

EUROCHAMBRES STRATEGIC COMMUNICATION PLAN 2020-2021

March 2020
Karen Albuquerque

INDEX

1. INTRODUCTION.....	3
2. STRATEGIC OBJECTIVE.....	3
2.1 Internal corporate communication.....	3
2.1.1 Improving the communication between the communication team and ECH staff	3
2.1.2 Improving the communication between ECH and members	4
2.1.3 Maximising use of 'ECH Platform'.....	4
2.1.4 Improving connections with press & communication officers across the Chamber network.....	4
2.2 External corporate communication.....	5
2.2.1 Revising ECH Brand	5
2.2.2 Launching the new ECH website	5
2.2.3 Improving ongoing communication with policy-makers	6
2.2.4 Improving relation with press and media.....	6
2.2.5 Increasing ECH's coverage in traditional media	7
2.2.6 Increasing ECH's coverage at national and regional level	7
3. CURRENT COMMUNICATION STRUCTURE.....	9
4. IMPLEMENTATION PLAN.....	9
5. ANNEX.....	11
5.1 Inventory of existing ECH communication tools	11
5.2 State of the Art of ECH social media accounts.....	12
5.3 Comparison table of ECH social media accounts	12
5.3.1 Comparison table of Twitter account in 2019.....	12
5.3.2 Comparison table of LinkedIn account in 2019	13
5.3.3 Comparison table of Facebook account in 2019.....	13
5.4 Improving ECH Communication tools: a proposal.....	13

1. INTRODUCTION

EUROCHAMBRES and its Chambers of Commerce and Industry aim at reinforcing Chambers' role as an essential player in the European arena. In order to achieve such an objective, EUROCHAMBRES is updating its communication strategy. The current proposal identifies several priorities areas, where improvements to the existing communication toolbox are required, both with regard to the internal and the external corporate communication. This Strategy incorporates the inputs provided by its members in the context of preparation of the Strategic Roadmap.

2. STRATEGIC OBJECTIVE

As consistently highlighted by the members, in order to maximise Chambers' impact, it is key a) to optimize the communication between the secretariat and its members and b) to enhance the association's external visibility.

2.1 Internal corporate communication

The Chamber network relies on a massive number of actions and initiatives which require to be thoroughly coordinated internally. Improving communication with members in relation to priorities, initiatives, and project can prevent duplications, promote synergies and ultimately maximise the external impact of such actions.

2.1.1 Improving the communication between the communication team and ECH staff

It is crucial that the communication team is fully aware of the upcoming activities and initiatives, so to be able to plan the external communication actions accordingly. This is already ensured by the regular called 'Island Meetings'. These meetings should be complemented by preparatory meetings between policy officers and the press and communication officer ahead of the event/initiative, so to allow for an early involvement of the Communication team in the preparation of the dissemination material. The communication team should also systematically receive the committees' monthly report.

Policy reactions
to EU institutions' announcements

+

ECH Priorities

+

our Message

=

Our voice,
validated and
clear

2.1.2 Improving the communication between ECH and members

According to ECH Inventory¹ of existing communication tools, ECH process of communication with members includes a) membership communication with all members, b) membership communication shared with committees, c) membership communication shared with delegates and d) external communication.

After analysing the inventory of existing communication tools, ECH concluded that it is necessary to make some improvements so to optimise the flow of information between the secretariat and its members. With this in mind, ECH suggests the following:

- Transforming ECH Leaks in a monthly newsletter. The Leaks were created to share information regarding ECH actions, campaigns, positions and participation in events with members. The proposal is to incorporate not only the corporate information, but also the monthly reports sent to committees and delegates, as well as ECH activities monthly reports. By doing that, ECH will also reduce the number of e-mails.
- Updating 'Our voice in Europe'. The document is a sum-up of the current EU advocacy positions. The current version has been updated and will be sent to members in February.
- Improving the layout of Leitl's letter. The newsletter is issued once a month with the aim of disseminating the information regarding actions taken by the president, events attended by him and of engaging members in future actions. The new layout will be updated according to the new ECH brand.

2.1.3 Maximising use of 'ECH Platform'

In this respect, it is important to recall that in 2019 some improvements to the system were introduced through the launch of 'ECH Platform'. A more consistent use of such a platform is crucial to improve the internal communication, as it facilitates access for members to all relevant information and updates provided by ECH's Secretariat as well as by each member of the Chamber network.

We therefore encourage the members to update the 'Chamber System' publication via 'ECH Platform' once a year.

2.1.4 Improving connections with press & communication officers across the Chamber network

Currently, every time a document is posted on the ECH website, a PDF or word version of it is sent to the list of press and communication team in Chambers as well as to heads of delegation, delegates and secretary generals.

For big events and campaigns, such as the ECH Economic Forum, the ECH Economic Survey, or the Single Market Survey, a communication package (including draft documents, pictures, graphics and social media campaign) is sent in advance to the press and communication officer in Chambers, for use at national level and to be shared with local Chambers.

¹ Annex 5.1 - Inventory of existing ECH communication tools

Such practices have proven effective will continue. However, as requested by members, there is the need to improve the flow of information among communication teams in the Chamber network. With this in mind, ECH suggests the following:

- Ensuring that a contact person for communication is appointed in each Chamber.
- Ensuring that a feedback is provided on material sent by ECH, in particular when such material is used for communication at national level.
- Establishing the ECH Communication Committee/Group on 'ECH Platform': The Committee will streamline the communication by holding monthly meetings, followed by a report listing the action points for month ahead. Press and communication officers or other officers identified by the Chambers will participate in the meeting.

2.2 External corporate communication

In order to improve the association's external visibility, it is important to work at different levels to ensure that ECH maintains a strong brand, recognised by the wider public, stakeholders, decision-makers and media.

2.2.1 Revising ECH Brand

In October 2019, during the Presidency meeting in Rome, the new ECH logo and motto were approved. With the purpose of updating the visual identity of ECH, we have developed a new version of the organisation's logo. The new design builds on the current logo of ECH with the added value of a more modern, clear and dynamic identity, reviewing the colour palette and the font.

The approved logo is in phase of registration and we expect to finalise the process by 13 March if there is no opposition. Once the logo is registered, a communication campaign will be launched to present it. Members will receive the communication package in advance in order to have time to translate it.

New logo and isotype:



New motto: Moving Europe Forward

2.2.2 Launching the new ECH website

The current website is obsolete and does not correspond to ECH's needs. According to our statistics, 82% of our visitors have access to the website via desktop and only 15.77% via mobiles. A more modern and eye-catching website is being designed since December 2019.

Given that people use their smartphones to look for information and want websites easy to read, we are investing in a mobile friendly website, with the aim to increasing the number of viewers. The new website will be launched in the third trimester of 2020.

In the new website, Members will have a dedicated section to share their activities and news. In order to make this process possible, members will be responsible for submitting an English version of their documents, actions or events to be published on the ECH website, as well as photos or graphic material to accompany it. Communication will be done through 'ECH platform'.

2.2.3 Improving ongoing communication with policy-makers

The ECH policy staff and Presidency are of course in contact with specific EU policy-makers at different levels across the institutions in relation to ongoing dossiers. In addition to this, ECH needs to ensure that it remains in the line of vision of a wider spectrum of policy-makers who may be of direct or indirect relevance in relation to ongoing or future developments.

This fundamentally involves building and maintaining relations and other outreach activities that are not in the remit of this communication strategy. Nonetheless, communication tools can also help ensure that policy-makers are kept updated on ECH activities. The communications team will explore options during the first semester of 2020, one of which is to prepare and disseminate a regular ECH newsletter, the recipients of which would include a range of policy-makers.

2.2.4 Improving relation with press and media

There are three effective ways of creating good relations with press and media: 1) closely monitoring media reports on the association's activity and initiative, so to collect detailed information on what is that media is primarily interested in and which journalists are regularly interested in the association's initiatives and actions 2) knowing who is who in the media bubble in Brussels and at national level and 3) investing in reinforcing professional links with journalists, editors and influencers.

Currently, ECH does not have a person dedicated full time to improving relations with press and media, which remains one among many activities under the communication team's responsibility. Besides, an average of 30% to 40% of ECH's emails sent to journalists are not delivered, either because the email is not correct or because ECH's email is not recognised as a trusted email.

Members pointed out that relations with press and media is a top priority for 2020. In order to be recognised by journalists as the voice of business and of Chambers, the following actions are recommended:

- Investing in a modern public-relations database that will help keep track of all journalists. A journalist database will allow ECH to access a list of key strategic press contacts across all ECH's countries.
- Targeting correspondents and editors of most influential European media, so to rely on a focused shorter list of journalists/Brussels correspondents ECH can invest on and cultivate, for instance through regular one to one meeting to keep them informed

about upcoming events or actions. Such meetings could also be used to collect feedback on the quality and relevance of ECH's material sent to media.

- Identifying specialised media according to our 5 priorities.
- Creating a list of journalists at national level.

2.2.5 Increasing ECH's coverage in traditional media

ECH needs to amplify its message to top journalists at European and national level. In order to achieve such an objective, the following actions are recommended:

- Tracking the impact of our actions and material published or sent out to journalists. Such tracking tells us precisely who opens, reads and makes use of documents sent by ECH. ECH doesn't have such a tool, which could help understand the profile of the media or journalist interested in our content, and consequently identify new profiles that could be contacted. By understanding the media audience, ECH can maximise the impact of its communication actions.
- Increasing the visibility and impact of the president's activities. Timely and detailed information on upcoming activities by the president can contribute to disseminate the relevant material and build a story which attracts media's interest.
- Pre-identifying communications opportunities in relation to the EU policy developments relevant to ECH priorities and preparing it properly.
- Including more evidence-based material in ECH communication (studies, reports, etc) before sending it to journalists.
- Improving the communication around ECH's presence in top events in Brussels and in Europe. ECH's participation in many key events can be better exploited in communication terms, by improving the internal coordination ahead of the event, which allows timely contacts with press.
- Including committee chairs' quotes in corporate materials. The quotes from the president should be used especially for EU and high-level/global topics, while committee chairs can comment on specific topics related to our priorities. It would help improve media coverage in the country/region the committee chair is from.

2.2.6 Increasing ECH's coverage at national and regional level

ECH needs to amplify its message to journalists at national and regional level. However, the only way of achieving such an objective is personalising corporate materials into the national and regional reality and interest. Since ECH documents always covers EU topics with the participation of EUROCHAMBRES' president, at the national level the priority should be given to the president of the national chamber and the chair of ECH's committees. In order to achieve such an objective, the following actions are recommended:

- Improving the internal coordination between press and communication officers at national level ahead of a publication of a document, which allows the inclusion of a quote from the president of the national chamber and a timely contact with press.
- Including more evidence-based material in ECH communication (studies, reports, etc), that can be included national numbers. On surveys, for example, instead of using only European numbers, the press and communication officer of members can add the numbers related to the chamber before sending it to journalists.
- Increasing the visibility and impact of the chamber's president activities at national level. Timely and detailed information on upcoming activities by the president of the

- chamber can contribute to disseminate the relevant material and build a story which attracts media's interest.
- Including committee presidents and chairs' quotes in corporate materials. The quotes from the president should be used especially for EU and high-level/global topics, while national chambers president and committee chairs can comment on specific topics related to our priorities with an impact in the country. It would help improve media coverage in the country/region.

2.2.7 Improving social media management, visibility and impact

In Europe, Facebook is the largest social network in terms absolute of users, followed by Instagram, Snapchat and Twitter. In 2019, among the European users, 61,91% used Facebook, 13,93% Twitter and 6,36% YouTube.

According to the table² 'State of the Art of EUROCHAMBRES' social media accounts', ECH has 6,223 followers on Twitter, 1,965 followers on LinkedIn and 1,353 followers on Facebook. All the accounts are currently used to share corporate information, campaigns, quotes from ECH's president and member. ECH has also accounts on YouTube and LinkedIn, where corporate videos, video-interviews, pictures are shared. YouTube has only 113 followers and registered 38k of views since 2009. Flickr account had 429,3K of views since its creation in 2018 and became the main EHC's channel to share pictures with members and media. Despite the numbers, ECH is 'preaching to the converted', since our followers are a mix of members and its closest contacts.

Comparing the use of the Twitter account with Business Europe and SMEUnited, as showed in the table³ below, the URL @EUROCHAMBRES has more mentions than the other two. However, ECH has a lower engagement rate and has less content retweeted than Business Europe and SMEUnited.

	ECH	Business Europe	SME United
Number of followers	6,223	10,354	3,401
URL tweets	74,5%	61,5%	70,5%
Engagement rate	24%	41%	46%
Average of retweets	25,5%	38,5%	26,5%
Average followers per day	2	4	-

If ECH wants to be recognized by stakeholders and the media as the voice of business and Chambers, it needs to improve its track record on Twitter, LinkedIn and Facebook. This can only be achieved by increasing both the quantity of posts on and their quality, both in terms of content and form (graphs, tables, pictures, videos, etcetera).

In order to achieve such an objective, the following actions are recommended:

- Improving the flow of information between CEO, policy and project officers and the communication team in order to allow for the preparation of quality material (early warning remains the best way of refining quality). Investing in development

² Annex 5.2 – State of the art of EUROCHAMBRES' social media accounts

³ Annex 5.3.1 – Comparison table of Twitter account in 2019

of graphic material, GIFs and videos for publication will translate in an improved brand image.

- Sharing ECH's social media campaigns with the members: the more ECH's name is spread, mentioned, retweeted, the better.
- Using sponsored posts targeting specific audiences to increase the number of receivers of our messages in social media platforms.

3. CURRENT COMMUNICATION STRUCTURE

ECH has a communication team composed by a press and communication officer and a communication officer in charge of projects.

The press and communication officer (PCO) is responsible for corporate communication, relation with press and social media management. Among the PCO's tasks, the following are the most relevant ones:

- Implementing ECH strategic communication plan and activities.
- Developing and executing corporate communication (campaigns, brochures, flyers).
- Disseminating a range of communications materials.
- Managing relation with press (press releases, position papers, surveys, etc).
- Identifying media opportunities where ECH could be promoted.
- Managing the President's media relations.
- Preparing briefings for the president.
- Producing newsletters and info flashes.
- Sharing communication material with Chambers' press and communication officers.
- Managing social media accounts (Bitly, Facebook, Flickr, Issuu, LinkedIn, Mailchimp, Twitter, YouTube), by
 - Creating dissemination strategy.
 - Creating graphic material.
 - Mobilising members to take part to the action.

The communication officer (CO) is responsible for developing and managing the communication strategy for projects. Each project entails specific tasks to be developed and implemented. The general tasks are the following:

- Developing and executing the communication strategy.
- Disseminating the information about the project on the projects' websites and social media accounts, as well as on ECH's accounts.
- Reporting on activities.
- Producing newsletters.

4. IMPLEMENTATION PLAN

The ECH communication strategy identifies several actions that will help improve the internal and external corporate communication and as a result maximise ECH's visibility. In order to ensure the implementation of the strategy, the press and communication officer will prioritise its action as per the table below.

External Communication		Internal Communication
Corporate Communication	Social Media Management	
President's activities Media interviews EU influencers Press relations ECH activities ECH Policy National media	Management Promotion	Corporate material (brochure, flyers) Relation with staff and Policy Officer Relation with Press in Chambers Projects Events Graphic design
60%	20%	20%

Regarding the communication of EU funded projects, the communication officer will prioritise its action as per the table below.

External Communication		Internal Communication
Strategy & Execution of Activities	Social Media Management	
Draft strategy Participate in meetings	Management Promotion	Relation with PCO Relation with Project Manager Graphic design Development of Brochures, flyers
30%	40%	30%

5. ANNEX

5.1 Inventory of existing ECH communication tools

Inventory of existing ECH communication tools	
1. Membership Communication	
1.1 Shared with all Members	<ul style="list-style-type: none"> ○ Our Voice in Europe <ul style="list-style-type: none"> ▪ Last update is from September 2019 ▪ New update in February 2020 with new priorities to be published on the website and the platform ○ Chambers' system <ul style="list-style-type: none"> ▪ Last update is from May 2019 ▪ Its available in the Platform ▪ Members have the responsibility to update the document ○ Leiti's Letter <ul style="list-style-type: none"> ▪ The letter is issued once a month with an objective of disseminating the information regarding actions taken by the president, events attended by him and to engage members in future actions. ▪ The letter is delivered to a list of 223 contacts. <ul style="list-style-type: none"> • An average of 30% of recipients opens the email and access the content. ○ EUROCHAMBRES Leaks <ul style="list-style-type: none"> ▪ The newsletter should be sent once a week with an objective of disseminating the information regarding ECH actions, campaigns, positions, participation in events, etc. ▪ The last version is from June 2019. ▪ Leaks has a list of 223 contacts. ○ Monthly report ○ Annual report ○ ECH Success stories ○ ECH Website ○ Social Media accounts ○ Strategic meetings
1.2 Shared with Committees	<ul style="list-style-type: none"> ○ Annual priorities ○ Monthly report ○ Ad hoc documents ○ Consultation and monitoring table ○ Position Papers ○ Press Releases ○ Reports ○ Corporate Documents
1.3 Shared with delegates	<ul style="list-style-type: none"> ○ Annual priorities ○ Monthly report ○ Ad hoc documents ○ Consultation and monitoring table ○ Position Papers ○ Press Releases ○ Reports ○ Corporate Documents

2. External Communication

- Website
- Social Media Channels
 - Facebook
 - LinkedIn
 - Twitter
 - Flickr
 - YouTube
- Letters
- Position Papers
- Press Releases
- Reports
- Corporate Documents
- Surveys
- Global Chamber Platform
- Global Economic Survey
- MEP Entrepreneurs Index

5.2 State of the Art of ECH social media accounts

	Twitter	Facebook	LinkedIn	YouTube	Flickr
Number of followers	6,223	1,353	1,965	113	8
Number of people who like the page	-	1,203	-		429,2k
Number of visualizations	-	-	-	38k	429,2k
Gender	Male 53% Female 47%	Male 50% Female 48%	-	-	-
Followers' language	English – 80% Spanish – 15% French – 12% Italian – 7% Turkish – 6%	English US – 241 English UK – 212 Italian – 182 French – 125 German – 76	-	-	-
Followers' country	Belgium – 21% UK – 7% Spain – 7% Italy – 7% Turkey – 7%	Italy – 184 Belgium – 136 Romania – 71 Tunisia – 56 Austria – 52	Belgium – 326 Italy – 82 Spain – 80 France – 42 Austria – 36	-	-

5.3 Comparison table of ECH social media accounts

5.3.1 Comparison table of Twitter account in 2019

Period: January to December 2019			
	ECH	Business Europe	SME United
When the account was open	2013	2014	2011
Number of followers	6,223	10,354	3,401
URL tweets	74,5%	61,5%	70,5%
Engagement rate	24%	41%	46%
Average of retweets	25,5%	38,5%	26,5%

Average tweets per week	11	10	8
Average followers per day	2	4	-

5.3.2 Comparison table of LinkedIn account in 2019

Period: January to December 2019			
	ECH	Business Europe	SME United
When the account was open	1,965	5,533	570
Number of followers	713	1,513	-
Engagement rate	2,25%	2,71%	-
	261	19	-

5.3.3 Comparison table of Facebook account in 2019

Period: January to December 2019			
	ECH	Business Europe	SME United
When the account was open		No account	
Number of followers	1,353	-	455
Number of likes	1,2K	-	429

5.4 Improving ECH Communication tools: a proposal

Description	Cost
Press Club	
Pros: <ul style="list-style-type: none"> A way to improve press and media relations: PR, press release service, 3 passes Event rooms Cons: <ul style="list-style-type: none"> Only efficient if we take advantage of membership: press relations, presence, events 	€ 1650 + VAT for annual membership
Media Database	
Pros: <ul style="list-style-type: none"> Media database with journalists all around the world, always updated Starting point to improve our press relations and to deliver corporate material Goal: ECH-top-100 journalists Cons: <ul style="list-style-type: none"> High cost. Supplier: Agility PR Solutions	€ 3720 + VAT for annual membership
Bitly	
Pros: <ul style="list-style-type: none"> Ability to update short links (for example, EPE short link will always be the same if we update the destination URL) Branded short domain (like "ech.eu/12345") for short links (e.g.: "ech.eu/EPE"). Cons: <ul style="list-style-type: none"> Useful for sharing links (maybe also in Chamber+? To be revised), but it would not affect communications/impact results. 	USD 1200 (approx. € 1057) + VAT for annual contract

• Cost.	
Image bank	
<p>Pros:</p> <ul style="list-style-type: none"> Better images = better impact in social media & publications Sometimes images with Creative Commons License are not enough Be 100% sure that our work is according to new <u>EU digital copyright rules</u> <p>Cons:</p> <ul style="list-style-type: none"> Cost <p>Supplier: <u>iStock</u> by Getty images. Other options (Shutterstock, Adobe, Getty Images) are more expensive</p>	€ 588 + VAT for annual membership
Sponsored content	
<p>Pros:</p> <ul style="list-style-type: none"> 12 “Stakeholder Highlights” to publicize content that media is not capturing Opportunity to present op-eds of members, press releases, publications, editorials, etc. out of our website (see calendar in annex) Could allow our members to communicate their activities to an international audience. <p>Cons:</p> <ul style="list-style-type: none"> High cost. <p>Supplier: EU observer. Other options (Politico and Euractive) are more expensive.</p>	€ 2040 + VAT per annual contract
Media monitoring	TBC
Training on social media tools	TBC
Training on Graphic Designer management	TBC