



DEESME

National schemes for energy efficiency in SMEs

Deliverable 4.1

Plan of the Communication Campaign

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About

Improving energy efficiency is the most cost-effective way to reduce energy-related emissions, improve economic competitiveness and increase energy security. In the European Union, several pieces of legislation aimed at guiding states and companies, regardless of their size, on ways to improve their energy efficiency: one of them is the Energy Efficiency Directive, establishing a common framework of measures and requirements with the goal to remove market barriers and promote a more efficient use of energy in supply and demand. Article 8 of the Directive offers ways to achieve this, requiring Member States to promote and facilitate the implementation of energy audits and energy management systems. The audits are compulsory for large companies and recommended for small and medium enterprises (SMEs). National authorities should encourage both to implement the resulting recommendations.

Member States have all chosen different approaches to transpose the requirements into national laws and to support companies (trainings, websites, helplines and funding support schemes). SMEs have less workforce, technical and financial capacity to perform energy audits, and therefore rarely do so: making them aware of the multiple benefits that can derive from improving their energy efficiency and accompany them in the energy transition, with knowledge and funding from both the public and private sectors, is key. That is what DEESME, a Horizon 2020-funded project (September 2020 – September 2023), aims at.

DEESME enables companies, especially SMEs to manage the energy transition by taking profit of multiple benefits from energy management and audit approaches and provides national authorities with guidelines and recommendations to empower their schemes under article 8, using the multiple benefits' approach.

The project identifies and shares good practices from national schemes, EU projects, and other initiatives with national authorities and support them in developing more effective schemes dealing with energy audits and energy management systems. It assists SMEs to develop and test the technical DEESME solutions by organizing information and training initiatives, realising energy audits, and implementing energy management systems starting from international standard and adding the multiple benefits energy efficiency approach.

The project is built on a consortium of academics, research organisations, consultancies and government offices from Belgium, Bulgaria, Germany, Italy, the Netherlands and Poland, namely: IEECP (NL, coordinator), FIRE (IT), SOGESCA (IT), Fraunhofer ISI (DE), CLEOPA (DE), SEDA (BG), ECQ (BG), KAPE (PL), EEIP (BE).

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1. Introduction to the communication campaign plan

The Plan of the Communication Campaign represents the starting point of the work within WP4 “Implementing the DEESME campaign for energy efficiency”. This work package is focused on increasing the attractiveness of the solutions adopted by DEESME during the implementation of WP3 “Enabling companies to take profit of multiple benefits and energy management approach”. After collecting and analyzing the results obtained from the implementation of 50 energy audits and 25 energy management systems using the multiple benefits approach within the WP3, consortium members will seek to reach out to 50 project key actors and 2500 companies in order to raise the awareness of companies about the DEESME approach. The DEESME Campaign for Energy Efficiency will further strive to encourage a wider number of companies to invest in energy saving measures, hence declining energy consumption trends and reducing energy demand in different sectors.

The overall aim of the present Plan of the Communication Campaign is to navigate the DEESME partners to successfully promote and carry out WP4 communication campaign activities with the involvement of as many key actors and representatives of the target groups as possible at national and project consortium levels. To this end the document provides a framework for the planning and implementation of the DEESME campaign, thus ensuring coherence and a shared understanding of the actions to be undertaken in all partner countries.

The Plan sets the objectives of the communication campaign, identifies the key actors and target audiences to be addressed, and defines the campaign activities to be performed, including key communication messages, tools, and channels to be used. It also specifies the time frame of communication campaign activities and the key performance indicators to be achieved in order to ensure the success and effectiveness of the DEESME communication campaign. The Plan further provides consortium members with useful templates to allow for having a common approach when executing communication campaign activities and reporting on them.

The Plan of the Communication Campaign could be subject to refinement and update whenever necessary, so as to guarantee the achievement of the campaign goals in the most effective way.



2. Communication campaign objectives

The overall goal of the DEESME communication campaign is to encourage companies to invest in energy efficiency using the DEESME approach in order to take advantage of low-carbon technologies, improve materials/resources efficiency and develop renewable energy schemes. The campaign will step on the needs, requirements and policy orientations expressed by national authorities within WP2 “Enabling national authorities to enhance the impact of energy audits and energy management” and the energy audit and management tools developed and tested in WP3 “Enabling companies to take profit of multiple benefits and energy management approach”.

With this in mind, the following objectives will be pursued within WP4 “Implementing the DEESME campaign for energy efficiency”:

- Consolidating relationships with key actors in order to support the effective planning of the campaign and its promotion within their networks.
- Increasing key actors’ skills, capabilities and competencies with reference to DEESME multiple benefits approach.
- Raising awareness and developing an understanding of the DEESME multiple benefits approach and the multiple energy and non-energy benefits among companies.
- Increasing the interest of business managers and energy managers about the concrete advantages of the DEESME approach.
- Exchanging knowledge and lessons-learned between key actors, companies and partners to strengthen the exploitation of the DEESME approach after the formal conclusion of the project.
- Collecting feedback on the campaign from the involved key actors and companies in order to improve further communication towards companies and gain a higher impact of replicated campaign activities.
- Receiving guidelines and recommendations for improving national schemes for energy efficiency by the involved key actors.



3. Stakeholders and target audiences

3.1. Stakeholders (key actors)

Stakeholders, hereby known as key actors, are supposed to work together with the project partners on the planning and launch of the DEESME communication campaign. In order for partners to effectively manage and prioritize their key actors, it is important for them to know who the most relevant key actors to be contacted are, what will be their role and responsibilities in the campaign, and how to successfully select and engage them in the campaign activities.

3.1.1. Definition and role of key actors

For the purposes of this Plan, key actors should be defined as:

Various individuals, groups or organizations that are directly involved in the DEESME communication campaign with the aim to encourage companies to invest in energy efficiency based on the DEESME approach.

Key actors will play a leading role in planning, developing and implementing the communication campaign along with the project partners. They will also share knowledge and recommendations on how to improve the communication towards companies, thus supporting the exploitation of the DEESME approach after the formal conclusion of the project.

3.1.2. Selection of key actors for the communication campaign

When identifying the key actors to be engaged in the communication campaign partners should consider the following stakeholder types:

- **Trade companies' associations, consortia and other companies' aggregators:** These are organizations founded and funded by businesses that operate in a specific industry. They participate in various public and private relations activities and may conduct conferences, hold networking or other events, with a focus on the collaboration between companies.
- **Energy consulting and certification firms:** Energy consulting companies provide energy audit reports to their clients that make specific recommendations for energy conservation and improved efficiency. They also encourage clients to invest in alternative energy systems, while at the same time some of them sell, install, and maintain energy efficiency equipment (solar panels, wind farms, geothermal systems, and bioenergy projects). Certification bodies covered by accreditation offer their clients management system certification, product certification and personnel certification.
- **Energy agencies:** Their main activity is to provide analysis, data, policy recommendations and solutions to promote the widespread adoption and sustainable use of all forms of renewable



energy, including bioenergy, geothermal, hydropower, ocean, solar and wind energy in the pursuit of sustainable development, energy access, energy security and low-carbon economic growth and prosperity. Some of them are also actors supporting the schemes implementation in companies.

- **Research organizations and universities:** Their primary goal is to conduct researches or experimental development and to disseminate their results by way of teaching, publication or technology transfer. They carry out training and capacity-building activities on energy efficiency to companies and can provide inputs to national schemes regulatory systems.
- **Financial actors:** They may communicate with companies the available financial mechanisms to support the investments in energy efficiency improvements. They may also help national authorities to integrate financial solutions in the framework of the national schemes.
- **Regional and other relevant local authorities** may support national schemes with regional incentives and regulations.
- **Media & press:** Any forms of mass media (newspapers, newsmagazines, radio and television, online newspapers, news blogs, news videos, live news streaming, etc.) that can attract the attention of the general public or a target public to the DEESME campaign.
- **General public/ others:** Any other organizations that can contribute to the involvement of companies in the communication campaign.

Establishing relationships with each of the above-mentioned key actors will be beneficial for the success of the communication campaign since all of them have direct or indirect access to companies, which are the main target group of the campaign.

When mapping out the relevant key actors, the following questions need to be considered by partners:

- What interest does each key actor have in participating in the DEESME communication campaign?
- How will each of the key actors be impacted by DEESME communication campaign?
- What influence does the key actor wield regarding the DEESME communication campaign?
- What is the existing relationship with the key actor like?

The proper mapping of the key actors is crucial for their successful engagement, contribution and further effectiveness of the communication campaign.

Once identified and selected, the key actors should be listed in the Key Actors' Register (Annex 1).

3.1.3. Involvement of key actors in the communication campaign

The key actors' engagement in the planning, developing and implementing of the DEESME communication campaign should go through the following stages:



- **Stage 1: Inform:** Partners have to get in contact with the selected key actors and provide balanced, objective, accurate and consistent information on the idea, objectives and essence of the communication campaign. This will help key actors to understand what it is all about, how they can benefit from participating in the process and what actually they commit to contribute with if joining the campaign activities.

Methods of key actors' engagement: emails, phone calls, formal invitations (Annex 2: Key actors engagement invitation), fact sheets, bulletins, newsletters, websites, information sessions, open events, etc. Each chosen method and content should be tailored to the specific key actor group.

- **Stage 2: Consult:** During this stage, partners should obtain feedback from the key actors on the overall planning of the campaign, analysis of the communication approach to be undertaken, alternatives and possible outcomes of the campaign. Partners should listen to and acknowledge key actors' concerns, aspirations and suggestions, as well as ensure that key actors' needs and requirements are understood and considered.

Methods of key actors' engagement: surveys, workshops, expert panels, formal/ informal meetings, interviews, focus groups, Web 2.0 tools, etc.

- **Stage 3: Involve:** In this stage, partners should consolidate their relationships with the key actors and work directly with them throughout the planning process in order to co-design the communication campaign in a way that will satisfy both parties, so that in the end they will be able to successfully contact and engage the campaign target audience (companies).

Methods of key actors' engagement: workshops, deliberative polling, forums, commitment meetings, Web 2.0 tools, etc.

- **Stage 4: Collaborate:** Partners are advised to collaborate with the key actors, who have committed to get involved in the DEESME communication campaign. During this stage, key actors will contribute to the launch and promotion of the communication campaign using their communication channels and networking.

Methods of key actors' engagement: control rooms, living labs, reference groups, facilitated consensus building forums, Web 2.0 tools, etc.

- **Stage 5: Empower:** In this stage key actors will be enabled/ equipped to actively contribute to the achievement of the campaign outcomes by contacting and involving companies in the DEESME campaign, and progressively encouraging them to invest in energy efficiency following the DEESME approach. The implementation of the campaign activities will allow key actors and participated companies to reflect on the knowledge developed during the campaign and lessons learned, while sharing their recommendations with the partners on how to further improve communication towards companies and the national schemes.

Methods of key actors' engagement: community meetings, public events, open houses, forums, information and training sessions, workshops, phone calls, face-to-face/ online interviews, surveys, group meetings, etc.



3.2. Target audience (companies)

The main target audience of the DEESME campaign for energy efficiency and at the same time final and direct beneficiaries of the DEESME actions are companies. These are predominantly the SMEs, often being very far yet from the conviction of the effectiveness of the energy auditing, but also large companies because they often fail to implement the energy audit recommendations. In order for partners to effectively identify, select and involve (through direct contact or with the help of the key actors) companies in the DEESME campaign, they need to be aware of what kind of companies should be targeted (selection); why (role of companies in the process); and how to engage them (involvement) which is highlighted in the next sections of the document.

3.2.1. Definition and role of companies

For the purposes of this Plan, companies shall be defined as:

Small, medium-sized and large enterprises, primarily from the manufacturing sector, selected among energy efficiency networks, sector trade associations/industry clusters such as pulp, tanning, foundry, steelworks, furniture, plastics, mechanical sectors, industry clusters, etc. Companies operating in other economic sectors could also be involved if they are interested in applying the DEESME approach and/or improve their energy efficiency.

Within the DEESME project framework, incl. WP4, companies play the role of direct and final beneficiaries of the DEESME actions and activities e.g. energy auditing combined with the multiple benefits approach; implementation of extended EnMS, DEESME trainings, DEESME national events and meetings, etc. The companies which have made use of the DEESME approach in their activities at a later stage can play the role of multipliers of the project impact by serving as potentially successful examples of the effectiveness of the DEESME approach thus encouraging other companies in their sector/region/network to follow their example.

3.2.2. Selection of companies for the communication campaign

To further elaborate on the definition mentioned in 3.2.1, companies targeted by the DEESME communication campaign should be selected according to the following two criteria:

- **Size of the company:** Companies should be identified in accordance with their size as follows:
 - Micro enterprises: fewer than 10 persons employed;
 - Small enterprises: 10 to 49 persons employed;
 - Medium-sized enterprises: 50 to 249 persons employed;
 - Large enterprises: 250 or more persons employed (Eurostat Statistics Explained. Glossary: Enterprise size, 2016).

It's recommended that especially SMEs are targeted to be involved in the DEESME communication campaign as they have limited capacity compared to large enterprises when it comes to investing in



energy efficiency as well as evaluating potential energy saving and other benefits from the investments carried out. However, as mentioned earlier, also large companies often fail to translate the measures proposed by conducted energy audits into implementation of energy efficiency measures. Due to this reason large companies could also be involved as long as they are interested in applying the DEESME approach.

- **Sector of operations:** It is recommendable to target companies operating in the Manufacturing sector - Section C according to Statistical classification of economic activities in the European Community Rev. 2 (NACE Rev. 2). The manufacturing sector is defined as a target sector as it's characterized by higher energy consumption compared to other sectors, however partners are free to approach also companies from other sectors based on expressed interest on the part of the companies and/or observations that the companies from the respective sector could make use of energy efficiency measures based on energy audits and/or EnMS.

Additional, but optional criteria should be the interest expressed by companies in boosting their energy efficiency. This interest could be identified through feedback received from key actors (in case they are the connecting link to the respective companies); it could be directly expressed by companies or it could be evaluated by the fact if companies have participated in the DEESME Approach Basics training but for some reason didn't go along the next trainings.

The aforementioned criteria are defined as wide as possible in order to ensure that equal access to DEESME communication campaign and activities will be provided to all interested companies disregarding of their size and sector of operations.

3.2.3. Involvement of companies in the communication campaign

The involvement process of companies to take part in the DEESME communication campaign may go through the following stages (see Figure 1).

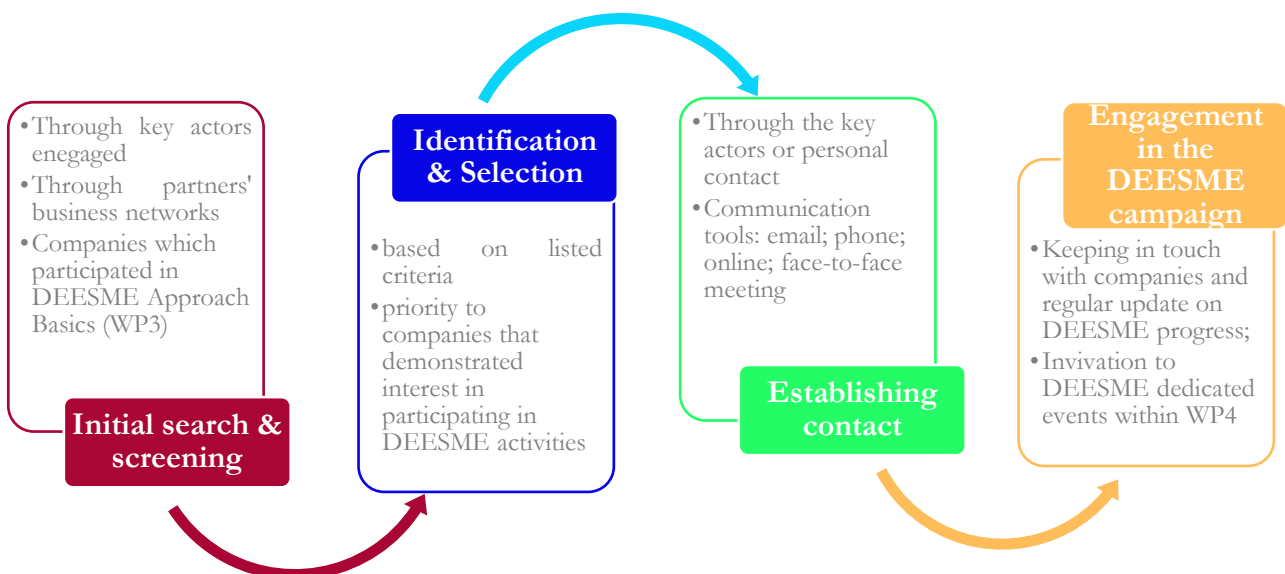


Figure 1. Involvement process of companies



Stage 1: Initial search and screening

At this stage, taking into account the criteria in 3.2.1., each partner needs to conduct a research at national level to identify potential organisations which could take part in the DEESME communication campaign. For the screening stage partners are advised to:

- Contact and use the network of the key actors (as listed in section 3.1.2) engaged to reach out to companies that might have potential interest to take part in the DEESME communication campaign.
- Use partner organisations' business networks such as clients (applicable for consultancy companies); partners; suppliers of state-of-the art machines and equipment that work directly with companies potentially interested in modernising their operations and boosting their energy efficiency;
- Use the company registers created within WP3 with companies to take part in the DEESME trainings (Basics, Advanced and In Practice). It is highly recommendable to contact companies which have participated in the DEESME Approach Basics trainings in different countries but for some reason didn't continue with the next trainings, as their participation in the Basics training means they are interested in the topic in general.

Methods of companies' engagement: 1. indirect engagement - through key actors engaged; through business networks. 2. direct engagement - through emails; phone calls; online and/or face-to-face meetings.

Stage 2: Identification and selection

At this stage, all information about companies received from partners' business networks and the key actors, as well as the one that partners already have regarding companies attending previous DEESME trainings, should be reviewed and analyzed. Companies should be rated according to the criteria of size and operations as well as potential interest in boosting energy efficiency (optional). Partners should aim to identify bigger share of SMEs rather than large enterprises and predominantly in the manufacturing sector, but not exclusively. Afterwards, it is recommended to compile a list of companies to be contacted and engaged in the communication campaign. The target number of companies to take part in the DEESME communication campaign is 500 per country, 2 500 in total.

Methods of companies' engagement: Not applicable. This stage is carried out by partner organisations on their own.

Stage 3: Establish contact

At this stage, partners have to get in direct contact with selected companies to be involved in the DEESME communication campaign, e.g. DEESME national events and follow-up events. The direct contact could be established in several ways depending on how the respective company was initially contacted:



1. If a company was initially contacted by one of the key actors, it is advisable to organize meetings (virtual or online) with the respective key actor and the companies they have provided in order to establish good fundament for subsequent cooperation. Another way is to contact directly the companies via emails; phone call or meetings (virtual or face-to-face) and refer to the respective key actors who have provided the company contacts.
2. If a company was initially contacted by someone from your organisation business network, it is advisable to organize meetings (virtual or online) with the respective business network representative and the companies they have provided in order to establish good fundament for subsequent cooperation. Another way is to contact directly the companies via emails; phone call or meetings (virtual or face-to-face) and refer to the respective business network representatives who have provided the company contacts.
3. If a company has previously participated in DEESME Approach Basics and you already have had previous contact, get in touch with them again. It could be done via email, phone calls, virtual or face-to-face meetings. Ask them what was the reason they didn't go along with next levels of DEESME training and invite them to take part in the communication campaign.

Methods of companies' engagement: emails, phone calls, formal invitations; fact sheets, bulletins, newsletters, websites, information sessions, virtual and face-to-face meeting with key actors/business network representatives and companies or only with companies, etc.

Stage 4: Engagement in the DEESME communication campaign

Upon establishing direct contacts with companies, partners with the support of the key actors as well as their business networks should ensure companies stay involved and engaged in the DEESME project activities. This could be done through newsletters, emails and/or informational sessions to keep companies updated and interested in the DEESME progress. The active involvement of key actors in each partner country will be sought in order to engage and keep companies involved in the DEESME communication campaign. Partners should develop formal invitations for the DEESME national events part of the communication campaign and sent them to companies.

Methods of companies' engagement: public events, forums, information and training sessions, workshops, evaluation surveys, phone calls, face-to-face/ online meetings, newsletters, follow-up events, follow-up evaluation surveys, etc.



4. Communication campaign activities

The DEESME Campaign for Energy Efficiency encompasses the organization and conduction of three types of activities before, during, and after the launch of the campaign: meetings with key actors; events organized by partners and key actors with the participation of target audiences (companies); and joint working sessions with key actors and companies for the exchange of knowledge as regards improving the communication towards companies and national schemes for energy efficiency.

4.1. Communication campaign activities with key actors

In order to complete and succeed with the DEESME campaign the key actors have to be actively involved in the planning and implementation of the communication campaign. Being the essential link between the partners and the campaign target group key actors' main task will be to ensure that the proper type and number of companies is invited, involved and informed about the DEESME approach. To get key actors' support for the launch of the DEESME campaign partners will contact and meet with the key actors they deem important.

- **Purpose of activities with key actors:** activities with key actors before and during the implementation of the DEESME campaign will aim at getting support for the effective planning of the campaign and its promotion within key actors' networks, as well increasing key actors' skills, capabilities and competencies with reference to DEESME multiple benefits approach in order to make them multipliers of the DEESME idea.
- **Type of activities with key actors:** group and/ or individual meetings; in-person and/ or remote gatherings; formal and/ or informal meet-ups, email, phone, internet-based communication, etc.
- **Implementation and timeframe of activities with key actors:** the schedule, format and frequency of the activities are to be specified by each partner together with the key actors where the availability, state situation and other characteristics are taken in consideration. In any case, at least two meetings should be carried out in each partner country involving at least 10 key actors. It is recommended that partners keep in contact with key actors before the initiation of the DEESME campaign, during its implementation and after the finalization of the campaign in order to benefit from their know-how on how to successfully involve the target group (500 companies per partner country) in the DEESME communication campaign and get constantly updated on relevant events and happenings with companies, which can serve as communication channels for the promotion of the DEESME approach.
- **Monitoring of activities with key actors:** A kind of "Control room" (a web document in a cloud-based storage service) will be established with the key actors to monitor and control the campaign planning, implementation and follow-up phases. In addition, the impact and results of the work with key actors in the communication campaign will be evaluated in T4.4 by the task leader IEECP.



4.2. Communication campaign activities with companies

Communication campaign activities with companies will be planned and carried out by partners in cooperation with the involved key actors. In order to successfully engage companies in the DEESME campaign partners and key actors are advised to widely distribute the key communication messages specified in Section 5 of the Plan using the communication channels and tools listed in Section 6 they consider most efficient according to the country specifics and target groups' preferences.

- **Purpose of activities with companies:** activities with companies aim at raising their awareness and developing an understanding of the DEESME multiple benefits approach and the multiple energy and non-energy benefits. These activities will further strive to increase the interest of business managers and energy managers about the concrete advantages of the DEESME approach and encourage them to invest in energy efficiency using the DEESME approach in order to benefit from low-carbon technologies, improve materials/resources efficiency and develop renewable energy schemes.
- **Type of activities with companies:** small and/ or large gatherings, group and/ or individual meetings; in-person and/ or remote events; thematic forums, conferences, seminars, expos, fairs, congresses, etc.
- **Implementation and timeframe of activities with companies:** the schedule, format and frequency of the activities are to be specified by each partner together with the key actors where the availability, state situation and other characteristics are taken in consideration. Each partner country should involve at least 500 companies in the DEESME campaign. The minimum of 2 meetings per country with the selected companies is recommended. For those countries where such methodology is considered applicable, the task leader will propose a living lab methodology (personal meetings to get a better lab approach and have a better feedback on the participants) for the development and implementation of the campaign. Where more personalized approach is possible or needed, partners and key actors should try to balance the efforts and keep the level of interest and involvement high.
- **Monitoring of activities with companies:** As part of T4.4 “Monitoring of WP4 quantitative and qualitative results” IEECP will develop a Monitoring concept and carry out two monitoring rounds (intermediate and final) within the duration of WP4 to verify the overall outcomes of the work package and the effectiveness of the DEESME approach in mobilizing the companies towards the energy efficiency.

4.3. Joint key actors-companies communication campaign activities

The joint key actors-companies communication campaign activities will be the final touch of the DEESME communication campaign. These activities are due to happen after the individual communication campaigns – (1) with key actors and (2) with companies carried out by partners. These meetings will be focused mainly on creating preconditions for effective exchange of knowledge and active sharing of experience regarding the DEESME communication campaign by both companies and



key actors in order to identify the strengths and the weaknesses of the approach towards companies and to form recommendations on how to improve national schemes for energy efficiency.

- **Purpose of joint activities with key actors and companies:** the main aim of these joint activities is to create prerequisites for exchanging knowledge and lessons learnt between key actors, companies and partners and thus lay the foundation for further exploitation of the DEESME deliverables after the project end. Furthermore, these meetings will serve as a means to collect feedback from companies and key actors on how to improve the approach towards companies' engagement as well as to gain insights on how to advance national schemes for energy efficiency to be included in D4.5 Recommendations for National Schemes.
- **Type of joint activities with key actors and companies:** group meetings (face-to-face or online); joint information sessions (face-to-face or online); joint training sessions (face-to-face or online); joint workshops (face-to-face or online); formal and/ or informal meet-ups, email, phone, internet-based communication, etc.
- **Implementation and timeframe of joint activities with key actors and companies:** as stated in the proposal, the task leader EEIP shall provide partners with a general plan for adaptation of these activities to partners' national contexts and a structure for knowledge exchange among third parties. However, based on this general plan, each partner will specify the form of conduction and frequency of the joint activities according to the overall organization of the DEESME campaign within their country as well as according to the availability of both companies and key actors to take part in these joint meetings. It is expected that in each partner country at least 3 working sessions (information and/or training sessions, workshops) will be organised to keep the involvement and attention high and to gather added value elements from the participant organisations. These 3 sessions should be organized after the DEESME communication campaign activities with companies have been conducted. They will serve as a follow-up focused on: 1) analysing the campaign and identifying possibilities for improvement of different aspects of the processes of communication, 2) further involvement and engagement of companies, as well as 3) gathering recommendations on how to improve national schemes or energy efficiency by key actors based on the campaign.
- **Monitoring of joint activities with key actors and companies:** As part of T4.4 "Monitoring of WP4 quantitative and qualitative results" IEECP will develop a Monitoring concept and carry out two monitoring rounds (intermediate and final) within the duration of WP4 to verify the overall outcomes of the work package and the effectiveness of the DEESME approach in mobilizing the companies towards the energy efficiency.



5. Communication campaign messages

The main aim of the energy efficiency campaign is to raise awareness among the key actors and companies targeted by the DEESME project, with a special focus to the national and EU level.

Key messages and contents of the campaign are created and shaped according to a twofold objective:

- 1) Raise awareness about the energy efficiency campaign, based on the DEESME approach, its main objectives and the benefits it could bring to companies and SMEs in order to enrich their knowledge and improve their energy efficiency by following the project approach;
- 2) Engage with key actors and companies in a long-term perspective with the final aim of involving them in the DEESME institutionalisation of the energy policies and recommendations along with the exploitation activities of the project.

The audience groups mentioned in the previous paragraph and messages have been identified at the proposal stage and represent the main stakeholders that will be targeted during the project campaign through the communication and dissemination activities.

5.1. Communication campaign messages for key actors

Table 1 showcases DEESME key actors, together with their specific objectives and messages:

KA1	Trade companies' associations, consortia and other companies' aggregators
Objective	Encourage companies to learn more about the DEESME approach and the multiple energy and non-energy benefits.
Message	Highlight the main benefits of energy efficiency and the added value of the DEESME approach in helping companies and SMEs to overcome financial and capacity barriers (reference to the trainings arranged in the context of WP3).
KA2	Energy consulting and certification firms
Objective	Engage with energy consulting companies for promoting and advertising the necessity of energy audits and the related benefits.
Message	The project can communicate about technical requirements for energy audits (based on DEESME approach) in a more consumer-friendly way at a local, national and EU level.



KA3	Energy agencies
Objective	Highlight the increasing linking role of energy agencies between governmental policies and companies.
Message	The crucial implementation and regulation of DEESME energy audits and energy management systems approach for enforcing Article 8 within companies and how energy agencies can support these processes.
KA4	Research organizations and universities
Objective	Assist research bodies in translating the technical monitoring, implementation and assessment of national schemes into policies and key recommendations.
Message	Help companies to benefit from trainings and best practices on the implementation of national schemes for energy efficiency.
KA5	Financial actors
Objective	Boosting public and private investments for accelerating the green transition.
Message	Financial institutions at EU and international level, private and public businesses and households can help national authorities to find financial solutions in national schemes.
KA6	Regional and other relevant local authorities
Objective	Contribute to the development of narratives regarding energy efficiency for involving companies and assist in the implementation of regional incentives and regulations for national schemes.
Message	Benefits companies can get and the amount of energy can save by applying the outcomes of the Art. 7 and 8 of the EED about the energy audits and the energy management systems.



KA7	Media & press
Objective	Raise awareness and inform all the target groups about the DEESME approach and its innovation.
Message	Description of the advantages and benefits of the DEESME approach and the multiple benefits of energy efficiency in a simple, catchy and understandable way.
KA8	General public / others
Objective	Promote and exploit the DEESME approach and the multiple benefits of energy efficiency and outcomes in new sectors.
Message	Highlight the innovation within the DEESME approach and demonstrate how the tools developed and key policy recommendations can be extended to companies not related to the project and new sectors.

Table 1. An overview of key actors, related objectives and key messages

5.2. Communication campaign messages for companies

Following the main tools and procedures developed for the trainings implemented in WP3, the campaign will have a key role in attracting SMEs and companies, partially already identified and selected by the project partners, and extend the DEESME approach on energy management systems and energy audits to new companies not currently involved in the project.

The messages developed for targeted SMEs and non-SMEs should be **simple, effective, credible and visually emotional** (targeting especially people, not companies only) for bringing concrete examples and best practices from the preselected companies. Overall, key messages from the energy efficiency campaign should:

- Raise **awareness** and **develop an understanding** of the DEESME multiple benefits approach, its scope and method for energy efficiency investments;
- Target SMEs and non-SMEs, and **increase** the interest of business managers and energy managers about the concrete advantages of the DEESME approach;
- Provide **guidelines** and **recommendations** on how to take profit of energy efficiency by assessing the multiple benefits that can derive from energy efficiency;



- **Advice** companies on how to develop the **capacity/ skills** for the implementation of the DEESME multiple benefits approach;
- **Give feedback** on the DEESME approach in order to extend it to other companies and new sectors.

Table 2 showcases DEESME target groups, together with their specific objectives and messages:

TG1	Companies (small, medium-sized and large enterprises), trade companies' associations, consortia and other companies' aggregators
Objective	<ol style="list-style-type: none"> 1. Involve and engage with the preselected companies by country; 2. Provide messages and visuals which can be adapted by companies at a national level for replicating the campaign; 3. Extend the DEESME approach to other companies and new sectors.
Message	<ul style="list-style-type: none"> • Carrying out an energy audit or an energy management system is a long-term investment with multiple benefits in return (energy and non-energy) from a strategic, financial and practical point of view; • Learning from best practices and key policy recommendations on the implementation of national schemes (country profiles and workshops outcomes of WP2); • Using the tool for the implementation of national scheme and following on or more of the free online and physical trainings (WP3) would give companies knowledge and important recommendation on the implementation of energy audits and energy management systems; • Taking advantage of several financial mechanisms available for the implementation of energy audits and EMS; • Describing the innovation behind the DEESME approach and how the project will use all the available channels, tools and resources for knowledge transfer to companies (meetings, seminars, newsletters, social media, website); • Providing practical advices, they can use to control their consumption and increase the amount of energy savings.

Table 2. Key messages to be disseminated in order to engage and involve companies



6. Communication campaign tools and channels

6.1. Communication campaign tools

There is a variety of communication tools that might be selected for the transmission of communication campaign messages to key actors and target audiences. Table 3 contains a suggested list of communication tools that are multipurpose and suitable to be used at the different stages of the DEESME campaign and in various ways. Each campaign activity, event or phase shall be completed with an adequate set of tools for the specific partner countries.

Tool	Type	Purpose	Benefits	Disadvantages
Email messages	Asynchronous ¹ ; Indirect ² ; Passive ³ /Active ⁴	Initial, general, specific and ongoing communication. Request for taking on a commitment.	Cost effective Reliable Quick Personalization Possible call for action Time efficient	Possible response delay. Delivery failure (junk/spam box).
Distribution list/Bulletin	Asynchronous; Indirect; Passive	Common message and news spread. Generation of interest. Basic information transmission.	Wide range of users Flexible content of the information.	Impersonal contact Non possible call for action and personalization. No commitment guaranteed.
Phone	Synchronous; Direct ⁵ ; Active;	Direct contact and personal connection with the key actors and companies. Universal. Possibilities for interaction and personal purposeful communication. Used for urgent and	Possibility for additional questions and answers. Individualized messages can be transmitted. Fast connection and solutions	Time consuming Should be personally aimed, which can cause inconvenience in availability of the counterparty.

1 Communication happens over a period of time.

2 Need to use technical or other means for connection.

3 Without involvement of the counterpart.

4 With the involvement and personalization of the counterpart.

5 F2F or one to one without technical or other means in the middle.



Tool	Type	Purpose	Benefits	Disadvantages
		dedicated information exchange. Call for action. Commitment possibilities.	approach. Call for action possibility.	
Presentations	Asynchronous; Direct; Passive;	Events and forums. General introductions, Basic information distribution. Generation of interest and support.	Wide range of audience.	Impersonalized messages and information. Limited use for activities with certain focus.
	Synchronous; Direct; Active	Workshops. Living labs. Personalization and interaction possibilities. Commitment possibilities. Gather supporters. Specific topic and activities can be covered.	Efficient and interactive. Possibilities for direct feedback.	Suitable for smaller groups. Time consuming. Additional logistics and costs.
Dedicated printouts	Asynchronous; Indirect; Passive	Present overviewed information. Provoke interest in wide audience. Dissemination activities.	Wide range of audience. Hard copy of information remains with the recipient. Content can be propulsive.	Print and design costs. Not environmentally friendly. Distribution chain may be ineffective. Target group/recipients are uncontrolled. May need different types of materials for the different activities and phases.
Publications	Asynchronous; Indirect; Passive	General media: raising societal awareness, promotion	Wide range of audience.	Should be rather general so that is widely



Tool	Type	Purpose	Benefits	Disadvantages
		of the project. Gather supporters. Image and PR boost.		understood. Not suitable for each phase/action.
		Dedicated media (professional forums, magazines, etc.) reaching out already interested counterparties. Professional branch audience.	Targeted audience. Possibility for feedback (online forums). May contribute to the image and support for the project or specific activity.	Access to the platforms/edition. May not be cost effective.
Videos	Asynchronous; Indirect; Passive	General presentation of the idea. Emotional and influential transmission of information. Suitable for most phases and some activities.	More information transmitted without taking too much time of the counteragent. Clear messages and information may be organized.	Passive with limited possibilities for commitment creation. May induce additional costs and time for preparation and execution.
Web communication tools	Synchronous; Direct; Active	Group consultation. Control rooms. General information and presentation of the materials/project. Interaction. Small scale meetings. Online workshops and consultations.	Place independent. Flexible for timing. Ensures possibility for interaction and feedback.	Lower guarantee for commitment. Possible technical obstacles.
Newsletters/news	Asynchronous; Indirect; Passive	General information. Different kind of information provided on a regular base. May be used in each phase and some of the activities.	Wide range of audience. Time efficient.	Focus of the core of the piece of information can be lost.



Tool	Type	Purpose	Benefits	Disadvantages
Web content	Asynchronous; Indirect; Passive	Contents with static information that remains for longer period. Reliable source of information for the target groups and stakeholder. Information may be synchronized and standardized for all sites so that it can create identity.	Wide range audience. Control over the content. Track and statistics information. Cost and time effective.	Limited interaction.
Social media groups	Synchronous; Indirect/direct; Passive/Active	Possibilities for multiple feeds, short announcements, quick access to targeted audience. More casual communication at the same time effective. Multimedia possibilities.	Provisioning content in different ways. Large audience feed. Real-time feedback possibilities.	Content sensitive. Time consuming as persistency is important.

Table 3. Communication tools to be used in the DEESME campaign

6.2. Communication campaign channels

A wide range of channels is proposed for the DEESME communication campaign which will ensure the promotion of the project in an inclusive and adequate way. In order to effectively reach out to all indicated key actors and target groups the most appropriate channels should be selected taking into account any sectoral and country specifics. The proposed matrix serves as a basis for each partner to create a country-specific plan.

Table 4 defines the most appropriate communication channels to be used in the DEESME campaign as a medium for the passage of information to key actors and companies at the different campaign stages taking into account recipients' needs and preferences.

Channel	Suitable tool	Environment	Frequency	Adequacy	Efficiency	Effectiveness
Direct mailing	Email messages	Online	Daily. Anytime.	Suitable for each phase and most of the activities.	High	High



Channel	Suitable tool	Environment	Frequency	Adequacy	Efficiency	Effectiveness
Newsletter	Distribution list /Bulletin	Online	5 times during the campaign	Suitable for all phases and some key activities.	High	Medium
Bulletin	Distribution list /Bulletin	Online	5 times during the campaign	Suitable for key activities of the campaign.	High	Medium
Press conference	Bulletin, presentation	Physical venue/ Online	2 times during the project	Suitable for the phases of implementation (start and midterm) and final results presentation	Medium	Medium to high
Face to face/ mouth to mouth	Print outs	Physical venue	Daily. Anytime.	Suitable for each phase and all activities.	Medium	High
	Presentation	Physical venue/ Online	Anytime.	Suitable for each phase and all activities.	Medium	High
Phone calls	Phone		Daily. Anytime.	Suitable for each phase and all activities.	Low	High
Own events/ forums	Presentation, video	Physical venue	Min. 2 meetings with at least 10 key actors	Starting phase of the campaign	Medium	High
	Web communication tools	Online	Occasional	Suitable for all phases of the project and some of the activities.	High	High



Channel	Suitable tool	Environment	Frequency	Adequacy	Efficiency	Effectiveness
Other relevant events	Presentation, video	Physical venue	Occasional	Suitable for the phases of implementation (start and midterm) and final results presentation	Medium	Low
	Web communication tools	Online	Occasional	Suitable for all phases of the project and some of the activities.	Medium	Low
Hand to hand	Print outs	Physical venue	Occasional	Suitable for some activities, start and final of the campaign.	Low	Low
Websites	Web content, publicities, news and feeds	Online	Monthly, min 5	Suitable for each phase and all activities.	High	Medium
Social networks	Publicities, videos, news and feeds	Online	Weekly	Suitable for each phase and all activities.	High	Medium to low
Workshops	Presentations, video and content	Physical venue/online	3 during the campaign.	Implementation phase.	Medium	High
Online forums	Publications (dedicated media), video	Online	5 for the campaign duration	Suitable for all phases and some key activities.	High	Medium to low

Table 4. Communication channels to be used in the DEESME campaign



7. Communication campaign calendar

WP4 Implementing the DEESME Campaign for Energy Efficiency	2021						2022												2023									
	Jun 21	Jul 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	
T4.1 Planning the campaign: activities with key actors							D4.1																					
T4.2 Development and implementation of the campaign with the support of the key actors: activities with companies																			D4.2	D4.3								
T4.3 Exchanging knowledge during the campaign: joint key actors-companies communication campaign activities																					D4.4	D4.5						
T4.4 Monitoring of WP4 quantitative and qualitative results										D4.6								D4.7									D4.8	

Table 5. Gantt chart of DEESME Campaign



8. Communication campaign indicators of achievement

The following key performance indicators will be measured during the planning, implementation and monitoring of the DEESME communication campaign activities:

Project Performance Indicator		Quantification		Measurement unit
		within project duration	5 years after project ends	
Indicators related to the DEESME communication campaign				
#1	Key actors with increased skills/capability/competencies with reference to multiple benefits and management	50	1 400	number/ consortium
#2	Companies addressed during the DEESME campaign	2 500 (500)	-	number/ consortium (number/ country)
#3	Meetings with key actors	2	-	number/ country
#4	National events with companies (T4.2)	2	-	number/ country
#5	Training sessions and workshops with key actors and companies (T4.3)	3	-	number/ country
#6	Companies that will invest after the project thank to the DEESME approach	-	160 000	number/ consortium

Table 6. Key performance indicators of the DEESME communication campaign

To allow proper and efficient collection of performance data, partners will be provided with the necessary templates just before the launch of the DEESME campaign by the respective task leaders.



9. Annexes

9.1. Annex 1: Key actors' register

No	Name of key actor	Type of key actor (drop-down menu)	Other type of key actors (describe)	Name and surname of contact person/s	Contact details (e-mail/phone number)
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					



9.2. Annex 2: Key actors' engagement invitation

Dear **Name Surname**,

Energy efficiency can deliver an inestimable amount of multiple energy and non-energy related benefits. Some companies cannot fully take advantage of the **multiple benefits of energy efficiency** because of several factors related to financial and economic barriers, limited capacity and lack of resources. Other bottlenecks relate to lack of awareness or expertise and risk-avoidance culture.

In this context, the EU-funded **DEESME project**, aiming at guiding companies (SMEs and non-SMEs) throughout the energy transition by implementing **national schemes**, will develop a communication campaign about energy efficiency highlighting the multiple benefits that large companies and SMEs could achieve, with special regards to energy savings, operative cost reductions and more effective businesses.

The **energy efficiency campaign** aims at delivering a deep understanding of the benefits behind energy auditing and the energy management system as crucial, helpful and sustainable processes for empowering companies.

Key players in the energy sector such as policy makers, energy firms and consultancies, research institutions and universities, energy agencies, associations and individuals are strongly invited to join the campaign, share and learn from **best policies, practices and findings** about the multiple benefits of energy efficiency.

For more information about the objectives and procedures of the trainings, please contact:

NAME:

SURNAME:

EMAIL:

TEL. NUMBER: (if applicable)



BACKGROUND NOTE

The DEESME project aims, among others, to guide and enable SMEs and large companies throughout the energy transition, enhancing the uptake and implementation of energy audits and/or management systems within companies according to Article 8 of the Energy Efficiency Directive (EED). For this purpose, it aims to support ten NAs to overcome existing challenges in the implementation of their national transposition.

For more information about DEESME, please visit: <https://www.deesme.eu/>.

Follow DEESME on:



@DeesmeH2020
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@DEESMEH2020
#DEESMEH2020

Your data is processed according to the General Data Protection Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016.

RESPONSIBLE: Consortium partners Project DEESME.

PURPOSE: Your data may be used under your consent, with the aim of registration to the current event and receiving newsletters in order to keep you informed about the dissemination activities of the project "DEESME - National schemes for energy efficiency in SMEs". This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No. 892235.

EXERCISE YOUR RIGHTS: You are entitled to exercise your rights of access, rectification, elimination, limitation, opposition, portability and to not be subject to a decision based solely on automated processing by contacting by email privacy@ee-ip.org.

More information: Check our Privacy Policy - <https://www.deesme.eu/privacy-and-cookie-policy/>.



9.3. Annex 3: Companies' engagement invitation

Dear **Name Surname**,

Implementing energy efficiency measures provides an inestimable amount of multiple benefits of energy and non-energy benefits to companies (SMEs and non-SMEs). However, due to financial and economic barriers, limited capacity and resources and lack of awareness, companies restrain from the implementation of measures which would allow them to fully take advantage of the **multiple benefits of energy efficiency**. Lack of awareness or expertise and risk-avoidance culture have been also identified among the common bottlenecks for companies to become greener.

In order meet the challenges and identify the best suitable solutions for SMEs and non-SMEs wishing to reduce their carbon footprint, the EU-funded **DEESME project**, aiming at guiding SMEs throughout the energy transition by implementing **national schemes**, will launch a communication campaign showcasing the main multiple benefits companies and SMEs could achieve from a business, cost and energy perspective.

The **energy efficiency campaign** aims at delivering energy auditing and the energy management systems as crucial, helpful and sustainable processes for empowering companies and SMEs and demonstrating the return these could have in terms of increased energy savings, reduced energy consumption, operative cost reductions and more effective businesses.

SMEs and non-SMEs, especially in case of energy audit obligation, are strongly invited to join and take actively part in the campaign, share and learn from **best policies, practices and findings** about the multiple benefits of energy efficiency.

For more information about the objectives and procedures of the trainings, please contact:

NAME:

SURNAME:

EMAIL:

TEL. NUMBER: (if applicable)



BACKGROUND NOTE

The DEESME project aims, among others, to guide and enable SMEs and non-SMEs throughout the energy transition, enhancing the uptake and implementation of energy audits and/or management systems within companies according to Article 8 of the Energy Efficiency Directive (EED). For this purpose, it aims to support ten NAs to overcome existing challenges in the implementation of their national transposition.

For more information about DEESME, please visit: <https://www.deesme.eu/>.

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