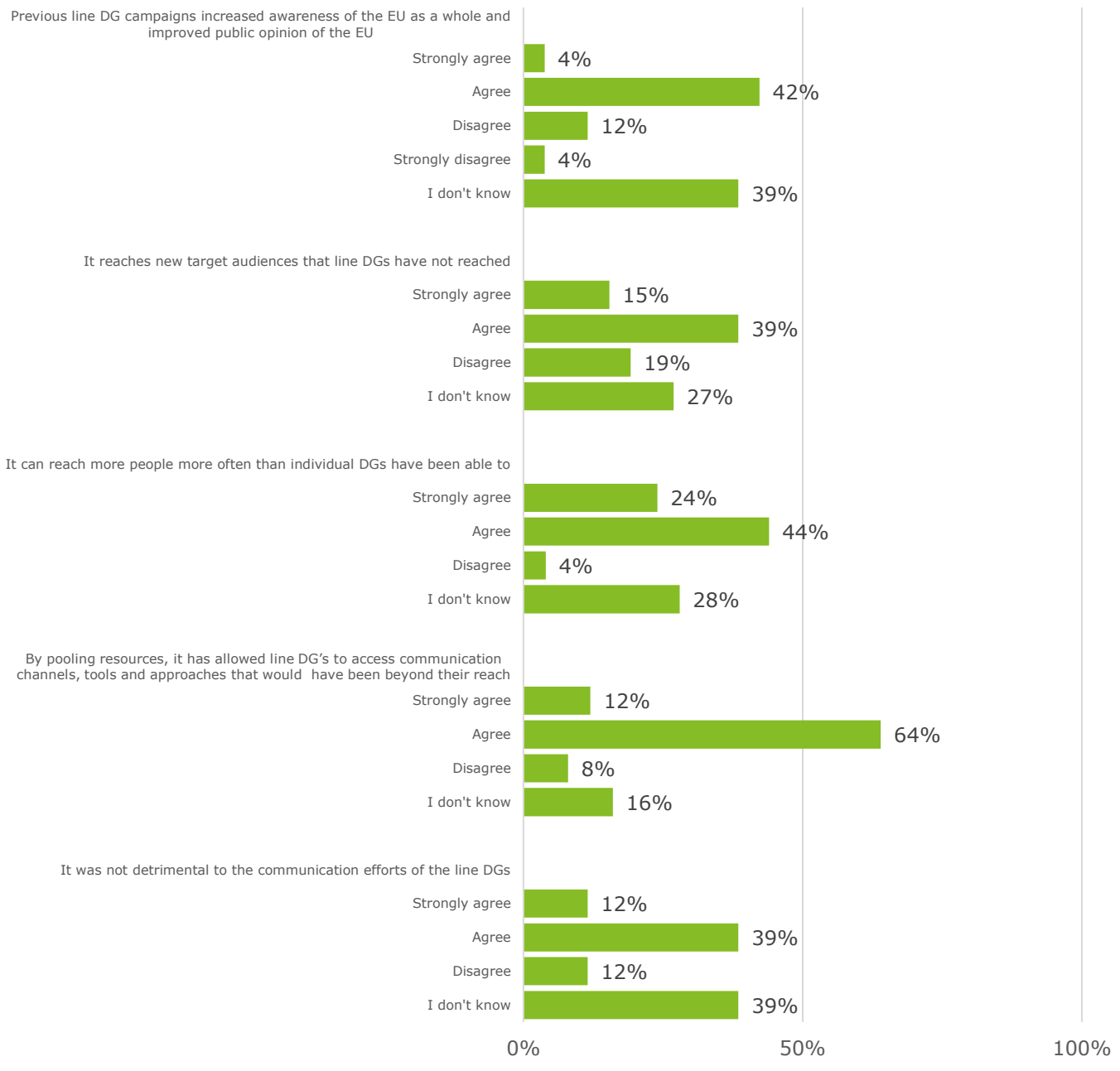
A majority of respondents “agreed” or “strongly agreed” that the corporate approach improved the Commission’s ability to communicate to non-specialist audiences in the Member States and that messages reached new audiences. Most respondents also “agreed” or “strongly agreed” that a sequence of corporate communication campaigns has a greater impact than one-off campaigns, and that audiences are more likely to understand that these are EU campaigns because of a similar look and feel of these campaigns.



ADDED-VALUE OF CORPORATE APPROACH TO COMMUNICATION BY INDIVIDUAL DG'S:

Over one third of respondents indicated that they “did not know” whether previous other DGs’ campaigns increased awareness of the EU as a whole and improved public opinion of the EU, and whether the corporate communication approach was not detrimental to the communication efforts of other DGs. Slightly more than half of the respondents “agreed” or “strongly agreed” that the corporate communication approach reaches new target audiences that other DGs have not reached, and most respondents “agreed” or “strongly agreed” that the approach can reach more people more often than individual DGs have been able to, and that by pooling resources it has allowed DGs to access communication channels, tools and approaches that would otherwise have been beyond their reach.

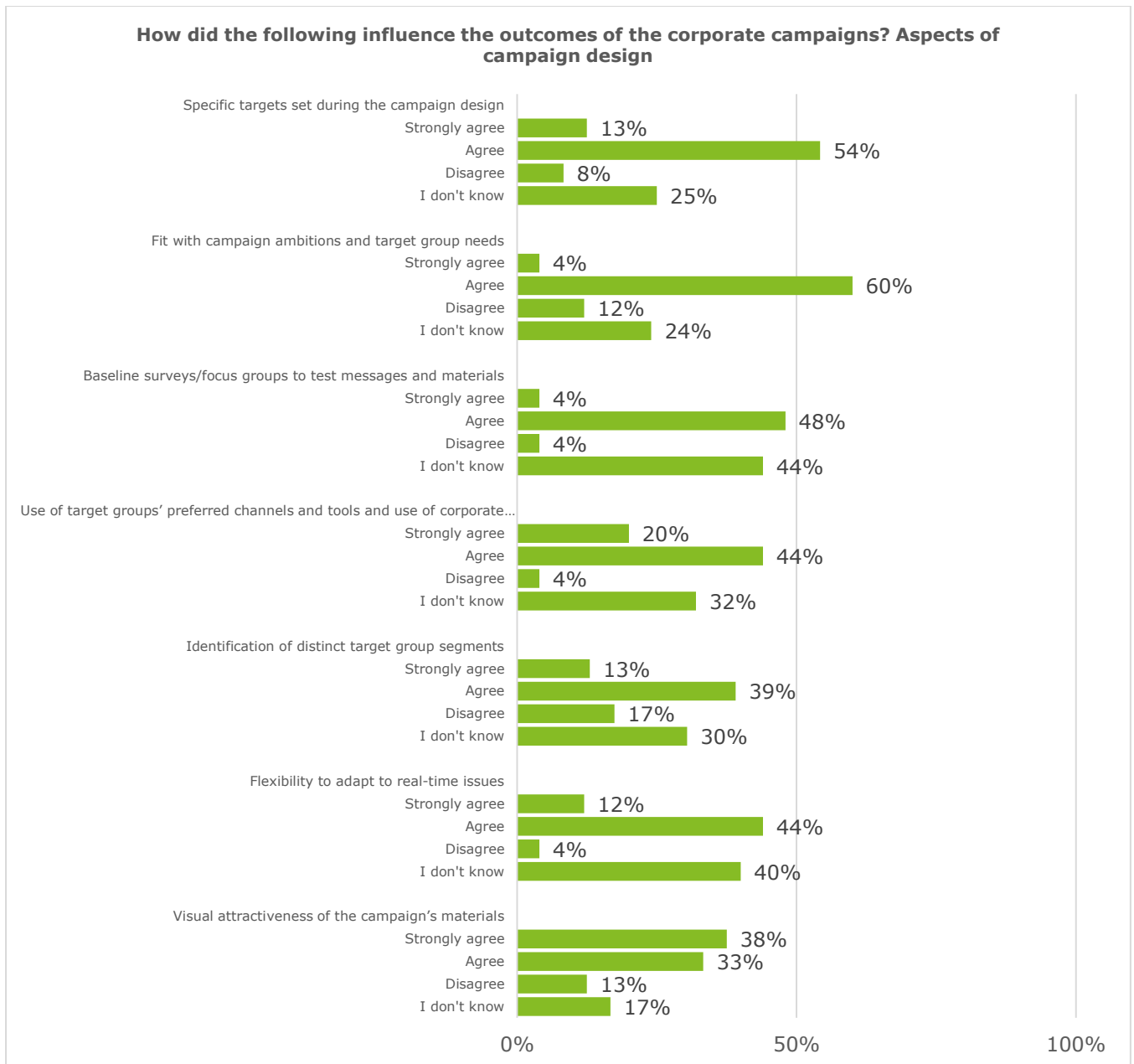
Compared to what was achieved by individual DG's communication, to what extent do you agree with the following statements about the corporate communication approach:



FACTORS INFLUENCING OUTCOMES OF THE CORPORATE CAMPAIGNS:

Campaign design

A majority of respondents “agreed” or “strongly agreed” that specific targets set during the campaign design, fit with campaign ambitions and target group needs, the use of target groups’ preferred channels and tools and use of corporate networks / platforms, flexibility to adapt to real-time issues, and the visual attractiveness of the campaign materials influenced the outcomes of the corporate campaigns.

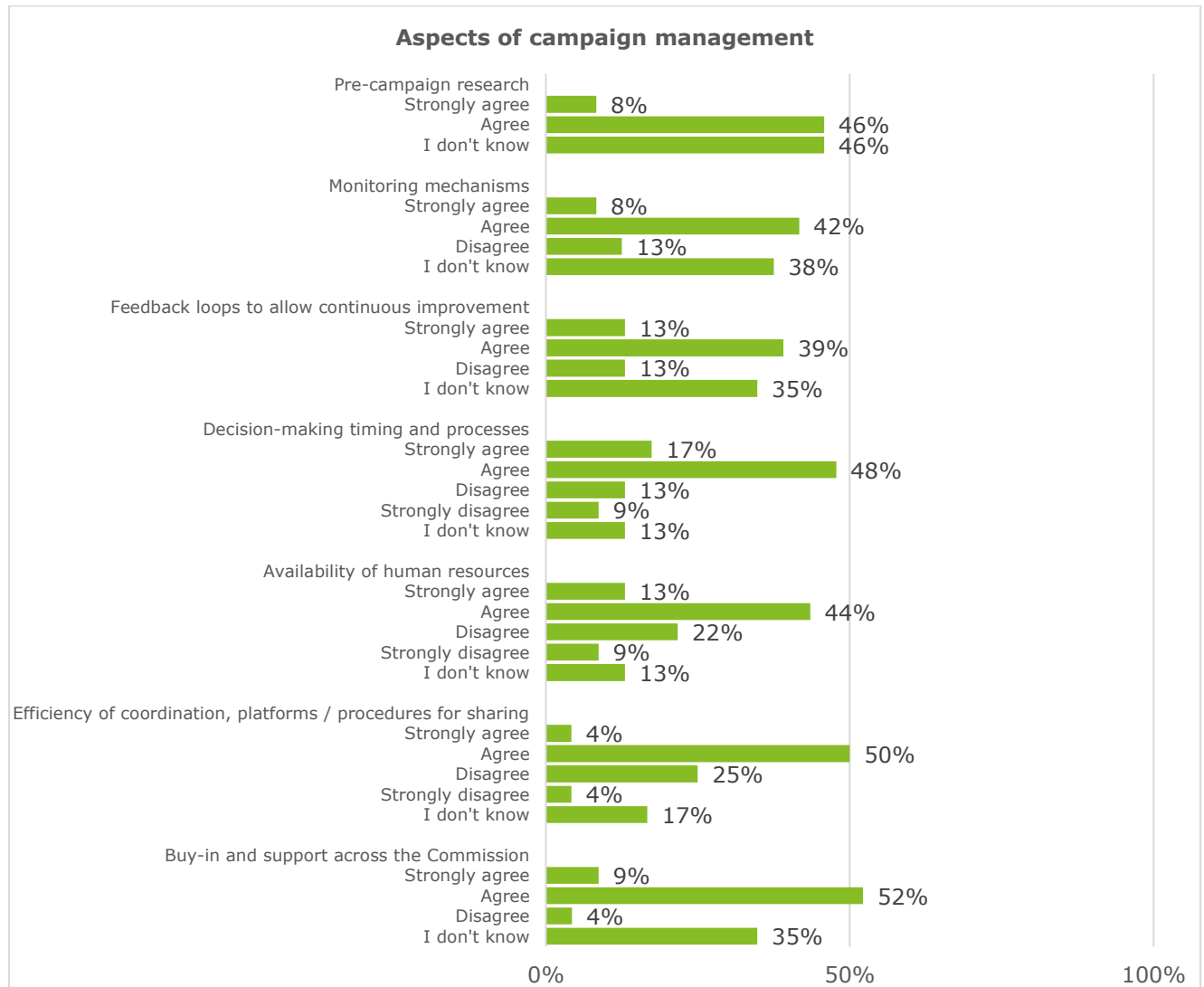


Almost half of the respondents indicated that they “did not know” whether on-going surveys / focus groups to get user feedback and adjust campaigns or baseline surveys / focus groups to test messages and materials influenced campaign outcomes, and slightly more than half of the respondents “agreed” or “strongly agreed” that identification of distinct target group segments influenced outcomes.

Campaign management:

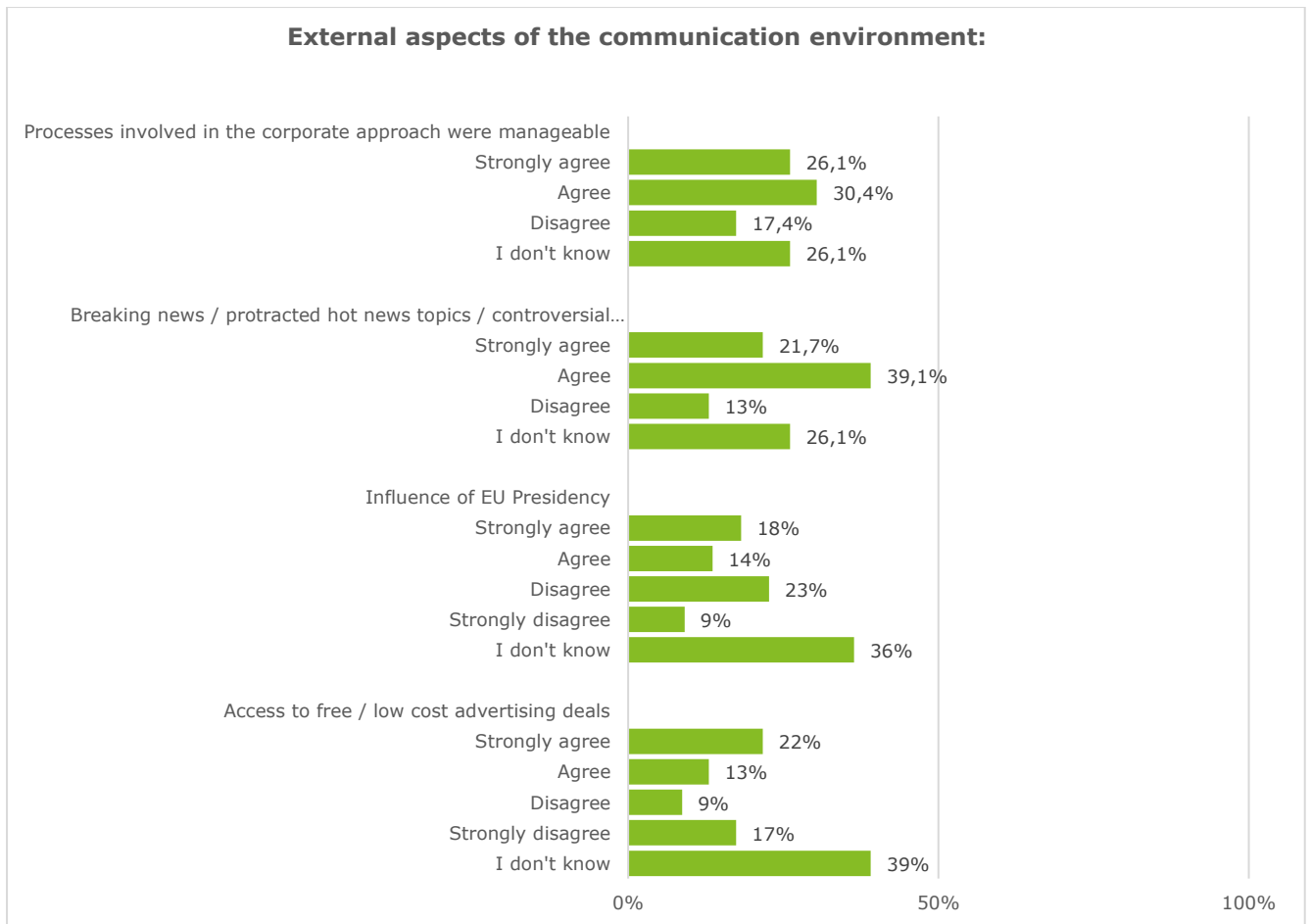
A majority of respondents “agreed” or “strongly agreed” that responsiveness to unforeseen issues, decision-making timing and processes, and buy-in and support across the Commission contributed to the effectiveness of the campaigns. Half of the respondents also “agreed” or “strongly agreed” that pre-campaign research and monitoring mechanisms, the efficiency of coordination, platforms / procedures for sharing, and feedback loops to allow continuous improvement contributed to the effectiveness of the campaigns. However, some of these responses also had high numbers of “I do not know”. Opinions were also split with regards to the contribution of availability of human resources,

with half of respondents who “agreed” or “strongly agreed”, and 7 respondents who “disagreed” or “strongly disagreed” (3 indicated that they “did not know”).



External factors:

As regards the contribution of external aspects to the effectiveness of the campaigns, opinions were split. Around half of respondents “agreed” or “strongly agreed” that elections and political processes in the Member States, as well as breaking news / protracted hot news topics or controversial issues in the Member States contributed to the effectiveness of the campaigns. An equal distribution of responses across answers can also be found for the influence of the EU Presidency (8 respondents indicated that they “did not know”) and access to free or low-cost advertising deals (9 respondents indicated that they “did not know”).



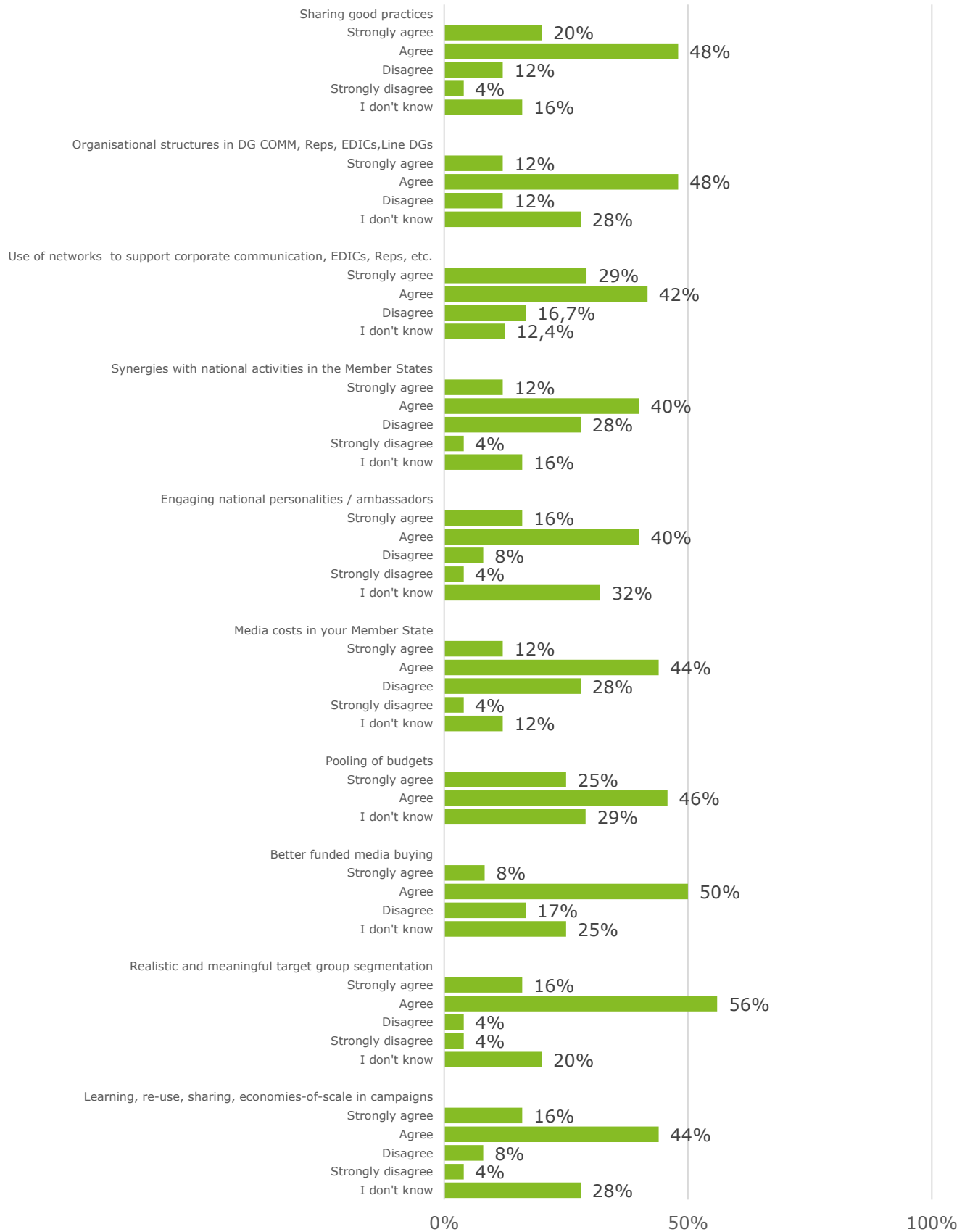
ASPECTS CONTRIBUTING TO CAMPAIGNS' COST-EFFICIENCY:

A majority of respondents "agreed" or "strongly agreed" that the following aspects contributed to the cost-efficiency of the campaigns:

- Sharing of good practices and pooling of budgets
- Organisational and management structures in DG COMM, Representations, EDICS and other DGs
- Realistic and meaningful target group segmentation, as well as choosing the right channels for the right target groups per Member State
- Learning, re-use, sharing of campaign assets and economies-of-scale within and between campaigns
- Engaging national personalities / ambassadors
- Use of existing networks and platforms to support corporate communication, EDICs, Representations and Citizens' Dialogues.

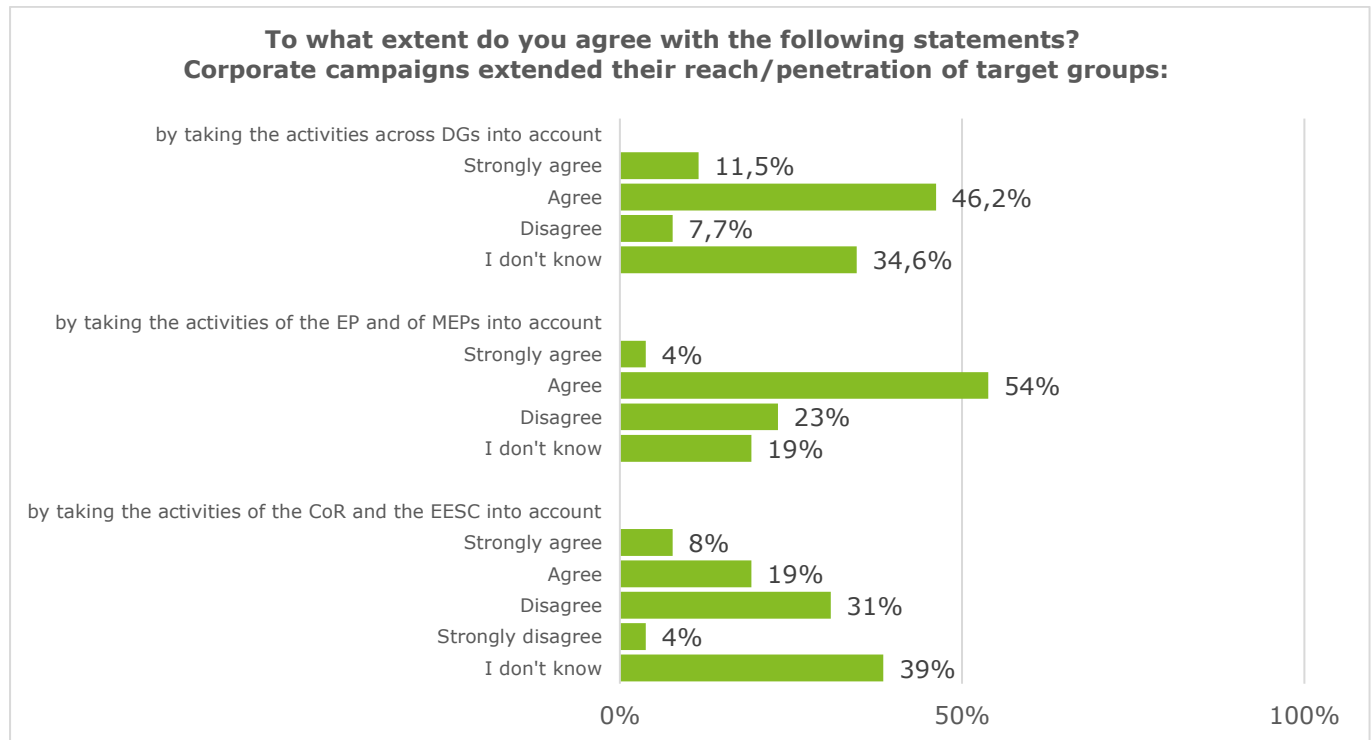
Opinions were split regarding the contribution of synergies with national activities in the Member States to the cost-efficiency of the campaigns, with half of the respondents who "agreed" or "strongly agreed" this statement (and 8 respondents who "disagreed" or "strongly disagreed"). Slightly more than half of the respondents "agreed" or "strongly agreed" that media cost in their Member States and better funded media buying contributed to the cost-efficiency of the campaigns.

To what extent do you agree that the following contributed to the cost efficiency (or otherwise) of the campaigns?



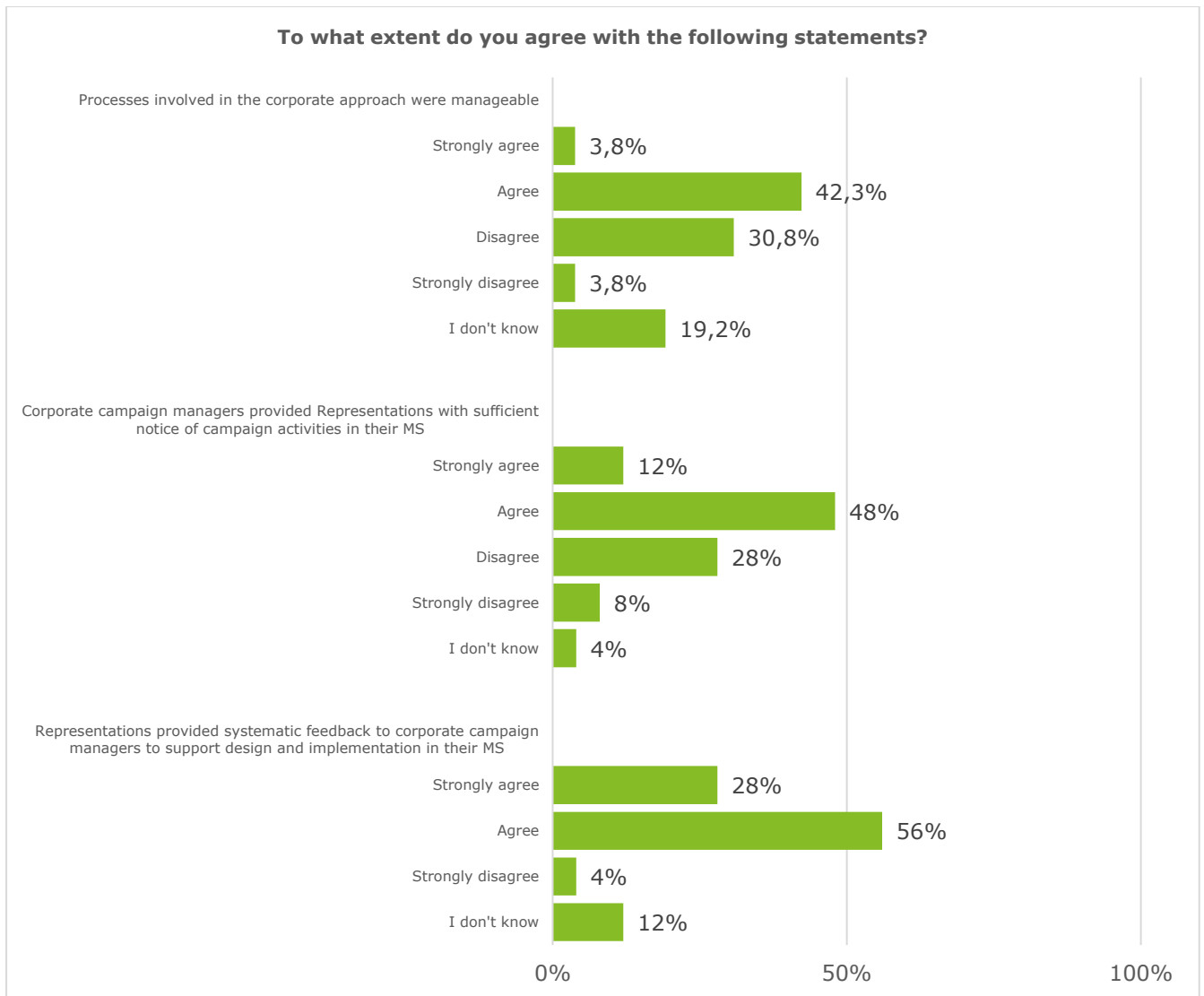
REACH OF THE CORPORATE CAMPAIGNS:

A majority of respondents “agreed” or “strongly agreed” that the corporate campaigns extended their reach / penetration of target groups by taking the activities across DGs and activities of the European Parliament and of MEPs into account. However, a large number of respondents (n=10) indicated that they “did not know” whether the corporate campaigns extended their reach / penetration of target groups by considering activities of the Committee of Regions and the European Economic and Social Committee.



CAMPAIGN MANAGEMENT AND DEVELOPMENT:

Most respondents “agreed” or “strongly agreed” that processes involved in the corporate approach were manageable and that corporate campaign managers provided Representations with sufficient notice of campaign activities in their Member States. A majority of respondents also “agreed” or “strongly agreed” that Representations provided systematic feedback to corporate campaign managers to support design and implementation in their Member States and that they adapted their activities and platforms to support roll-out of campaigns and amplified campaign effects.

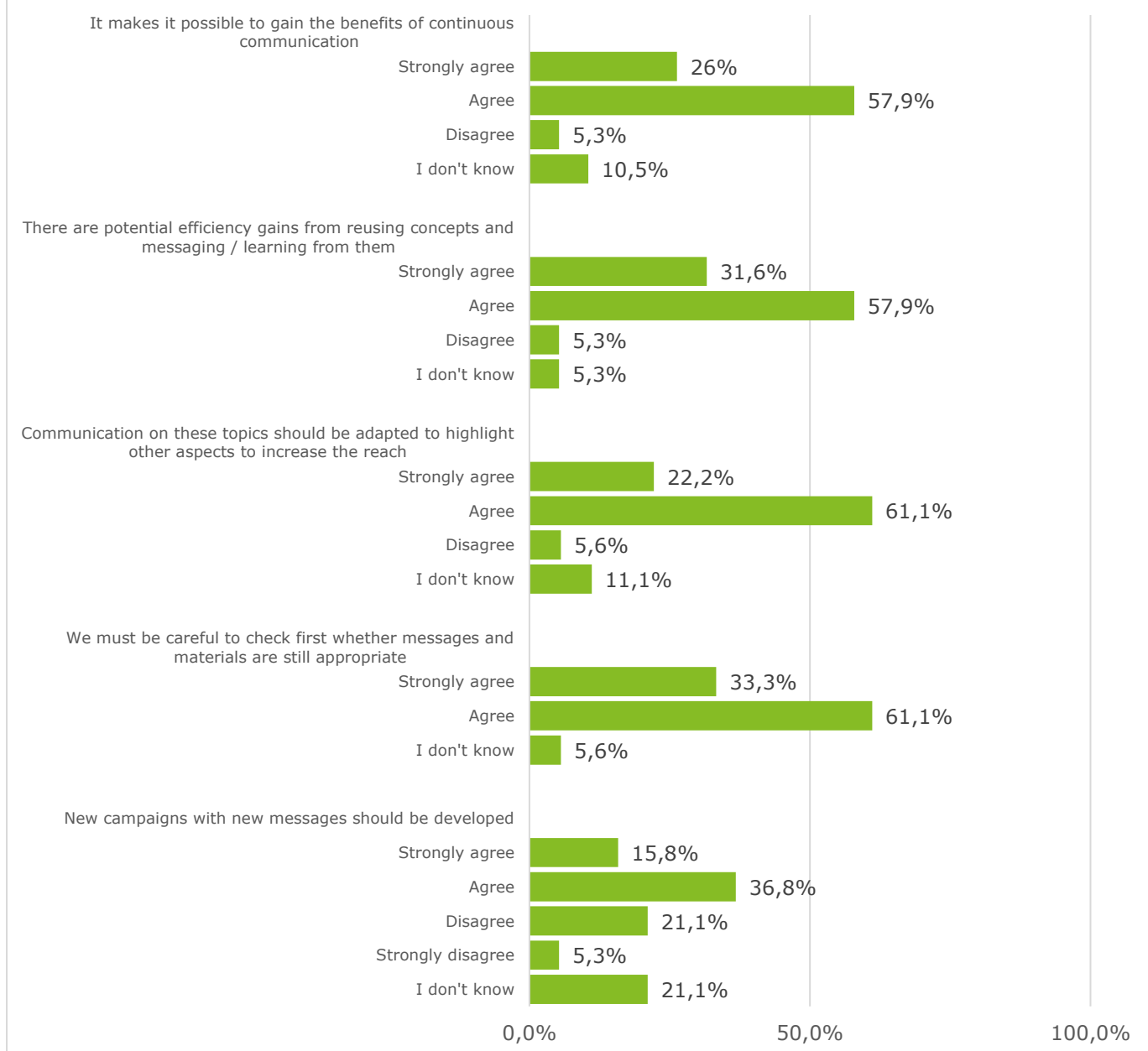


FUTURE USE OF CORPORATE COMMUNICATION MATERIALS:

A majority of respondents “agreed” or “strongly agreed” that re-using corporate communication messages and materials in the future makes it possible to gain the benefits of continuous communication and that there are potential efficiency gains from re-using concepts and messaging / learning from them. Most respondents also “agreed” or “strongly agreed” that communication on these topics should be adapted to highlight other aspects to increase the reach, and that in future messages and materials must be carefully checked if they are still appropriate.

10 out of 19 respondents who answered the question “agreed” or “strongly agreed” that new campaigns with new messages should be developed.

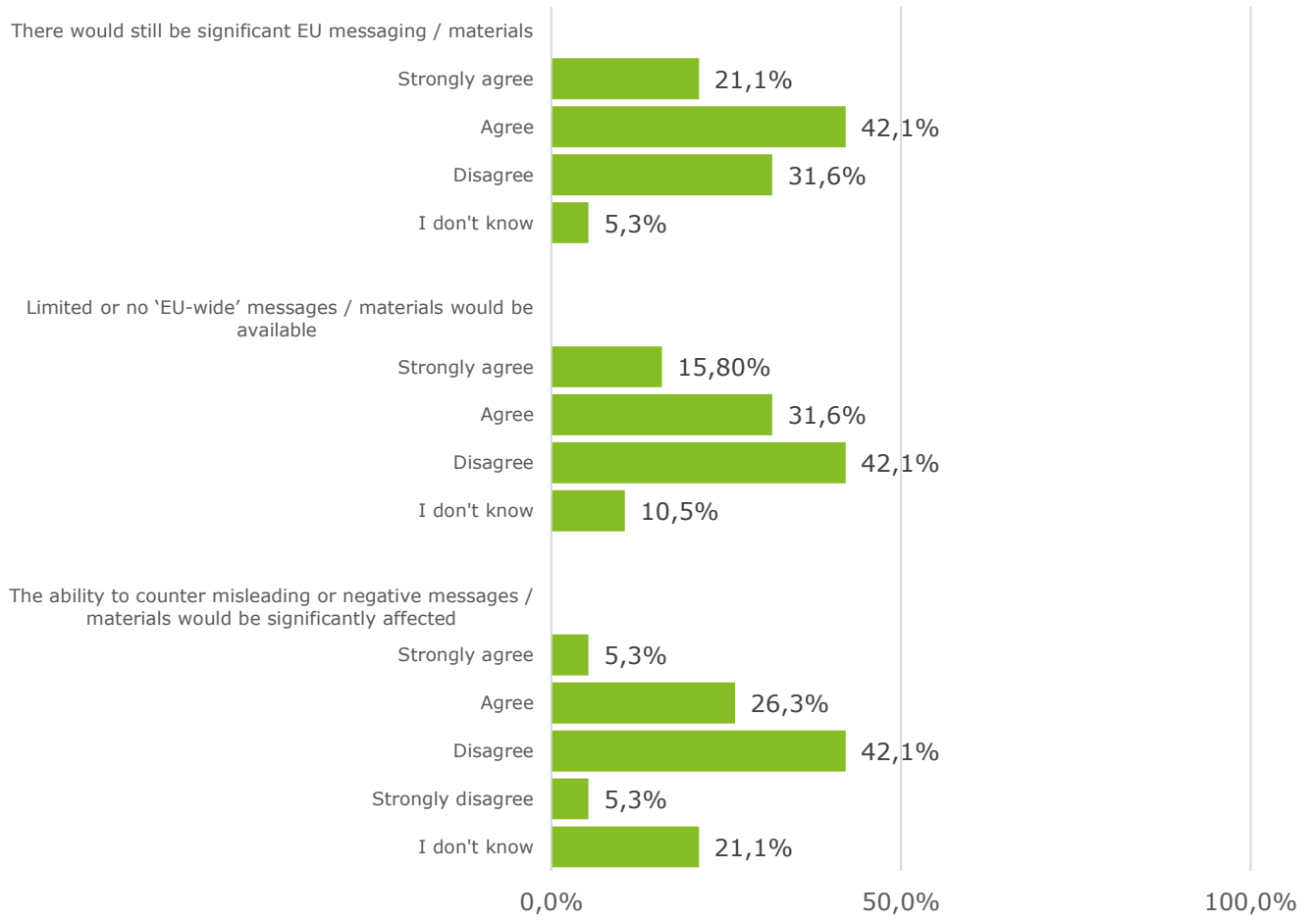
To what extent do you agree with the following statements about re-using the messages and materials of the corporate communication campaigns in the future?



EFFECTS OF POTENTIAL WITHDRAWAL OF THE CORPORATE COMMUNICATION APPROACH:

Opinions among respondents from EC Representations were split with regards to what would happen if the corporate communication approach was withdrawn. Half of the respondents “agreed” or “strongly agreed” that there would still be significant EU messaging / materials and that limited or no “EU-wide” messages / materials would be available. However, more respondents indicated that they “disagreed” or “strongly disagreed” that the ability to counter misleading or negative messages / materials would be significantly affected.

To what extent do you agree with the following statements about what would happen in the Member States if the corporate approach was withdrawn?



C.4 EDICs responses:

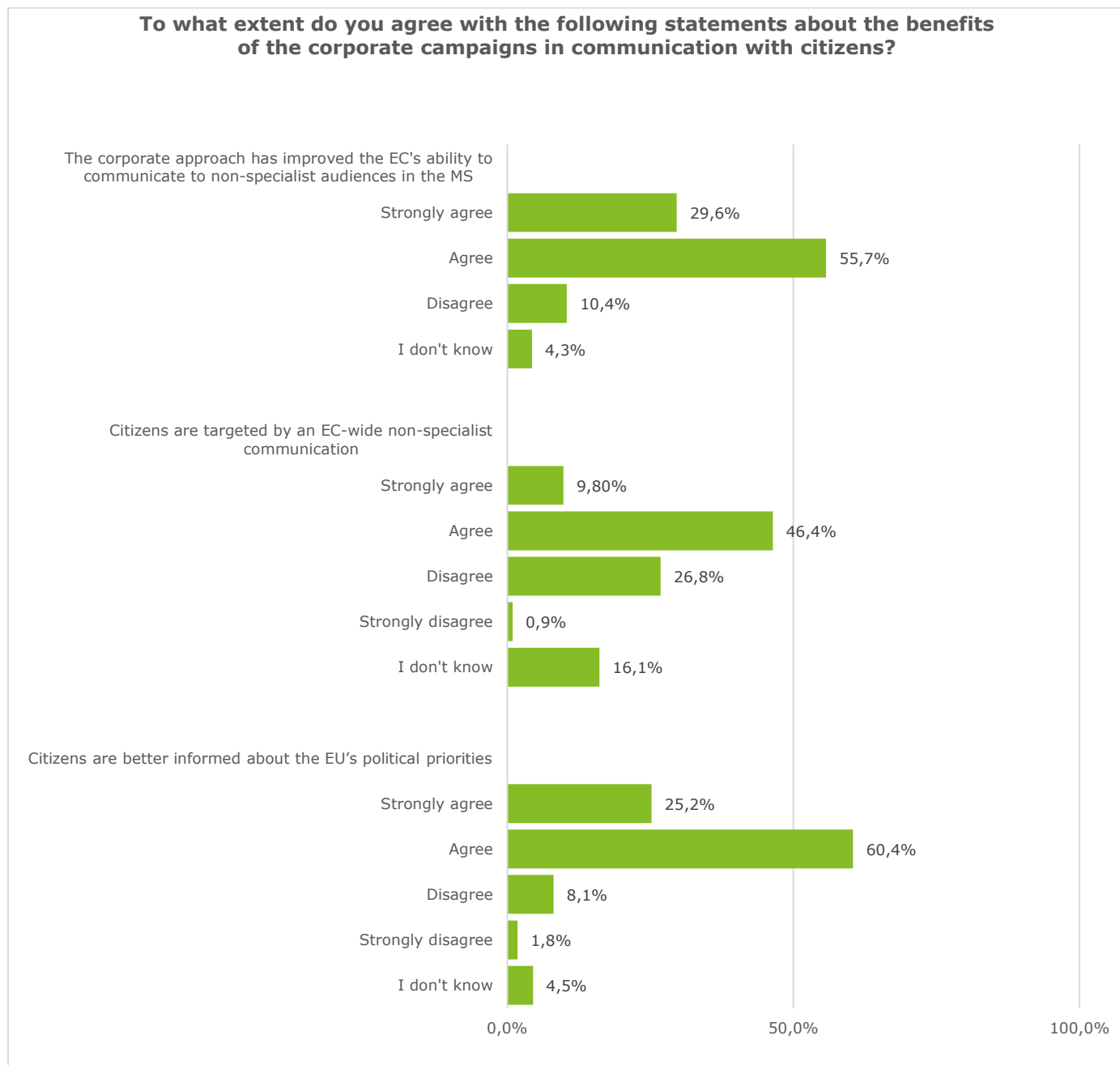
RESPONSE RATE:

Category	N
Total	125
<i>Belgium</i>	4
<i>Bulgaria</i>	2
<i>Croatia</i>	3
<i>Cyprus</i>	2
<i>Germany</i>	16
<i>Greece</i>	13
<i>Hungary</i>	4
<i>Ireland</i>	3
<i>Latvia</i>	3
<i>Lithuania</i>	7
<i>Luxembourg</i>	2
<i>Malta</i>	1
<i>Poland</i>	16
<i>Portugal</i>	9
<i>Romania</i>	9
<i>Slovak Republic</i>	5
<i>Slovenia</i>	4
<i>Spain</i>	22

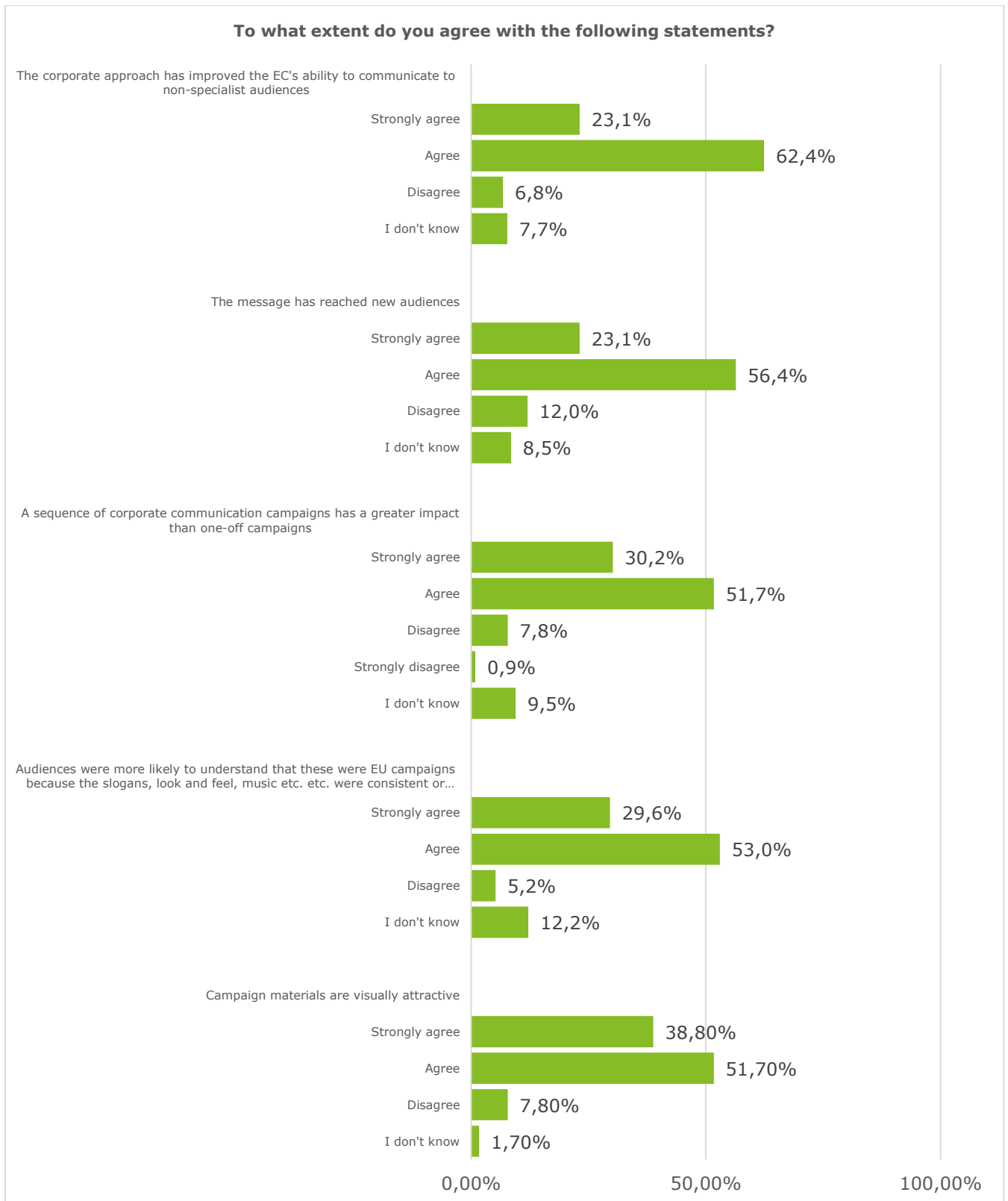
Overall, 125 respondents from EDICs participated in the questionnaire. The largest proportions of respondents came from Spain (n=22) followed by Germany and Poland (n=16 in both cases).

64 respondents indicated that they were aware of all three corporate communication campaigns (InvestEU, EUandME, EUProtects), 15 respondents indicated that they were aware of the EUandME campaign, and the rest were aware of at least two campaigns (most frequently mentioned: investEU and EUandME, n=15).

GENERAL PERCEPTIONS:



Most respondents “agreed” or “strongly agreed” that citizens have a better understanding of the EU and are better informed about the EU’s political priorities due to the corporate campaigns. A small majority of respondents also “agreed” or “strongly agreed” that through the corporate campaigns, citizens are targeted by an EU-wide, no-specialist communication.



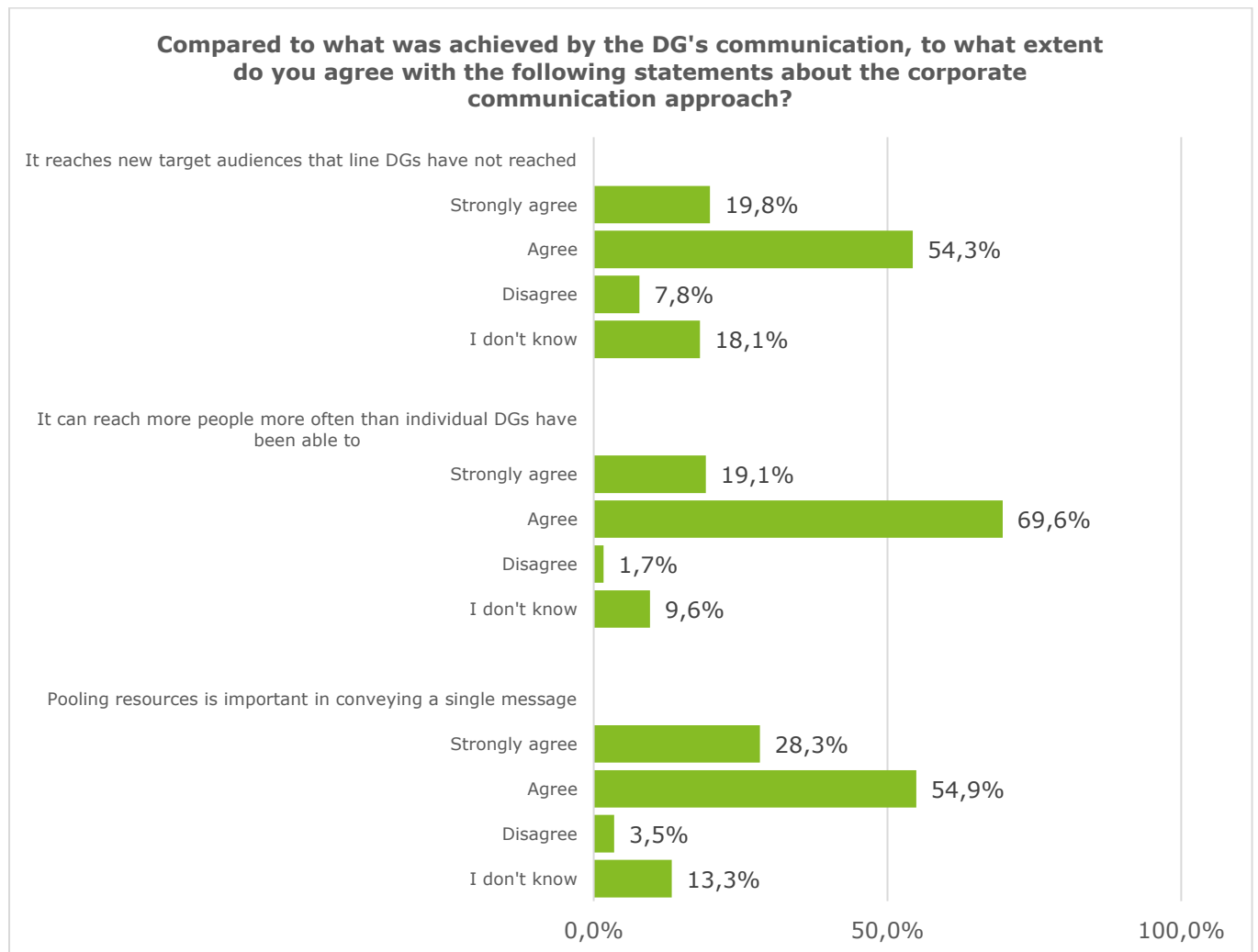
A majority of respondents “agreed” or “strongly agreed” that the corporate approach improved the Commission’s ability to communicate to non-specialist audiences in the Member States and that messages reached new audiences. Most respondents also “agreed” or “strongly agreed” that a sequence of corporate communication campaigns has a greater impact than one-off campaigns, and that audiences are more likely to understand

that these are EU campaigns because of a similar look and feel of these campaigns. Campaign materials were found to be visually attractive by most respondents.

Recurrent qualitative feedback from open text comments referred to the corporate campaigns needing to be localised "in terms of people, locations, nuance" and that efforts needed to be made in terms of regional targeting, which could be supported by EDICs.

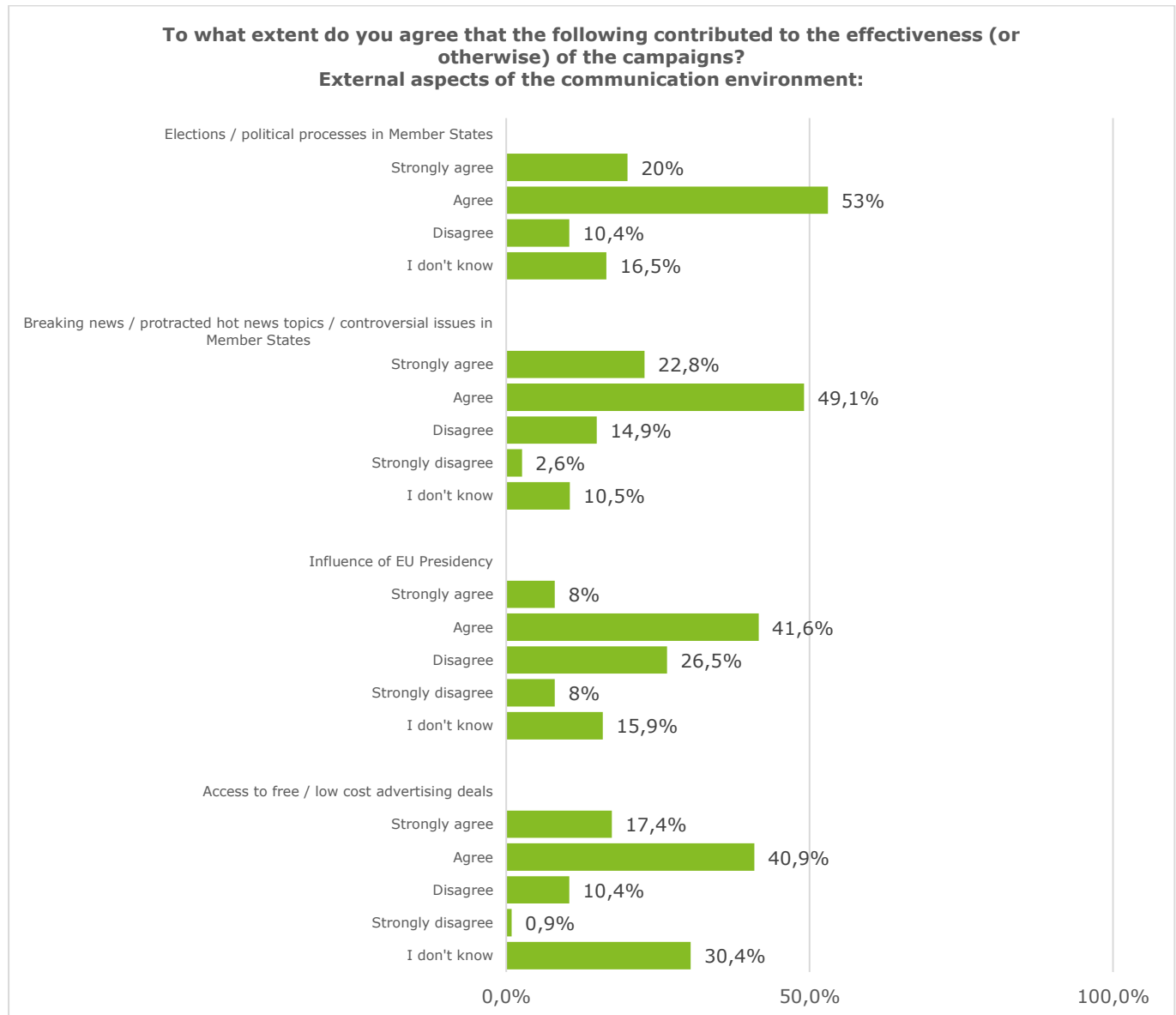
ADDED-VALUE OF CORPORATE APPROACH TO COMMUNICATION BY INDIVIDUAL DG'S:

A majority of the respondents "agreed" or "strongly agreed" that the corporate communication approach reaches new target audiences that other DGs have not reached, and that the approach can reach more people more often than individual DGs have been able to. Most respondents also "agreed" or "strongly agreed" that pooling resources is important in conveying a single message.



ASPECTS CONTRIBUTING TO CAMPAIGNS' EFFECTIVENESS:

External factors:

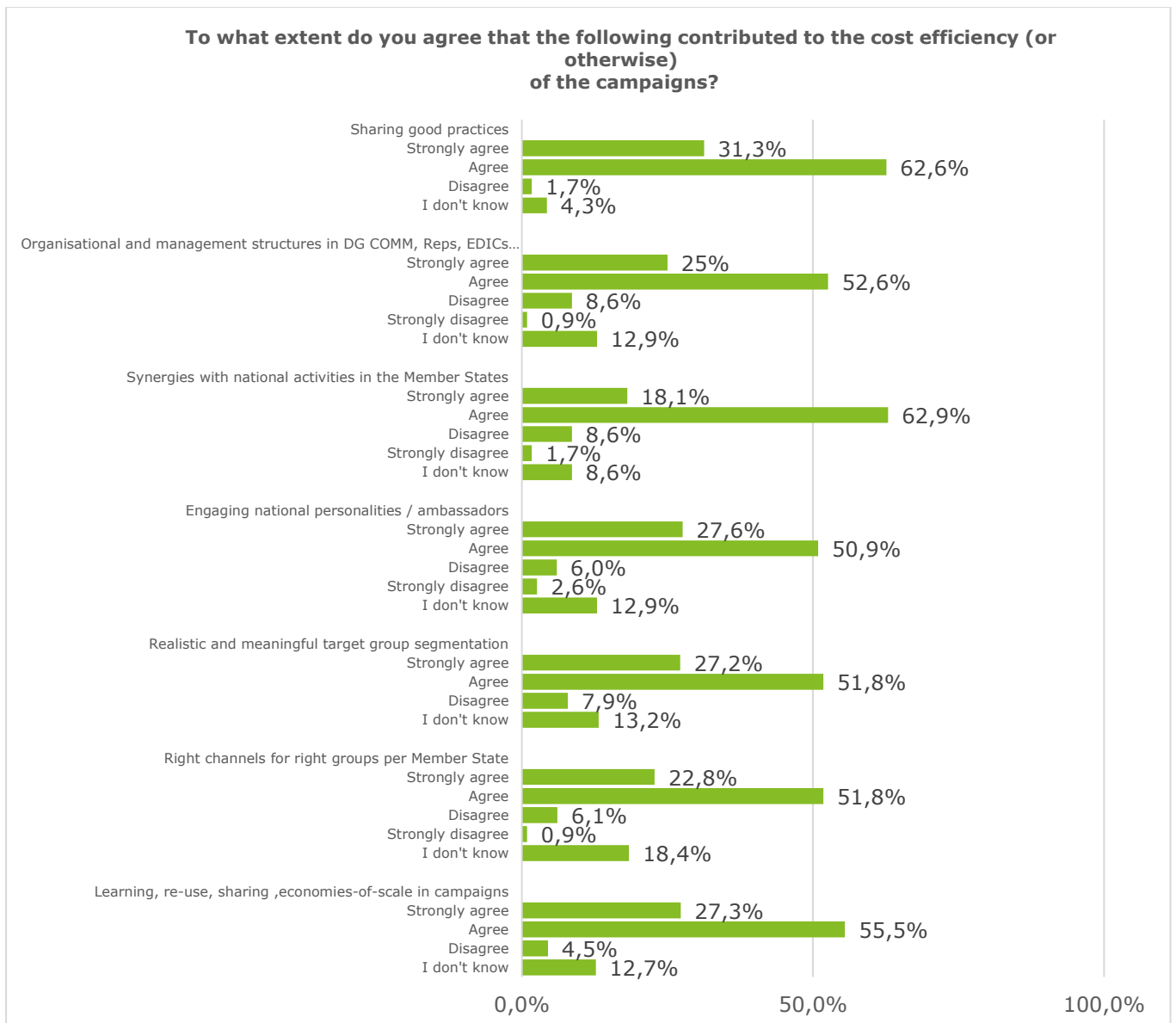


As regards the contribution of external aspects to the effectiveness of the campaigns, most respondents "agreed" or "strongly agreed" that breaking news / protracted hot news topics or controversial issues in the Member States contributed to the effectiveness of the campaigns. More than one third of respondents "disagreed" or "strongly disagreed" that the EU Presidency influenced the effectiveness of the campaigns, and most respondents "agreed" or "strongly agreed" that access to free or low-cost advertising deals had also an influence (albeit one third of respondents indicated that they "did not know").

ASPECTS CONTRIBUTING TO CAMPAIGNS' COST-EFFICIENCY:

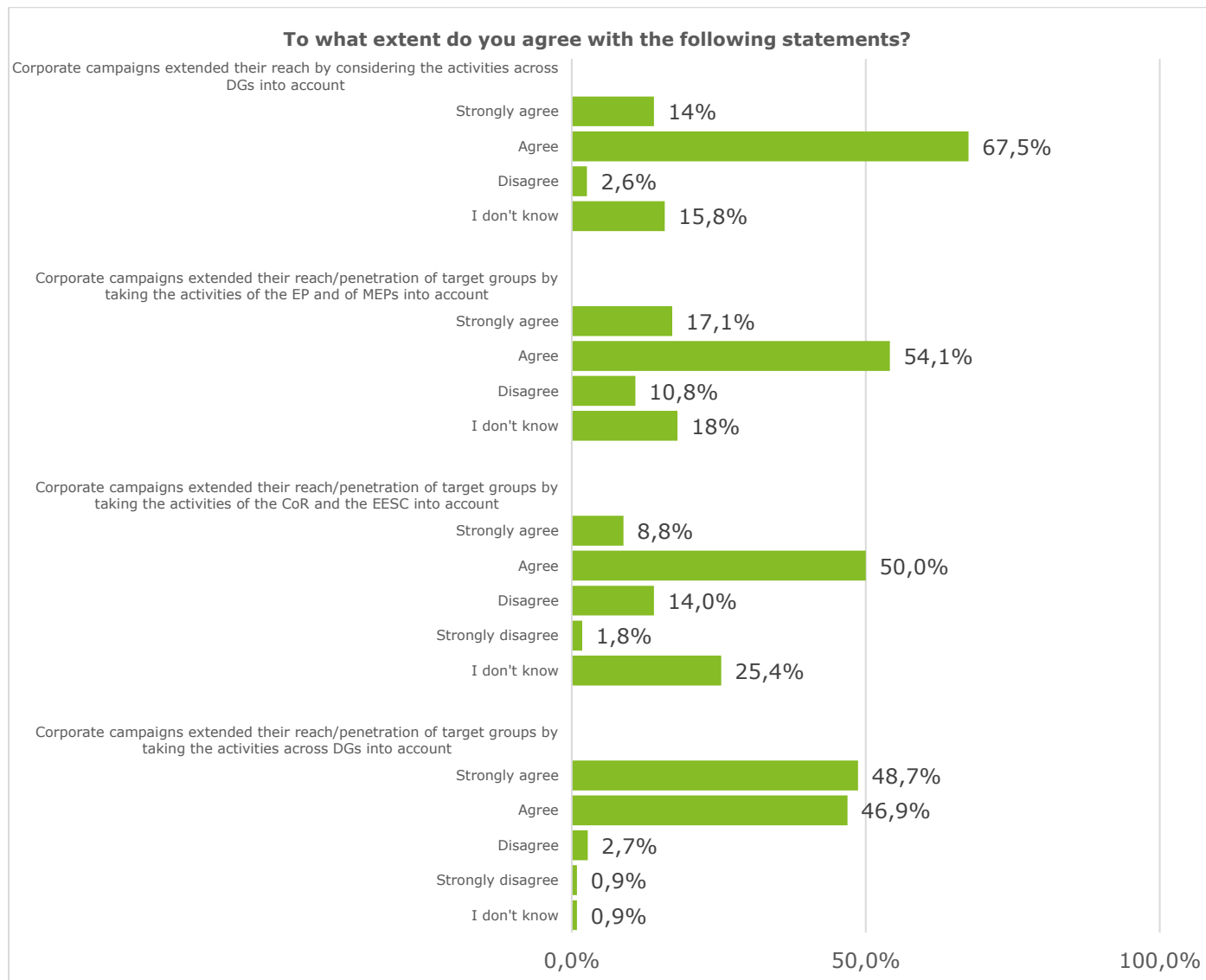
A majority of respondents “agreed” or “strongly agreed” that the following aspects contributed to the cost-efficiency of the campaigns:

- Sharing of good practices
- Synergies with national activities in the Member States
- Organisational and management structures in DG COMM, Representations, EDICS and other DGs
- Realistic and meaningful target group segmentation, as well as choosing the right channels for the right target groups per Member State
- Learning, re-use, sharing of campaign assets, economies of scale within and between campaigns
- Engaging national personalities / ambassadors



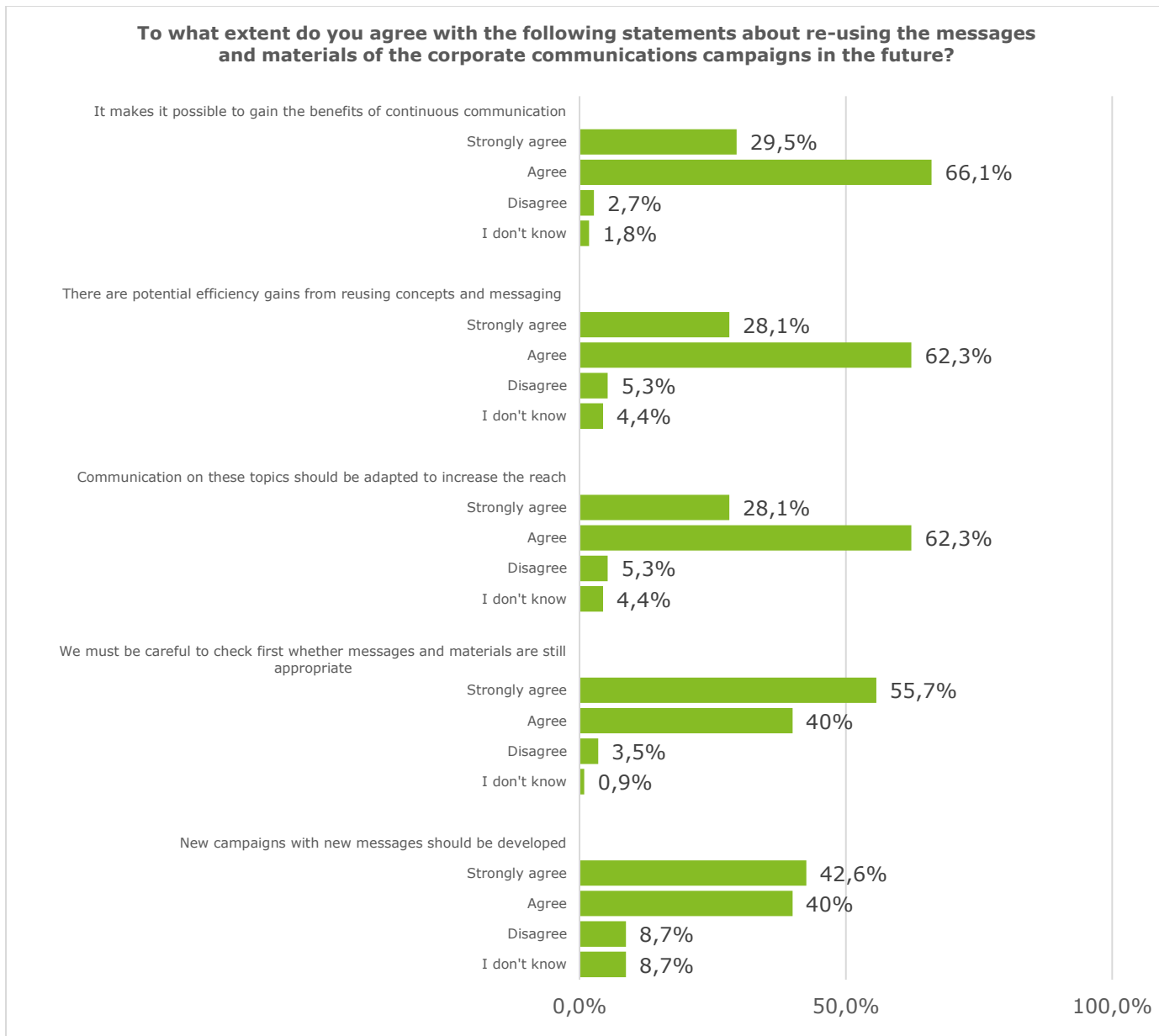
REACH OF THE CORPORATE CAMPAIGNS:

A majority of respondents “agreed” or “strongly agreed” that the corporate campaigns extended their reach / penetration of target groups by taking the activities across DGs and activities of the European Parliament and of MEPs into account. However, a large number of respondents (25%) indicated that they “did not know” whether the corporate campaigns extended their reach / penetration of target groups by considering activities of the Committee of Regions and the European Economic and Social Committee. Most respondents “agreed” or “strongly agreed” that EDICS and other EU networks adapted their activities and platforms to support roll out of campaigns and amplified campaign effects in their Member States.



FUTURE USE OF CORPORATE COMMUNICATION MATERIALS:

A majority of respondents “agreed” or “strongly agreed” that re-using corporate communication messages and materials in the future makes it possible to gain the benefits of continuous communication and that there are potential efficiency gains from re-using concepts and messaging / learning from them. Most respondents also “agreed” or “strongly agreed” that communication on these topics should be adapted to highlight other aspects to increase the reach, and that in future messages and materials must be carefully checked if they are still appropriate.

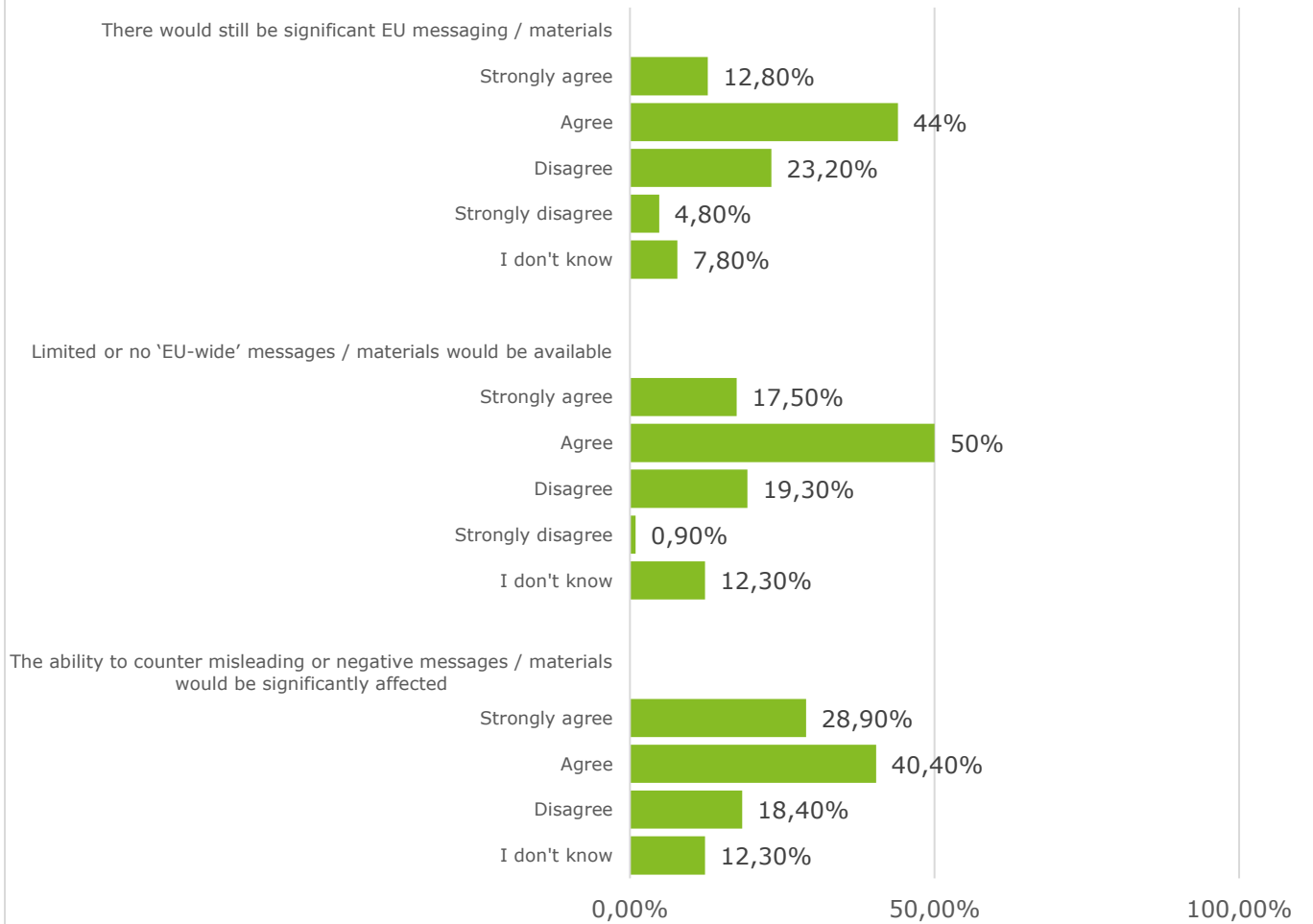


A majority of respondents also “agreed” or “strongly agreed” that new campaigns with new messages should be developed.

EFFECTS OF POTENTIAL WITHDRAWAL OF THE CORPORATE COMMUNICATION APPROACH:

Most respondents from EDICs “agreed” or “strongly agreed” that if the corporate communication approach were withdrawn, there would still be significant EU messaging / materials and that limited or no “EU-wide” messages / materials would be available. A majority of respondents also indicated that they “agreed” or “strongly agreed” that the ability to counter misleading or negative messages / materials would be significantly affected.

To what extent do you agree with the following statements about what would happen to the Member States if the corporate approach was withdrawn?



Annex D - Events analysis and results

D.1 Introduction

This section provides a summary of evidence on events attended by the study team throughout the study period (from November 2018 to June 2019).

The study team was asked to attend and observe a small sample of events, seven events selected by DG COMM, used to support the corporate communication campaigns in the Member States.

Although the possibility of attending events was somewhat limited, the study team supplemented the evidence gathered through a review of the EU Representations' 2019 country strategies, which confirm the use of events by Reps in all 27 Member States to support the three corporate campaigns and liaison with the EDICs to organise local events.

Table 1: Overview of Reps 2019 plans to support the corporate approach via events

Campaign	Event types used by Reps	Target groups described
#InvestEU	<ul style="list-style-type: none"> conferences, seminars, training workshops, and Citizens' Dialogues; 	stakeholder target audiences: national and regional authorities, SMEs and other ESFI beneficiaries, investors and innovators.
EU&ME	<ul style="list-style-type: none"> film and music festivals to screen EU&ME films; Citizens' Dialogues; in Cyprus, Denmark and Ireland, EU&ME films, included in LGBTQ+ events, such as Pride Parades / Pride Weeks. 	target audiences are described as "young people" between the ages of 18-35. But some Reps targeted younger audiences: 15 (BE, LT), 16 (AT) or 17 (BG, FI, NL). some strategies also specified particular groups of young people: <ul style="list-style-type: none"> first-time voters, socio-economically disadvantaged, secondary school pupils, university students.

Campaign	Event types used by Reps	Target groups described
EUProtects	<ul style="list-style-type: none"> large-scale events, such as: Europe Day, Citizens' Dialogues. 	target audience is 35-55-year-olds, in-line with the campaign approach. Some variation: in EE the target audience's starting age is 18 and in HR its described as 28.

The Representations' annual country plans confirm that a range of different types of events are used in line with consideration of best fit with different target audiences. The plans also highlight the way that Reps planned to use the corporate campaigns to address other communication goals, including for example in support of the European Parliament elections.

The table below presents the **events** that the study team **attended as part of this synthesis exercise**. Events were used as opportunities to carry corporate communication messages on the #InvestEU or EU&ME campaigns, but not the EUProtects campaign²⁰.

Table 2: Overview of the events attended

Event title	Date	Location	No of ppts	Organised by EC	Summary
#InvestEU					
Web Summit	6 – 7 Nov. 2018	Lisbon, Portugal	Around 70,000 ²¹	No	Annual technology conference. Workshops and presentations held by EU officers and #InvestEU stand.
Student business incubator at the University of Latvia	6 March 2019	Riga, Latvia	11	Yes ²²	Organised as part of the #InvestEU campaign, targeted at students – potential entrepreneurs. Presentations by Representation official and an influencer (Marta Selecka).
Beach clean-up	8 June 2019	Ladispoli, Italy	Around 80	Yes ²³	Beach clean-up introduced by a short speech-session, including one speech from a Commission Representation's officer. It gathered around 80 participants, most of them families with children.
EU&ME					

²⁰ As of 12 June 2019, 21 events have been carried out in the Member States in the context of the EUProtects campaign: #EUProtects, Consolidated Report of Wave 3, 12 June 2019. Slide 61.

²¹ Data from the Web Summit website.

²² Organised in cooperation with the University of Latvia.

²³ Organised in cooperation with Ambiente Mare Italia.

Event title	Date	Location	No of ppts	Organised by EC	Summary
Internationale Kurzfilmwoche Regensburg	17 March 2019	Regensburg, Germany	10	No	Screening of all EU&ME movies, followed by a discussion with a Representation official and 2 film directors. International short-film festival
Dingle International Film Festival	22 March 2019	Dingle, Ireland	Viewers per film: Debut: 102; Living hostel: 49; Oona: 27.	No	Screening of three EU&ME films (Living Hostel, Debut, and Oona) during a short-film festival.
L'Europe dans ma ville	26 April 2019	Abbeville, France	100 at screening & 50 at the Citizens' Dialogue.	Yes	Film screening of seven EU&ME movies and Citizens' Dialogue; Attendees were mainly students aged 14-18.
European Youth Week	29 - 30 April 2019	Brussels, Belgium	Circa 1000	Yes ²⁴	Two-day event aiming at engaging young people in EU debates and at raising awareness of the EU values and programmes offered to youths. EU&ME stand, screening of the EU&ME movies at the Pop-up cinema and from the main stage before the Maastricht debate.

As highlighted above, the events were diverse in their objectives, scale, target audience and locations. Only three of the seven events were intentionally organised as part of the corporate campaigns and directly funded under the corporate budget. The other events either provided vehicles to promote EU films (international film festivals) or provided opportunities to showcase an integrated approach to EU communication, i.e. where several line DGs joined forces to present the EU (Web Summit and European Youth Week).

The events attended used to promote **#InvestEU** had a **clear link with the campaign**, both in terms of objectives and of content. All three events highlighted EU support through funding for projects related to growth, development and modernisation of Europe in several sectors (from health care to transport, from culture to environment, from high-tech to education).

- At the **Web Summit**, the EC communicated about the work undertaken at EU level in the field of internet technology under different initiatives (during the Web Summit representatives from DG RTD, DG JUST, and DG COMP participated in several debates and workshops; the Summit was also an occasion to present the 2019 edition of the European Union Prize for Women Innovators and announce the European Capital of Innovation prize winner)

²⁴ DG EAC in collaboration with other DGs and the EP

- At the **Student Business Incubator** event in Riga, the objective was to promote the concept of business incubators, which might be funded by the EC, and other opportunities offered to young entrepreneurs by the European Union.
- At the **beach clean-up** in Italy²⁵, where environment is one of the key themes of #InvestEU along with culture and health care, the event aimed to inform the public on the EU strategy for plastics in a circular economy and on the initiatives funded to safeguard the environment from the impact of plastic waste (a short video on the Medsealitter project²⁶ was shown during the event).

The events relating to the EU&ME campaign were more loosely linked to the campaign. The EU&ME movies were screened at the festivals in Regensburg and Dingle simply because they were short-film festivals; there was no clear conceptual link. In Abbeville, the EU&ME films were screened before the Citizens' Dialogue to a public of high school students, younger than the target audience of the campaign. However, there was a clear fit between **EU Youth Week (EYW) and the EU&ME campaign**.

- The EYW aims to engage young people in debates about the EU values and to raise awareness about the opportunities offered to young people by the EU. Due to the then upcoming European elections, "**Democracy and Me**" was the theme of the 2019 EYW, which focused on the importance of young people contributing to the European democracy, through policy-making, volunteering and promoting democratic values. The slogan "Democracy and Me" was attuned to the EU&ME campaign.
- The presence of the **EU&ME stand** at the event was meant to function as a "central hub", with general information about all the initiatives presented in detail in the other stands. While the idea is in line with the corporate approach of presenting all the EU programmes under the same umbrella, it **did not deliver in practice**, as the public did not understand the purpose of the stand (visitors interviewed noticed that the EU&ME stand was "more about the EU in general" in comparison with other stands, but they did not get the link with the other stands).²⁷ On the other hand, the other stands did not display the EU&ME logo on any materials

D.2 Summary

Overall it is difficult to come to concrete findings on the use of events under the corporate approach given that the study team was only able to observe seven events, which tended to follow a range of different formats. However, several key points can be identified:

- The EU has greater '**potential**' exposure by being present at large scale events. However, this does not necessarily guarantee that event participants will notice the EU and given the high cost of participation, efforts need to be made to ensure that EU presence is effective. Study team observations on the EU stand at the Web Summit highlighted that improvements could have been made to strengthen the EU presence

²⁵ The EC Representation organised three other events on the same topic (April, June and one is planned for September 2019). As explained by the local contractor, the purpose is to build a narrative on this topic to facilitate recall in the public and attract the media attention.

²⁶ The Medsealitter project, funded by the European Union with over € 2 million, aims to create a collaborative network of marine protected areas - with the support of scientific organizations and NGOs - in order to develop and apply common protocols to manage the impact of plastic waste in the sea, considered among the most serious pollutants for biodiversity in the Mediterranean.

²⁷ Additional observations on the stand are provided below.

at the event. Having a stand in the right location at an event, as was the case for the EU&ME stand at EYW is one of these.

- **Highly topical events**, which are represented by the beach clean-up can be used as hooks for the **media**, which implies significant added value beyond the number of actual participants. The added value of poorly attended events is negligible, and questions can be raised with regards to proper use of staff time.
- Considering the specific objectives set for corporate communication (i.e. to achieve a more positive public perception of the EU and its activities; to inform and engage different target groups about the EU's political priorities; to focus communication aimed at non-specialist audiences and to increase the coherence of Commission messages) the effectiveness of events according to the formats presented had variable effects:
 - **None** of the interviewed attendees at any of the events confirmed **changed perceptions** about the EU. Attendees tended to be positive about the EU prior to the event and that view did not change after the event.
 - At the #InvestEU events attendees reported **increased knowledge** about investments of the EU in their countries.
 - Respondents in Riga reported that information on financing and EU programmes was useful, and that the event helped them become aware of opportunities of which they had not heard before and that they can potentially apply in the future to advance their careers. Some interviewees were also happy to learn about specific projects that the EU has financed in Latvia outside of Riga.
 - None of the participants interviewed in Ladispoli had heard about the Medsealitter project before, or about any other project funded by the EU in the environmental field. All the participants interviewed welcome more action from the EU in this field and thought that organising similar events to increase awareness of what the EU does is a good idea.
 - The EU&ME films were generally **well received** at all the events. But interviewees did not really find that "new" information was passed to them during the viewing of the EU&ME movies, although they appreciated that the EC wanted to remind the broad public of its values. In particular:
 - In Regensburg, participants particularly commented on the sensitive ways that important issues such as homosexuality, were being portrayed. Participants reported that they could relate to the key messages;
 - At the EYW participants saw the movies as **powerful tools to target young people** and they commented positively about their format and style. However, the films were considered unrealistic. At the Dingle Film however, although attendees described the films as being of a high quality, they did note that they found them "confusing" with regards to whether these were movies or advertisements.
- Some events provided materials for participants. But overall, the team observed that these were not used in an effective way, either because they were **not targeted** to the audience (e.g. language, format, topics) or because not available at all.
- There was **good EU brand recognition** from the public where the brand was prominent, but the extent of visibility of the EU was variable, from very good to

weak. In some cases, there were mixed messages due to several brands being used (e.g. the brands of two of the campaigns in Riga, or that of the Citizens' Dialogue in Abbeville), and branding alongside that of the European Parliament (e.g. at the Dingle film festival). The branding was consistent in the events in Ladispoli, at the Web Summit and at the EYW, although in the last two events it could have been more effective.

- The attendance rate at some of the events was particularly **low** (11 out of a target of 50 in Riga; 10 at the Regensburg film festival) due to insufficient promotion and logistics issues, and none of the events in the sample was able to attract people from outside the organisers' usual networks;
- **Collaboration** with local partners to organise some of the events attended was considered as extremely positive and fruitful. The EC is regarded by local partners as open and flexible. Organisers in Ladispoli underlined how the Commission provided added value to the event with its expertise and professionalism, and with its ability to attract media coverage. However, not all the events attracted good media coverage, which meant that they were not able to reach a broader public, when the number of attendees is limited. More in general, promotion is an aspect that, for different reasons, as explained in the next section, was not fully exploited in all the events attended.

D.3 Key findings

The following integrated analysis from the events builds upon the evaluators' observations and qualitative feedback collected from participants and organisers at the events, in relation to:

- ✔ Logistics
- ✔ Promotion
- ✔ Give-aways
- ✔ Event participants
- ✔ Branding

✔ Logistics

The extent to which the EC participated in the practical organisation of the attended events varied considerably. Apart from the Web Summit and EYW, which were big events, the other events were in small towns, where a person should go on purpose (the event in Riga took place in a developing part of Riga, which is 10 minutes' walk from a tram stop).

- The events in **Latvia and Italy** were organised **with local partners** (respectively the University of Riga and Ambiente Mare Italia), leveraging a long-standing relationship with these actors. The **good collaboration** between the EC and the local partners was indicated as a key success factor by the events' organisers. In Riga, the location was the new building of the University, chosen also because it is one of the most recent example of EU funding in Latvia's capital. In Italy, the city of Ladispoli was chosen by Ambiente Mare Italia because the association has a good network in that area and the event was sure to attract a good number of participants.
- On the contrary, the EC was **not directly involved in the organisation** of the film festivals in **Regensburg or Dingle**. In Dingle the lack of coordination with the organisers had **negative repercussions** on the success of the event as the timing and location of the event were changed at the last minute because of difficulties in

getting the correct format of the films from the Commission. This change was not reflected in the programme, thus influencing the attendance rate at the screening. In Regensburg, the organisers admitted that they agreed to screen the EU&ME movies only as an exception because of the upcoming European elections.

- Being a big international conference, the EC was not involved in all the decisions about logistics in the Web Summit. For instance, the location of the EC stand – well located close to the entrance, was a decision made by the Web Summit. The specifications and design of the stand were based on the creative identity of the **#InvestEU campaign**. Evaluators found that the **stand was small** and observed that it was not suitable for the number of staff who staffed it. Visitors were unable to “enter” the stand, interacting with EC staff standing/sitting on the inside. Several times staff were observed having to exit the stand to meet visitors, giving it a disorganised look. Visitors to the stand also found that it was small and its layout not welcoming. They remarked that it looked very bureaucratic (“like when you go to pick up your ID card”), pointing to an image of public administration rather than proximity and ease in communication and information gathering.
- The stand at the Web Summit was located in the one of the biggest and highest **tents**, with a transparent ceiling and a large entrance, so that people passing-by could **easily look in from the outside**. Within the stand there was much **space to interact with EC staff**, standing or sitting on small cubes or around small tables. However, the choice of occupying the centre of the tent with small cubes and small tables did not prove to be very practical, because visitors tended not to sit and the small cubes and tables made moving around inside the tent difficult
- Use of the **EYW** event to promote EU&ME made sense conceptually, but also because, as an existing EU event, which is organised biannually by DG EAC, the stand was able to take advantage of an established audience of young people. The EU&ME **stand was well located**. Visitors had to pass the stand to access the European Parliament, where the conferences and workshops took place.

➤ Promotion

Promotion is a key issue as it might influence both the attendance rate at the event (upfront promotion) and the resonance of the event on local media afterwards. The amount and channels used to promote the events was variable, depending on the available resources, the importance of the event, and on the expected role of multipliers.

The **lack of sufficient upfront promotion** had negative repercussions on the attendance rates in some of the events (e.g. Business Incubator in Riga, Short-Film Festival in Regensburg). **Digital promotion** (e.g. through social media and websites) was generally preferred. **Media coverage** was very limited at small events, except for the beach clean-up in Ladispoli, where journalists, bloggers and television channels were present.

- In Regensburg, the organiser of the film festival linked the poor attendance rate (n=10) to the timing (Sunday afternoon) and nice weather. However, those participants who attended said that they came to the film screening because they knew the festival organiser, they themselves were part of the festival team, and two participants accompanied a friend who was part of the festival team, thus promotion was not able to attract external people.
- In Riga, the EC official noted that there was not enough advertising done to promote the event (apart from Facebook). The EC Representation started communicating about the event **only two days prior to the Conference**, whereas the Incubator mainly informed their friends and acquaintances. Additionally, judging from respondents’ answers during the interviews, they did not recognize the influencer who attended the event. The influencer also did not post information about the event

on their Instagram/Facebook pages, they did however record materials from the event that were later published online.

- At the Dingle Film Festival, there was a substantially higher attendance rate, however, interviews with attendees showed that they did not attend to view the EU&ME films, but other films that were shown at the festival. This is not necessarily a negative but indicates a lack of promotion. There was also a last-minute change to the location of the screenings (the organiser attributed this to difficulties in obtaining the films in the correct format from the Commission), which could have also affected attendance rates.
- The event in Ladispoli was organised in only 10 days, thus it was promoted only in the last few days. For this reason, AMI decided to leverage their pre-existing network, advertising the event on their social media channels, and they managed to reach the target of 80 attendees. Interviewed participants saw the advertisement of the event on social media or were told by friends. Some of the participants noted the absence of any advertisement in Ladispoli and saw it as a missed opportunity to involve the local citizenship and enlarge the network.

Two press releases were issued before the event, one by AMI and one by the local contractor. The latter was broadcast by different media channels at national level (e.g. SKYTG24 and ANSA). The local contractor invited journalists and bloggers in order to have resonance in the local and national press and TV. The local contractor followed the work of the journalists closely, providing them with materials and information and facilitating the interviews with the representative of the Representation. The idea of holding the event on the same day at Global Oceans Day aimed also to attract more journalists and have a greater resonance in the media.

➤ **Event participants**

- While the EU&ME film screenings were all attended by young people, and the Student Business Incubator in Riga by students, none of the attendees interviewed identified as a person indifferent towards the EU. Events did not seem to attract people outside the usual networks.
- Attendance in Riga and Regensburg was attributed to either **knowing the organisers**, being part of the event, or accompanying a friend who knew about the event through the organisers.
- Most of the participants to the EYW were eager to engage with the EU and some of them were **already involved** in one of the initiatives showcased (and came to the event upon invitation from the EC or the European Parliament).
- Most participants at the beach clean-up were **already part of the AMI network**, or people active in environmental or cultural associations in the area of Ladispoli, already sensitive to environmental issues. Conversely, attendance at the Dingle Film Festival was attributed to attendees wanting to view screenings of films other than the EU&ME movies. The audience at Abbeville screening was composed mainly of students aged 14 – 18, thus younger than the campaign's target group. The topics covered were perceived as too distant and complex for them.
- Most visitors interviewed attended the **Web Summit** with the purpose of networking. The majority were representatives of private companies or entrepreneurs of small and medium-sized enterprises. However, none of the interviewees, interviewed away from the stand, were aware of the EU presence at the event. However, when made aware of the EU presence by the evaluators, most interviewees said that they would certainly visit the EC stand to learn about the EU's role at the Summit and see if there was any

information relevant to their businesses. Most visitors to the stand inquired about financing and networking.

➤ Branding

- EU branding was found to be well located and clearly visible at the Student Business Incubator, at the Dingle Film Festival, and at the beach clean-up in Ladispoli. At the Student Business Incubator in Riga the Commission provided a stand, an #InvestEU reception desk, leaflets and armchairs branded with the EU&ME logo (although no reference to the EU&ME campaign was made during the event). The stands were in Latvian and clearly focused on investment activities of the EC. Some participants also noticed the logos of #InvestEU and EU&ME in the presentation of the EC Representative.
- In Dingle it included three full-page advertisements (1 per film) featured in the programme that was provided to each festival goer. However, 2 advertisements were coupled with films from the European Parliament (and the EP part was bigger for both advertisements). At the venue, there were two stands (one for the film "Debut", and one just with the EU logo). These were the only stands at the venue and positioned at either side of the screen, well in view of attendees
- In Ladispoli branding comprised EU flags (both at the gathering point and at the gazebo on the beach), a poster of #InvestEU and a white wall with the logo of the EU commission and of the partner organisation, functioning as background for the interviews.
- By contrast, at the **Regensburg Short-film Festival**, there was **no branding** other than the EU&ME logo in the programme and two mentions of #EU&ME in the "Greetings" section.
- In **Abbeville** there was no branding outside the cinema building. At the room entrance there was an A4 poster with the title of the Citizen Dialogue "L'Europe dans ma ville". Similarly, inside the cinema room there were 2 big posters with an EU logo, L'Avenir de l'Europe: Parlons-en. The **EU&ME logo was on the postcards**.
- At the **Web Summit**, visitors reported that **it was not immediately clear that this was an EC/EU stand**. They considered the logo too small, and the text too long ("opportunities start here"). For visitors unaware of the opportunities that the EU could offer, evaluators found that the message was not specific enough.
- Conversely, at the **EYW stand**, the **EU&ME logo was clearly visible** (it was at the centre of the "freedom of expression wall" and on the wall with the QR codes). However, unlike the other stands, which could be immediately identified with a theme or an initiative (e.g. the Digital Activism tent, the Erasmus Student Network tent, the European Solidarity Corps tent), the EU&ME stand did not have any slogan or text which made it recognisable. The EU&ME logo did **not appear on any of the information materials given at the registration**, nor on the materials given at the numerous stands outside and inside the Parliament (apart from the EU&ME tent).

➤ Materials and giveaways

At some of the events observed a range of 'give-aways' were provided to attendees, as shown in the below table.

Table 3: Overview of materials provided at attended events

Event	Materials / gadgets provided
Web Summit	Reference cards in English
Student business incubator at the University of Latvia	Leaflets in English
Beach clean-up	A thermal bottle, a sports bib and a cap
Internationale Kurzfilmwoche Regensburg International short-film festival	No materials
Dingle International Film Festival	No materials
L'Europe dans ma ville	Leaflets and post cards in French
European Youth Week	Copies of "EU&ME" publication in different languages, copies of a document explaining the "Learning corner", postcards of the EU&ME movies and stickers "I love Europe"

- The materials given to participants in Abbeville generated little interest from participants. The public (young people aged 14 – 18) were not interested in the leaflets and postcards about the EU&ME films to be screened.
- The stand at the EYW was more **adapted** to a young audience. Information was provided information mainly tby digital means (two computers, two tactile screens and a wall with QR codes). The only print information on the stand consisted of few copies (around 3-5)²⁸ of the publication "EU&ME" in different languages, some copies of a one-page document explaining the "Learning corner" initiative, and postcards of the EU&ME movies mixed with programmes of the event and stickers "I love Europe".
- In Riga the leaflets were in **English**, while the audience was entirely **Latvian**, and many attendees were not proficient in English.
- Materials provided at the stand at the Web Summit were also **in English only** and looked more like reference cards rather than brochures. They covered many topics but were not displayed in a way that made it easy for visitors to immediately recognise their areas of interest. Many visitors passed by, picked up a card, read it, and put it back on top of other cards, mixing up the order. Evaluators found that **some topics were not promoted enough**, such as young entrepreneurs, women in tech, Your Europe. Women especially were seen to inquire about the EU Prize for Women Innovators.

On the other hand, some visitors received a **bag with additional material** from the staff at the end of their visit, but these were exceptional cases (the bags were in the back of the stand and could not be reached by visitors). The evaluator saw some negative aspects in providing materials in bags, rather than exposing them on a desk, i.e.:

- The materials are not targeted to the interest of the visitor;
- Fewer people are reached, as the same poster or brochure might be read by multiple visitors if available at the stand;
- Visitors who receive the bag are not aware of its contents.

Unlike the other stands at the event, **no gadgets** were available at the EU&ME tent. The gadgets given at the registration desk were marked "European Youth Week".

²⁸ This was the number of copies available at the launch of the event. The evaluator is not aware on i) whether the few copies available were replaced with others once the first were given to visitors; ii) whether a larger number of copies was available on the following day.

- At the beach clean-up in Ladispoli participants received a set of **gadgets marked with the logo of the European Commission and of the partner organisation**. As the gadgets were **functional to the event** (they were a thermal bottle, a sports bib and a cap), all the participants were happy to take them. This was also a good promotion for the event as participants, wearing the sports bib and the cap, attracted the attention of other people on the beach.

D.4 Recommendations

In this vein, the study team would recommend more clarity on:

- 1) **the relevance of events for the corporate campaigns**. One of the key elements to discuss is the role and relevance of the events in the overall corporate communication concept. Of course, events could allow to roll out and help resonate locally the identity and promise of the corporate communication campaign. But there is a need to strengthen the strategic articulation with the corporate communication branding.
- 2) **The governance of the events**. Additional clarity should be sought on the involvement and the role of local contractors, the Representations, and the partner organisations, as well as, above all, the decision making process (who is in charge of the final decision on organising/ participating to specific events). Strategic planning of the events with a more prominent steering role by DG COMM Headquarters or clearer guidelines for the Representations, issued by the Headquarters, should also be reinforced. Among other elements, a timely information on a participation to an event would allow to maximise visibility and potential impact.
- 3) Reporting and evaluation of events. Clear reporting guidelines should be set up for the reporting on events such as KPIs, the link of the event with the identity/promise of the campaign, the rationale, etc. This information could then be analysed and summed up by DG COMM Headquarters.

Annex E - Insights on influencers

E.1 Introduction

This annex provides insights from the market on the usage of influencers in communication campaigns. It summarizes the key definitions and the specific character of this type of advertising. Afterwards we provide a set of key performance indicators that can be considered for proper measurement of the effectiveness of influencer marketing. At the end, we provide a few suggestions how to work with influences and what to avoid.

Influencer marketing is based on the idea that anybody with strong opinions, ideas, and the right medium can influence a specifically targeted group of people into sharing these common ideas and making purchasing decisions based on it. Influencer marketing is the process of partnering with people potentially able to influence a targeted group to promote a brand and its products or services. It involves spotting the right influencers and working with them to create powerful campaigns that put your brand at the centre.

Collaborating with an influencer gives an advertiser direct access to their loyal and engaged fan base. Not only can this expand reach and boost brand awareness, but it can also save the advertiser the trouble of identifying and targeting the right audience, as that job is already taken care of by the influencers. The advantage for using influencers is that they can put out content at a relatively low cost and that although it is technically advertising, for the target it looks and feels far more “authentic”.

The significance of influencer marketing is increasing within the marketing and communication industry. The number of influencer-specialised agencies has grown rapidly, as presented in the chart below.



There is a large variety and divergence of influencers. The biggest influencers²⁹ vary depending on the category, target audiences, and on the medium they broadcast on. For instance, Felix

²⁹ <https://www.businessinsider.com/most-popular-youtubers-with-most-subscribers-2018-2?r=US&IR=T#2-dude-perfect-429-million-subscribers-22>

Kjellberg, better known as PewDiePie, from Sweden is one of the top influencers in 2019. With a subscriber base of 80.6 million he is one of the most followed YouTubers, and has nearly 120 million followers across 4 platforms:

- YouTube — 80.6 million subscribers³⁰,
- Facebook — 7.4 million page likes³¹,
- Instagram — 15.3 million followers³²,
- Twitter — 16.5 million followers³³.

While PewDiePie is from Sweden, the majority of the leading influencers are from outside Europe, not just the USA, but also India, Brazil, Mexico etc.

European Union institutions have used influences in their campaigns. For instance, the European Parliament used the following three German influencers to promote the 'Interrail Pass' on YouTube in August 2019:

- The promotion video of AlexiBexi (1,364,685 subscribers) was viewed 208,378 times;
- The promotion video of Kupferfuchs (202,008 subscribers) was viewed 42,417 times;
- The promotion video of Lisa Sophie Laurent (342,629 subscribers) was viewed 41,539 times.³⁴

E.2 Measurement of effectiveness

The Digital Marketing Institute³⁵ suggests that one of the main benefits of influencers is that they can give an advertiser turn-key access to an enormous audience that can increase the visibility of brand or product, an important first step to boost brand awareness and build new relationships. The Institute suggest five KPIs to consider when conducting an influencer marketing campaign: conversion rates, referral traffic, reach and awareness, audience growth, and engagement. They are summarised below.

▣ Conversions rates

An easy way to track conversions generated by the influencer marketing campaign is to track desired actions before, during, and after the campaign, and comparing any changes that happened when the campaign was running. Other conversion rates that can be tracked

³⁰ https://www.youtube.com/channel/UC-IHJZR3Gqxm24_Vd_AJ5Yw

³¹ <https://www.facebook.com/PewDiePie>

³² <https://www.instagram.com/pewdiepie/>

³³ https://twitter.com/pewdiepie?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

³⁴ <https://www.divimove.com/news/european-elections-2019-divimove-develops-the-first-influencer-campaign-for-the-european-parliament>

³⁵ <https://digitalmarketinginstitute.com>

include counting the number of Facebook likes, number of new followers, or the number of people who sign up for emails.

▣ Referral Traffic

By looking at how many people actually came to the website thanks to the campaign – using analytics data – the overall success of the campaign can be measured. It's worth paying attention to:

- New visitors
- Referral sources
- Total page views
- Time on site

▣ Reach and Awareness

To assess the effectiveness of a campaign it is required to calculate how many people were reached with the campaign, how many new prospects became aware of the brand, and how well the campaign reinforced the brand with pre-existing prospects by tracking impression data on your various posts, and other content created specifically for the campaign.

▣ Audience Growth

Audience growth is similar to reach and awareness, but there's a crucial difference: just because somebody was impacted by the campaign does not necessary that the person was successfully brought into the fold. Social media site analytics need to be monitored in terms of followers to see how many new ones were gained during a campaign, and compare the growth to pre-campaign numbers.

▣ Engagement

Engagement is crucial because it's a good indicator of how a brand is being received, how strong the relationship is with an audience, how relevant it is, and how loyal customers are likely to be. A single engagement can be one of a number of different actions taken by your audience, including:

- Likes
- Shares
- Comments
- Clicks
- Votes
- Pins
- Video views

E.3 How to work with influencers

Influencer marketing requires special attention as the character of this type of advertising defers significantly to other form and the contractor control over the content is limited.

Native Advertising Institute³⁶ has made the following suggestions to follow when choosing an influencer:

✘ **Content Quality**

Choose influencers who are careful about what they post, and who aim for quality over quantity. Look at what type of brands or causes they have partnered with in the past, and how exposed they are or have been to a particular brand/cause, as well as what sort of content they have generated. Is it what you're looking for? Does the level of creativity impress you? Does their tone and style of communication match the tone of your brand?

✘ **Engagement rate**

Engagement is the number of likes, comments, and views an Influencer's content is receiving per post. For this check the engagement to follower count ratio. Influencer marketing isn't just a numbers game; it's about understanding how authentic their fan following is.

✘ **Relatability to brand**

Choose influencers who can relate to your brand/cause and who will create content that seems authentic.

✘ **Value for money**

Naturally it's important to understand the returns on investment. Turn over and lead generation can help you keep on track of this.

Additionally, three main risks that should be considered when working with influencers. We summarized them below³⁷:

✘ **Non-standard pricing**

With costs per thousand for influencer contacts varying by a factor of 10 and more, there is a lack of standardisation around pricing. As one industry professional pointed out, "Clients are rightly worried there's very haphazard pricing and inflationary spikes that aren't justified."

✘ **Measurement of performance**

There's also little standardisation around metrics for measuring performance, namely return on investment, particularly as this requires the influencers themselves to open up their accounts to in-depth scrutiny.

✘ **Fake follower fraud**

³⁶ <https://nativeadvertisinginstitute.com/blog/5-kpis-need-know-comes-evaluating-influencers/>

³⁷ <https://www.ft.com/content/3510eaf0-a3af-11e9-974c-ad1c6ab5efd1>

According to Influencer Marketing Council, on average more than 11% of the engagement for influencer-sponsored posts on Instagram is generated by fraudulent accounts. Fake followers can be bought online via clandestine outfits, and there is also a trend whereby private groups of Instagram users, known as “engagement pods” comment on each others posts to boost engagement numbers.

E.4 Conclusions and recommendations

Traditionally, influence in the public sector has been characterised mainly as efforts to influence 'upwards' (i.e. attempts to impact on those in power), and the emphasis has been strongly on formal mechanisms (letter writing, protest groups, joining political parties etc.) rather than informal mechanisms of influence such as discussing issues with friends.

In contrast to this, the private sector has long recognised that using informal opportunities to influence opinion can be vital for the success or failure of a new product or service — for example, "buzz" and "viral" marketing are now widely accepted elements of communications strategies.

Below we present the three recommendations to be taken into consideration for the use of influencer marketing in EC corporate communication campaigns:

▶ **Use EU politicians and political figures to get the message out there**

Arguably one of the leading political influencers of the moment is current US President Donald Trump — he has 12 million followers on Twitter. He uses his account to speak directly to the people, and every media — at least in the US — follows his every utterance with interest. And yet while Twitter is still the most popular platform (for politicians), there’s a trend towards using Instagram. 50% of members of US Congress and 70% of the Senate now have their Instagram accounts, up from just 25% and 36% respectively in 2015.

We need to identify, talk and engage with our European politicians, and their allies — locally and MEPs — and invite them to spread the word about what the EU is doing, and why. Not only do they (quite literally) speak the language of their voters/followers, they are well placed to influence their followers about what Europe (and the EU) is doing for them.

To this end, we need to build relationships on social media with them by commenting on, sharing and liking their posts.

▶ **Think of it as “Word of Mouth” advertising – but on a much bigger scale**

Use social media influencer marketing as a ‘digital grass roots’ campaign. It can quickly get the word out to many people that might otherwise have ignored your campaign.

It’s already well known that social media can reach younger audiences in an influential and big way. While social media is the most popular way for young adults to get their news — “36% get news there often, topping news websites, TV (16%), radio (13%) and print (2%).” — many advertising campaigns on social media aren’t seen, and don’t break through the clutter.

In fact, many younger people are part of social media communities that debate hot topics; indeed, they follow and trust the opinion leaders they find there. An influencer-led digital grassroots campaign can amplify a message to audiences because they already know and trust the person.

▶ **Create our own influencer channels**

This could be either via a particularly high-profile individual but could equally be a Directorate General. To this end, we need to produce and curate quality content; interact with other political influencers and give them interesting content; participate in discussions and conversations by responding to comments and engaging with others on an active basis.

We need to post frequently across multiple social networks. Use automation tools to help schedule your posts. Use personal social media accounts and channels to distribute content as well as to receive feedback. Be seen to be active offline. Attend networking events, seminars, conferences — comment on these. Get the name of the influencers out there.

Annex F - Global literature review on best practice in corporate communication

This Annex was submitted separately in the form of a PDF document. The below presents a summary of findings of the review.

Best practice in corporate communication

Corporate communication is a key organisational function.

Our review defines corporate communication as a specific management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups (including citizens) upon which the organisation is dependent. As such, corporate communication has three facets, namely:

- strategic,
- professionally managed, coordinated and integrated, and
- coordinates support for the identity of the organisation (the brand), the reputation and the relationships.

Corporate communication must involve genuine dialogue, listening and engagement.

Too many organisations espouse dialogue and engagement with their stakeholders and publics, but the reality is little more than monologue disguised as dialogue. Best practice corporate communication involves genuine dialogue and listening. This involves not only passive listening but asking questions and allowing others to “say something to us” including “recognising that I must accept some things that are against me”.

Organisations devote substantial resources to corporate communication – particularly to ‘speaking’ to disseminate their messages (e.g. through advertising, media publicity, websites, social media, and public presentations), but typically listen infrequently and poorly to their audiences. The review confirms that best practice is to counter-balance the sophisticated ‘architecture of speaking’ by creating an architecture of listening, which should define approaches as *structures, processes, technologies* and *resources for listening*.

Progressive corporate communication involves collaboration, co-design and co-production.

Collaboration involves active participation by stakeholders, partners and target communities in planning and designing communication strategy and project or campaign plans. Co-design and co-production can involve ceding a degree of control, even if ultimate

responsibility remains with the organisation. When organisations manage to involve communities in this way, those involved have emotional investment and commitment in the communication. For example, this could mean the Commission adopting bottom-up processes with (for example) young advisors who help to steer decision-making on communication initiatives to young people and help deliver the messages. While quality control needs to be maintained, such initiatives usually have a greater chance of success.

Best practice in communication

Corporate communication must recognize that audiences trust their peers more than institutions.

People today are less influenced by traditional authorities such as government officials, CEOs and even scientists, and often more influenced by friends, or professional, social or cultural peers, and celebrities in their fields of interest. Best practice corporate communication increasingly involves the identification of key influencers of those with whom communication is sought. Key influencers are typically identified through social media analysis (e.g., identifying individuals, groups or organisations that are extensively followed or linked to) and, particularly, social network analysis (SNA), which identifies links online and can visually identify major 'clusters' and 'hubs' in discussion of various issues and topics.

Corporate communication should aim to create a shared meaning with target audiences.

There is a tendency in corporate communication to focus on the creation and transmission of messages. However, the key goal is to create a shared meaning for those who are engaged in communication. Communication only takes place when a shared meaning is created in the minds of those engaged in communication; this means that target groups must understand messages as they were intended and not derive alternative unintended messages. Messages that are ignored, rejected or lead to confusion, misinterpretation or misunderstanding cannot be considered as communication.

Corporate communicators need to understand their audiences.

It is all about the audience and contemporary corporate communication recognizes the importance of understanding audiences – although many organisations continue to inadequately understand those with whom they seek to communicate or represent. Audience research to gain what are increasingly referred to as audience insights, or sometimes audience intelligence³, is a fundamental part of best practice corporate communication. In addition to basic demographic information (age, gender, ethnicity, socio-economic status and geographic location), important audience insights that inform communication strategy, include:

- **Existing awareness** related to the topic or issue for communication;
- **Past experiences** related to the topic or issue for communication;
- **Needs** (e.g. products, services or information that audience members require);
- **Preferred channels** to receive information (which inform media plans);
- **Interests** (what target audience members are interested in and what they want to know about);
- **Desires** (the aspirations, hopes and dreams of audience members);
- **Attitudes** related to the topic or issue for communication (e.g., political, social or cultural views, biases, or prejudices).

Understanding audiences includes understanding WII FM.

All corporate communication should answer the question of 'what's in it for me' in relation to its audiences. Messages and content need to allow audiences to understand 'what's in it for them'. It is not enough to simply talk about the organisation, its vision, objectives, products, services or attributes. The extent that this aspect has been built into the design of campaigns and their evaluation is an important element in this study.

Research and evaluation are integral to corporate communication

Research and evaluation are essential features of corporate communication.

Evaluation, which is now a requirement of all best practice corporate communication, is often actually perceived as research and analysis to be conducted *after* communication projects and campaigns are complete. In best practice corporate communication, evaluation starts *before* any project or campaign, to establish baselines and inform a situation analysis, setting objectives, strategy development, and planning. Completing a project or campaign and only then trying to identify how to evaluate it is fraught with difficulty and usually impossible. For example, if baseline data have not been collected, such as existing awareness or website traffic prior to the campaign, before and after comparison necessary for evaluation will not be possible.

A detailed situation analysis should inform communication objectives.

Detailed situation analysis is a desk research process, often supported by stakeholder engagement, consultation, and formal formative research such as surveys and focus groups, to understand the external environment in which the organisation is situated. Research should be conducted either before or at least during a situation analysis as part of gathering and analysing relevant information about stakeholders and the environment. Research conducted before a project or campaign is referred to as formative research, and may be quantitative or qualitative. A wide range of methods are available and the literature review points to advice on which methods to choose, which is:

- If you know what the views, issues or concerns relevant to your communication are, but do not know the extent of these (e.g. how many people feel a certain way and/or how strongly they feel), you need to use quantitative research, such as a survey (i.e., 'quant' tells us how many and how much);
- If you do not know what the views, issues or concerns relevant to your communication are (in which case you will not be able to write questions for a survey), or you do not know why people feel the way they do, you need qualitative research, such as focus groups or interviews (i.e. 'qual' tells us what, how and why).

Setting SMART communication objectives is best practice.

Specificity in communication objectives is essential. An objective such as 'to create support for Organisation X' is broad and too vague. It does not specify what level of support is sought or what the deadline is for achieving this. On the other hand, an objective such as 'to create support for Organisation X among 90% of the population' may be unrealistic. Best practice corporate communication identifies SMART objectives, meaning:

- **Specific** (e.g. they contain target numbers and dates);
- **Measurable** (indicators of success and the method for measuring them should be identified as part of planning and included in the operational plan and budget);
- **Achievable** (a 'reality check' should be conducted during planning – e.g. have similar objectives been achieved by other similar campaigns? These can be identified through literature review and case studies);

- **Relevant** (communication objectives should be directly aligned to organisational objectives and priorities but must also be relevant to audiences); and
- **Time-bound** (to be achieved by a set date).

Understanding and interpreting corporate communication results

Awareness-raising and attitude change are not a given.

The approach to evaluating corporate campaigns and the Commission's understanding and interpretation of these results needs to accept that raising awareness or achieving attitude change is not easy and is usually complex. Campaign intervention logics are now common practice in corporate communication and these are often depicted as a series of mini-steps along a "response chain". However, progression along the 'response chain' is not an automatic progression. The 'domino' notion that information leads to awareness, which leads to attitude change, which in turn leads to behaviour change is far from being natural or automatic.

Results traditionally reported by communication agencies have variable value.

The literature review suggests that communication agencies and digital media 'experts' frequently put too much emphasis on *visits, views, click-throughs, likes* and *follows on social media* as if they are signs of engagement. However, true engagement involves audiences thinking about the content, emotional connection, and action of some kind. Thus, planning and evaluation of engagement should be based on more substantial interactions than views and click-throughs, which only denote a basic level of interest and involvement that could be simple curiosity or research, most of which will be disregarded). Also, people can visit websites or view videos and dislike what they see. This explains why European Commission campaigns may show a high level of reach based on these numbers, but this does not necessarily translate into wide awareness 'on the street'.

Instead, the assessment of engagement should focus on indicators which confirm *additional actions taken by audiences* such as shares of information; retweeting of organisational tweets; positive comments online; attendance at organisation events; registering or subscribing to receive more information; offering endorsements and, ultimately, repeat interactions such as signs of support.

Annex G - Campaign KPIs table

The KPIs table was submitted as a separate PDF document (printable in A3).

Introduction

One of the particular challenges of providing a synthesis before the campaigns have finished is providing a meaningful interim assessment of the KPI data. A comparative mapping of what has or is being measured across the campaigns is in the KPI table accompanying this Annex, including whether the KPI has been set and whether the data has actually been collected, and the countries for which it is available.³⁸³⁹

What can be seen from the table is (a) **the evolution in the breadth of channels used and available over time** and (b) **the challenge of extracting findings from the wealth of data across several contractors**, who use similar but not always identical metrics and/or terminology. The mapping also shows that different contractors use different KPIs, but in particular sometimes different terminology for the same metric. Where this is the case, there are combined rows.

Since these KPIs were drawn up, DG COMM has, of course, prepared its own Communication Network Indicators. These remain at a high level compared to the ways in which performance is actually measured. At that level, there is a broad correlation.

³⁸ The table is comprehensive, but the evaluation team considers it still to be a work in progress.

³⁹ The distinction in the table between outputs, results and impacts is that of the contractors, not that of the evaluation team.

Annex H - Key evaluation metrics / indicators for major communication activities

Complementary to the European Commission’s Communication Network Indicators, the following table provides list of indicators also at inputs and activities levels, and makes the useful distinction between short-term (outtakes) and long-term outcomes.

Stages in strategic communication	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES		IMPACT
				Short-term (Outtakes)	→ Long-term	
Brief description of stages	<i>What is needed to plan and prepare communication</i>	<i>What is done to produce and implement communication</i>	<i>What is put out or done that reaches and engages the target public/s</i>	<i>What the target public/s take out of communication and initial responses</i>	<i>What sustainable effects the communication has on target public/s</i>	<i>What results are caused, in full or in part, by the communication</i>
MEDIA ADVERTISING (Print, broadcast, digital)	<ul style="list-style-type: none"> Positive pre-testing 	<ul style="list-style-type: none"> Media placement as per schedule and budget Creative awards 	<ul style="list-style-type: none"> Audience reach (e.g., print media circulation) Target audience rating points (TARPs)ⁱ Clickthrough rates Cost per click (CPC) Cost per view (CPV) 	<ul style="list-style-type: none"> Recall of ads Awareness of brand/products or messagesⁱⁱ 	<ul style="list-style-type: none"> Attitude change (e.g., support, consider, intention)ⁱⁱⁱ Behaviour change (e.g., sales inquiries, vote, compliance action)^{iv} 	<ul style="list-style-type: none"> Sales/profits^v Investment⁵ Election win⁵ Policy support Brand value Stock price increase⁵ Social benefit (e.g., improved public health)
MEDIA PUBLICITY (Press, radio, TV)	<ul style="list-style-type: none"> Positive media relations 	<ul style="list-style-type: none"> Volume of media releases and other materials distributed PR industry awards 	<ul style="list-style-type: none"> Volume of publicity Audience reach (circulation, ratings) Impressions / OTS^{vi} Tone/sentiment of reporting^{vii} Message placement 	<ul style="list-style-type: none"> Positive media commentary/ editorials Low level of criticism Awareness of content/issues 	<ul style="list-style-type: none"> Attitude change (e.g., support, consider, intention) Trust^{viii} Reputation⁸ 	<ul style="list-style-type: none"> Positive public opinion⁸ Policy support Investment Brand value Stock price increase

Stages in strategic communication	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES		IMPACT
				Short-term (Outtakes)	→ Long-term	
			<ul style="list-style-type: none"> • Share of voice • Media partnerships established 		<ul style="list-style-type: none"> • Behaviour change (e.g., vote, join, compliance) 	<ul style="list-style-type: none"> • Social benefit (e.g., improved public health)
SOCIAL MEDIA	<ul style="list-style-type: none"> • Follow/monitor relevant issues and organisations 	<ul style="list-style-type: none"> • Quality visual presence in major social media • (e.g., Facebook, Twitter, Instagram) • Video posts (e.g., YouTube) 	<ul style="list-style-type: none"> • Blog readership • Social media followers • Video views (e.g., on YouTube) 	<ul style="list-style-type: none"> • Likes^{ix} • Shares⁹ • Links⁹ • Retweets⁹ • Mentions⁹ • Positive comments • Low level of criticism 	<ul style="list-style-type: none"> • Positive reviews • Advocacy by third parties • Trusted site / influencer status • Reputation • Relationships 	<ul style="list-style-type: none"> • Positive public opinion⁸ • Brand value
VIDEOS / GIFS	<ul style="list-style-type: none"> • Positive pre-test of script • Positive pre-test of video 	<ul style="list-style-type: none"> • Produced to high quality on budget • Creative awards 	<ul style="list-style-type: none"> • Views (50% plus) • Views (100%) 	<ul style="list-style-type: none"> • Shares • Links • Positive comments • Awareness of brand/products or messages 	<ul style="list-style-type: none"> • Positive reviews • Trusted site / influencer status • Reputation 	<ul style="list-style-type: none"> • Positive public opinion⁸ • Brand value
WEBSITES	<ul style="list-style-type: none"> • Positive pre-test of content 	<ul style="list-style-type: none"> • Positive usability testing (UX) 	<ul style="list-style-type: none"> • Volume of page views • Duration of visits • Return visits 	<ul style="list-style-type: none"> • Visitor satisfaction (e.g., usefulness, trustworthiness)^x • Awareness of brand/products or messages 	<ul style="list-style-type: none"> • Conversion rate (e.g., inquiries, registrations, subscriptions, etc.) 	<ul style="list-style-type: none"> • Cost-effective delivery of services • Online sales/profits (for e-commerce sites)
EVENTS	<ul style="list-style-type: none"> • Positive pre-test to show evidence of potential audience interest 	<ul style="list-style-type: none"> • Quality staging on time, on budget • Creative/PR awards 	<ul style="list-style-type: none"> • Registrations • Attendance 	<ul style="list-style-type: none"> • Audience satisfaction (e.g., usefulness, value, learning) • Awareness of brand/products or messages 	<ul style="list-style-type: none"> • Attitude change (e.g., support, consider, intention) • Conversion rate (e.g., sign-ups for more information, test drive, etc.) 	<ul style="list-style-type: none"> • Positive public opinion⁸ • Public support • Policy approval
PUBLICATIONS (Print and digital)	<ul style="list-style-type: none"> • Positive pre-test of format and proposed content 	<ul style="list-style-type: none"> • Published on time, on budget • Publication awards • Design awards 	<ul style="list-style-type: none"> • Subscribers • Readership 	<ul style="list-style-type: none"> • Recall of content • Reader satisfaction (e.g., usefulness, relevance, etc.) 	<ul style="list-style-type: none"> • Attitude change (e.g., support, consider, intention) 	<ul style="list-style-type: none"> • Positive public opinion⁸ • Public support • Policy approval

Stages in strategic communication	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES		IMPACT
				Short-term (Outtakes)	→ Long-term	
				<ul style="list-style-type: none"> • Awareness of brand/products or messages 	<ul style="list-style-type: none"> • Conversion rate (e.g., inquiries, registrations, etc.) 	

-
- i TARPs are a specific audience reach measure used in advertising, which involves calculation of the percentage of the potential market reached.
 - ii Awareness is most typically measured by a survey of the relevant audience or market.
 - iii Attitude change is most typically measured by qualitative research methods such as interviews or focus groups within the relevant audience or market.
 - iv Behaviour change measurement usually requires access to organisational data such as sales, CRM, complaints or HR records, and/or external sources such as health, road safety, electoral, or stock market databases.
 - v It needs to be recognised that many outcomes, and particularly impacts such as profits, investment, stock price increases, and social benefits, are the result of multiple influences (i.e., they have multiple causes). Evidence of *causation* requires the application of three rules: (a) the alleged cause must precede the alleged outcome or impact; (b) there must be a clear connection between the alleged cause and the outcome or impact (e.g., there must be evidence that the audience received and engaged with the communication studied); and (c) other possible causes must be ruled out as far as possible. It is often difficult or impossible to establish a single cause of awareness, attitude or behaviour changes, but evaluation is useful even when it shows that an activity made a contribution to a positive outcome or impact.
 - vi *Impressions* is a media metric that usually refers to the number of items or articles reported multiplied by the circulation or audience of the media (e.g., if 10 articles were published by media with an average circulation or audience of 100,000, this equals 1 million impressions). OTS is an abbreviation of 'opportunities to see' and is the same thing as impressions.
 - vii *Tone, sentiment or favourability* of editorial media coverage requires qualitative content analysis either through manual coding or using a software application or service provider that can conduct content analysis.
 - viii Trust, reputation and public opinion are typically measured by surveys among relevant stakeholders and publics. There are a number of standardised reputation measures such as the RepTrak® study of the Reputation Institute and omnibus public opinion studies such as the EuroBarometer®, as well as customised surveys.
 - ix A number of social media metrics can be generated by using a single tool such as Brandwatch. So these do not require separate calculations.
 - x Visitor satisfaction with Websites can be measured by Web page 'pop-up' mini-survey forms such as Usabilla or in post-use surveys.

© Distinguished Professor Jim Macnamara, PhD, FAMI, CPM, FAMEC, FPRIA, School of Communication, University of Technology Sydney.