



EMEN

European Migrant Entrepreneurship Network

Crossing borders for financial and business development services

Dissemination and Communication Plan

D4.1



The European Migrant Entrepreneurship Network (EMEN) project (no. 764369) has received funding from the European Union's COSME Programme (2014-2020)

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Executive Summary

The EMEN project deliverable D4.1 "Dissemination and Communication Plan" describes the overall strategy for dissemination and communication of activities and results that will be developed in the EMEN project. The deliverable illustrates in clear terms the drivers and the rationale behind the strategy and clarifies all the dimensions and tools necessary to produce a clear dissemination and communication framework.

The plan acts at different phases of the project's implementation and will support the action in its evolution.

The dissemination and communication strategy considers not only the project's values and objectives but also the operational and managerial constraints that, together with the strategic positioning of the project, set at the beginning by the consortium members, will clarify all the elements of the plan.

The document is divided into four sections: (1) a general introduction where the overall approach and all the common elements are clearly identified; (2) the dissemination plan, which also considers the communication and operational guidelines; (3) the identification of activities and bridges towards the networking activities; and (4) use of the EMEN and EU logos.



Introduction

The purpose of this document is to present the dissemination and communication plan for the EMEN project to ensure maximum impact of the project during its lifespan and to the community and its stakeholders after the project is ended.

According to the well-known definition of the term by the European Commission, "dissemination" is defined as the distribution and supply of information regarding the project in the broadest sense towards interested parties (stakeholders) and the general public. "Communication" consists of conveying intended meanings from one entity or group to another through the use of mutually understood signs and semiotic rules. Thus, dissemination happens in one direction only, but communication is a two-way process, which implies that we should identify the characteristics of the groups of people with whom we communicate. This is done through a stakeholder analysis.

This dissemination and communication plan is a working tool that reflects the approach and activities outlined in the project's Description of Work. It will be enriched by the input and achievements of all partners and be reviewed and updated at regular intervals (every six months) to adapt to the evolution of the project activities. The final report will specify the actions carried out during the project's life.

The purpose of this plan is therefore to define the organisation and actions in order to:

- Put in place dissemination and communication mechanisms and coordinate the promotional activities;
- Mobilise and involve widely European and national stakeholders during the main events of the project, in order to spread project information and take social questions into account;
- Inform stakeholders at key steps of the project;
- Promote a widespread distribution of results at both the European and national levels, in order to spread out and implement effective results;
- Create maximum synergy with other projects, through networking activities.



1. The project

The project focuses on sharing approaches and lessons learnt across and between public administrations, business development support and financial organisations, social enterprises, non-profit organisations, educational institutions and other public and private organisations supporting migrant entrepreneurship at all levels: cities, regions and countries.

These practices, together with the Good Practices in Promoting and Supporting Migrant Entrepreneurship benchmarking tool (2016), is the starting point for the modelling of entrepreneurship support schemes for migrants. The aim is to develop, share and promote support schemes not only for individual migrant entrepreneurs but also for social and inclusive enterprises benefitting migrants. Ultimately the knowledge gained will be of use for those developing and promoting support schemes for migrant entrepreneurs, leading to a more inclusive society.

Based on the concept of a **supportive ecosystem**, we will bring together relevant players at European, national and regional levels to form transnational networks, which will work together on the basis of existing evidence of what is effective to achieve better impact. These are conceived as being **Communities of Practice**, within which practitioners can share their knowledge and experience and learn from each other. The main learning tool used for this will be structured peer review among participating individuals and organisations, followed by the dissemination of the resulting learning to a wider circle of stakeholders and organisations.

The network as a whole will operate through three Communities of Practice, each addressing a key component of a comprehensive ecosystem to support migrant entrepreneurship.

The network's services will be delivered through a dedicated website, publications, an infoline and, in the case of peer reviews, through personal dialogue, coaching and mentoring.



2. The strategy

2.1 Scope

The strategy definition is a necessary part of a successful proposed scope-of-work. With a clear positioning we can define effective dissemination and exploitation procedure that will increase project's awareness, recognition, and adoption. Effective planning helps to achieve this important result.

In carrying out dissemination and communication activities, the project must systematically distribute information and knowledge in a variety of ways to potential stakeholders and beneficiaries.

Valorisation should consider communication and value generation as a two-way process. By interacting with partners and key stakeholders, through several iterations, we can increase the actual understanding/definition of concepts and improve the dissemination and exploitation implementation and impact.

At the start of the plan we need to define 5 important points:

- **Why** – the purpose
- **To Whom** – the audience
- **What** – the message
- **Who & How** – the methodology
- **When** – the timing

In the following subsections you will find a detailed definition of the list above.

2.2 Purpose of the plan (Why)

This document constitutes the plan of dissemination and communication activities, aimed at enhancing the impact of the EMEN project.

The project's strategic objectives linked to project visibility, recognition and valorisation may be summarised as follows:

- To raise awareness of the possibility to have support schemes for migrant entrepreneurship in Europe;
- To reach out to relevant target groups, achieving public awareness of the project and its mission;
- To establish a good reputation for the project and its activities as well as a broader user base in the development of the Communities of Practice (CoPs);
- To ensure European-wide or even global availability of the results;
- To establish links with other relevant initiatives, actors and stakeholders (through networking).

Therefore, operationally we can consider actions in order to:



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- Connect, mobilise and involve widely European and national stakeholders in the CoPs and during the main events of the project, in order to take into account social questions and the most urgent needs for migrant integration;
- Establish dissemination mechanisms, coordinate the promotional activities, and inform relevant target groups at key steps of the project;
- Promote the CoPs and a widespread distribution of the results at European and national level;
- Create maximum synergy with other projects, communities and stakeholders through partnerships and joint activities (networking).

2.3 Target groups (To Whom)

EMEN's actions will identify, and promote the quick implementation of, good practices in support for entrepreneurship by migrants from third countries who are already in the EU, and who may not be reached by traditional business start-up support services.

The immediate target group is composed of business advisers serving migrant entrepreneurs, and the final target group is migrant entrepreneurs themselves.

The following stakeholder analysis segments the target groups more precisely:

Target group	Benefit sought
Immediate target groups	
Migrant entrepreneurship support schemes and organisations	Knowledge of effective practice in support to ME Networking connections with peers Enhanced profile through being part of a European network
Financial institutions supporting migrant entrepreneurs (including microfinance and ethical banks)	Knowledge of effective financing of ME
Mainstream business support organisations (notably chambers of commerce)	Understanding of how to provide more effective services to MEs Better representation of MEs in their governance
Professional business advisers such as small business consultants, accountants and lawyers	Expertise on how to meet the needs of clients who are migrants
Social. economy federations and support organisations	More social enterprises established by or for migrants



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Advocacy and service NGOs serving migrants, including trade unions	Input into ME support policy and practice Knowledge of sources of high-quality support to ME
Researchers and students in migration and entrepreneurship	Better knowledge of effective ways to support ME
Public authorities and development agencies, especially at city and regional levels, but also national and European	Knowledge of effective policy to support ME More enterprises set up by migrants Improved welfare of migrant residents
European Commission	Monitoring and evaluation information on the project
Specialist and news media	Compelling stories of successful ME
Final target groups	
Actual and potential migrant entrepreneurs	Better support to their businesses
General public	Background information on how migrants integrate into, and contribute to, European economy and society

All these groups will be involved at different stages in the dissemination and communication activities. In particular, their involvement will be ensured through:

- Website & social networks: Information about the project is primarily available on the website and the social networks connected to it;
- Involvement in CoPs: The Communities of Practice will host discussions and promote EMEN's activities;
- Promotional materials: Newsletters and other publications will be distributed at relevant seminars and other events;
- Events: Stakeholders will be invited to the project's conferences, and to workshops piggy-backed onto external events

2.4 The message (What)

EMEN will share approaches and lessons learnt on migrant entrepreneurship among public administrations, business development support and financial organisations, social enterprises, non-profit organisations, educational institutions and other public and private organisations supporting migrant entrepreneurship at all levels: cities, regions and countries. These practices, together with the Good Practices in Promoting and Supporting Migrant Entrepreneurship benchmarking tool (2016), will be the starting point for the modelling of entrepreneurship support schemes for migrants.



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The lessons shared will be developed in response to the issues raised by participants in the CoPs. Based on past experience the lessons will concern questions such as the following:

- What is the nature of potential migrant entrepreneurs? What are their most pressing needs when they try to start a business? What barriers need to be overcome?
- How can potential MEs best be reached out to? Which are the most fruitful multiplier organisations?
- What are the opportunities for MEs? Which business models, in which business sectors, are most likely to succeed? Are there traps MEs should avoid?
- Is there a special role for social enterprises in creating successful migrant-owned businesses?
- What mixture or package of business services works best? How to articulate the various components (training, coaching/mentoring, networking, finance etc.)?
- What are the most appropriate financial tools for migrant entrepreneurs?
- Can cluster strategies be a good tool to promote ME?
- How best to publish information on advisers and business service providers, and to evaluate their quality?
- What benefits flow to the economy and society from more migrant entrepreneurship?

Such lessons and the way a comprehensive supportive ecosystem for migrant entrepreneurship can be implemented and further developed will be the main message that EMEN will disseminate and communicate at European and national levels. However the dissemination activities will also touch the methodology developed by EMEN in order to further increase the community of stakeholders and further spread the results of the action.

The network as a whole will operate through three Communities of Practice, each addressing a key component of a comprehensive ecosystem to support migrant entrepreneurship. In this context, work package 4 foresees a strategy that maximises the positive impact of the project to the broadest audience. The objective is to constitute a unified framework that will facilitate the integration of different components and the interaction of all the players involved. Most of the communication activities will be in English, but where useful and possible will also use the languages of migrants and their host communities. They will also take account of community practices.

As a core element of the work programme, the Communities of Practice will be promoted and monitored. Their activity and results will be constantly evaluated and strongly disseminated.

Finally, the EMEN partnership will actively work to develop a broader European network and build a community (WP5) in order to activate collaboration with other partnerships and multiply the impact of the project results.



2.5 The Methodology (Who and How)

Who

The dissemination and communication activities will be coordinated by DIESIS, whose team is composed of a dissemination manager and two dissemination experts. DIESIS is the coordinator of all the activities and is directly responsible for the relationship with the other work package leaders, project partners and the Advisory Board. DIESIS will ensure that all the activities are correctly implemented and the project and its results are widely disseminated at European and national levels.

As project coordinator, AEIDL will give wide dissemination to the action and its results. It will disseminate the project results within its network and through its main channels of networking.

All the other partners will play an active part in the dissemination and communication activities. They will represent the project at relevant events and disseminate the project results within their networks and through their existing channels of networking. Their participation in relevant events will be tracked through the grid below, which partners will complete following each event:

EMEN – log of representation at external event	
Individual	
EMEN partner	
Title of event	
Location	
Date	
Host	
Speakers	
Summary of event topic/purpose	
Key insights	
Conclusions	
Interview recommendations	
Relevant articles/case studies/content	

Furthermore, the CoP leaders will facilitate dissemination and communication activities with the stakeholders involved.



How

To lead the operation in the best way the team decided to follow a specific methodology that consists of a series of steps needed to obtain a coherent framework to define a clear and concise dissemination and communication plan. The phases are the following: (1) a first diagnostic phase; (2) the delivery of a draft document; (3) a discussion with the Commission in order to review the document and report comments and suggestions; and (4) the delivery of a revised plan.

The process starts in Month 1 and will end with a revised version of the communication plan that will be posted on the project collaboration platform.

2.7 Key Performance Indicators

As soon as the implementation of the activities starts and after having implemented all the functionalities of the website and social media, the measurement of Key Performance Indicators (KPIs) will start.

- *Website*: the website traffic will be analysed through the implementation of Google analytics. Google Analytics is a free system that gives insights into how visitors use a website, how they arrived on it, and how to keep them coming back. Furthermore, through Google Analytics it is possible to make a real-time analysis and estimate whether new content on the website is popular and the immediate effects of tweets and blog posts.
- *Facebook*: A Facebook profile offers a complete system of performance analysis. In particular, through the *Page insights* function, it is possible to check the performance of a page; learn which content resonates with the audience; and optimise how to publish to the audience so that people will tell their friends about the page. Furthermore, the *Fans* tab gives information about the number of times the page was liked, and the *Reach* tab helps to understand the profile of the page fans.
- *Twitter*: Twitter performance will be measured through Klout, which is a system that measures the influence of a Twitter profile and how is performing from month to month.
- *LinkedIn*: Via LinkedIn it is possible to directly obtain the following information about performance:
 - 'The Network Size' or 'Total Connections' – It is possible to quickly see the number of connections and network size on the home page by clicking the 'connections' tab.
 - Level of Interactions (e.g. likes and comments) looking at the number of likes on each post or comment.

Furthermore, LinkedIn allows users to obtain information related to:

- The level of new invitations – it is possible to use the LinkedIn system to obtain this information by clicking on the 'Your LinkedIn Statistics' tab and clicking on the 'new people' hyperlink.
- The Profile Views – another statistic LinkedIn provides is the number of people who have accessed the LinkedIn profile in the last week. Keeping an eye on these stats will give you a good idea of your growing LinkedIn presence



These data can also be enriched by the analysis of:

- Endorsed skills mentioned on the profile
- Total number of recommendations received.

In terms of results, the project aims to achieve the following numbers:

Tool	Indicator	Target (quantity)
Website visitors	Number of unique visitors to website	108,000 (3,000 per month)
Visitor countries	Number of countries of website visitors' domains	40
Download	Number of documents downloaded	5,000
Facebook	friends	1,500
Facebook	Likes	100,000
Twitter	Contacts	2,000
LinkedIn	Contact	2,000
LinkedIn	Likes to posts	10,000
Newsletter	Distribution of each number	3,000
Mailing List	Contacts	1,500

2.8 The Timing (When)

In the definition of a strategy for dissemination and communication it is extremely important to plan in advance the organisation of public events and the participation in conferences, workshop and seminars.

For the public lunch of the project, we will hold a launch seminar in Brussels on 7-8 December 2017.

The project will organise three annual conferences, in principle in different EU capital cities (Berlin, Brussels and The Hague) as well as a final European conference in Brussels. The estimated dates for each of the three conferences are April 2018, 2019 and 2020.

We will also take advantage of opportunities to organise additional workshops 'piggy-backed' onto existing events organised by partners, members of partners or external organisations.

DIESIS will coordinate the partnership in the dissemination and communication activities and will prepare a list of events were to be attended at European and National level.

As Brussels based organisations, DIESIS and AEIDL will represent the project partnership in all the relevant initiatives at European Level. DIESIS will also apply to participate in the European Migration Forum (EMF), a platform for dialogue between civil society and the European institutions, on issues relating to migration, asylum and the integration of third-country nationals.



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Furthermore, as mentioned above, all the partners will participate actively in the dissemination and communication activities by presenting and representing the project in relevant event at national level and disseminate the project results within their networks and through their existing channels of networking. Their participation will be tracked thanks to the dedicated grid elaborated by DIESIS and AEIDL and that every partner will fill after each event.

Finally, the consortium will organise an international public event at the end of the project (see below), built on the project experience, which will serve as the final dissemination conference.

3. Dissemination and communication

3.1 Scope

The aim of WP4 is to disseminate the results of the project with a view to maximising their value, strengthening their impact and transferring them as much as possible. In particular these activities will be carried out in order to inform about and promote project's results to a large public at European and national levels involving all the target groups mentioned in 2.3 above:

- migrant entrepreneurship support schemes and organisations
- financial institutions supporting migrant entrepreneurs (including microfinance and ethical banks)
- public authorities and development agencies, especially at city and regional levels
- mainstream business support organisations (notably chambers of commerce)
- co-operative federations and support organisations
- professional business advisers such as small business consultants, accountants and lawyers
- advocacy and service NGOs and trade unions serving migrants
- researchers (and students) in this field
- actual and potential migrant entrepreneurs
- the general public

The dissemination strategy is designed to reach the largest possible number of stakeholders and target group members. Special attention will be dedicated to the gender dimension. The dissemination strategy will work through both information pull and information push and will include various tools designed to reach different kinds of target groups. In particular, the dissemination activity will include:



3.2 Websites

3.2.1 EMEN website

A website will be created and maintained at the URL www.emen-project.eu to present the EMEN project to an international audience while emphasising its EU-wide scope. The website will be regularly updated in order to present relevant and timely information about the project, including news, public documents, publications and presentations. It will provide information about project's aims, partners and ongoing activities. It will host the CoPs providing an access point for all the stakeholders involved. It will include a document download section which will allow visitors to have access to project's outputs, such as reports and newsletters and the possibility to sign up to be kept informed about the project's progress. Content will be available in English and, when possible, in the partners' and migrant entrepreneurs' own languages. The project website will be linked to the partners' websites and to professional networks. All partners' logos should be presented on the website, combined with link to their websites. This should also apply to the project's products.

AEIDL will establish the project website, which will have the following features and characteristics:

- a friendly and attractive interface, open to the public of potential users and different stakeholders
- present the project and its structure
- list the partners of the project and present a short description of each of them (with links to their websites);
- introduce the objectives, documents and deliverables
- project objectives and progress continuously visible
- A password-protected discussion forum for each of the CoPs, which will allow the posting of messages, and commenting on these in specific threads of discussion. Users will be able to attach documents to their posts. New fora can be added as required
- A partnership bourse, enabling partnerships to be made for collaboration and joint ventures
- An online library to make available electronically public documents and publications
- Updates on ongoing activities and initiatives
- Facility to subscribe to an electronic newsletter and to access previous newsletter issues
- Inform users about relevant events (public events, workshops)
- Offer a contact point
- Links with the most important social networks



3.2.2 www.migrent-agenda.eu

AEIDL is establishing a co-ordination tool for European projects supporting migrant entrepreneurship, by creating an online events calendar to be shared by the 8 projects in the two relevant European calls for proposals. This will increase cross-participation among the projects and reduce date clashes.

3.2.3 Partner organisations and channels

Results will also be capitalised and disseminated through the websites and newsletters of partner organisations and channels with which they are associated. All the partners will be invited to connect the EMEN platform to their websites and to spread information through their newsletters and social networks.

3.3 Social networks

The dissemination strategy foresees the exploitation of the most popular social networks in order to spread information and results of the project and keep the stakeholders up to date. In particular, it is planned to create:

3.3.1 Facebook profile: the creation of a Facebook profile is an essential step in order to take advantage of the partners' networks as well as to spread information about the project to a vast scale of contacts. As a communication tool, Facebook is great for building relationships and brand awareness, as well as spreading information and news. Moreover, the possibility to create special events is a useful tool to inform contacts about project events. A special Facebook button will be available on the website so as to share the information directly from it. It will allow partners and stakeholders to share information within their networks. In order to capitalise the possibilities offered by this social network, a regular update by the website leader and his team is foreseen.

3.3.2 Twitter profile: Considering the rapid and wide diffusion of this social network, we believe it is important to create a Twitter account. Twitter allows rapid communication between professionals and members. It is a real-time communication tool. It allows tweeting questions and having followers respond within several seconds. Furthermore, it permits communication to a targeted audience. It is also possible to connect the Twitter account to the Facebook profile so as to have an immediate update of the latter while posting something on the former one.

3.3.4 LinkedIn profile: Being a social network for professionals, LinkedIn allows the creation of dedicated communities and groups to discuss specific topics and spread information to a wide professional audience. In this sense, through the profile 3 groups will be created corresponding to the three Communities of Practice and providing the partnership with an important tool to further disseminate and discuss CoPs contents. The LinkedIn profile will be connected to the project website.



3.4 Publications

Publications will be electronic, and in addition some will be also printed on paper. They will mainly be in English but where useful and possible will be translated into languages used by migrants and/or local communities

3.5 Newsletters

To reach as broad an audience as possible, the project will compile a half-yearly electronic newsletter containing policy and practice news, reports on the work and achievements of the platform, and profiles/case studies of successful support schemes. It will be distributed to support schemes and relevant authorities and business partners by e-mail using the Mailchimp mailing list management system, which allows easy signing up and tracking of take-up. The newsletter will also serve to increase the project's visibility by being distributed at relevant events and in the premises of migrant entrepreneurship support organisations. An EMEN mailing list will be created in order to distribute the newsletter and inform the network of relevant initiatives. However, the newsletter will be spread also through the partners' networks and will thus be able to reach thousands of recipients.

3.6 Events

3.6.1 Annual conferences

Based on the concept of a supportive ecosystem, relevant players at European, national and regional levels will come together to form transnational networks in the form of Communities of Practice (CoPs). The network as a whole will operate through three CoPs, each addressing a key component of a comprehensive ecosystem to support migrant entrepreneurship: (1) coaching and mentoring; (2) access to finance; and (3) professionalisation of associations of migrant entrepreneurs and diversity management in chambers of commerce.

The CoPs will engage in a range of learning activities such as exchanges, productive enquiries, building shared understanding, producing assets, creating standards, formal access to knowledge and visits. They will meet mostly through web conferencing and will communicate by electronic means, but will meet physically at the project's three annual conferences and at additional workshops if they can be 'piggybacked' onto existing events run by EMEN partners, members of partners (e.g. national co-operative federations, trade unions or chambers of commerce), or other organisations.

3.6.2 Final Conference

A final conference will be held in Brussels, targeting migrant entrepreneurship support organisations, financial institutions supporting migrant entrepreneurs (notably microfinance institutions and ethical banks), and public authorities. European institutions (Commission, Parliament, EESC, CoR), social partners, NGOs representing and providing services to migrants and ethnic minorities and the media will also be represented. To maximise the audience, the event will be web-streamed.



3.7 Networking

Networking will play a major role within the dissemination activities. The project will take advantage of all the partners' wide and consolidated networks at European and national levels.

However, the networking will have also an external dimension. The project will establish contacts between organisations serving migrant entrepreneurs with a rich variety of local experience, and the means to link local areas and transfer knowledge and experience between them so as to enable expansion and/or replication. The consortium will be structured to comprise three levels of networking, respectively among:

- European-level umbrella bodies supporting migrant entrepreneurs in various fields
- service providers supporting migrant entrepreneurs
- associations of migrant entrepreneurs

Furthermore, the project will be represented in all the relevant occasion at European and National level. In this sense, it will apply to be involved in the European Migration Forum and in all the initiative that have migrant integration at their core.

4. Use of the logo

The work package leader has developed a logo that graphically represents the project. This logo as well as the EU logo and references will be placed on materials produced such as:

- website
- brochures
- newsletters
- letters
- Practical Guide
- invitation cards
- notifications
- badges
- lists of participants
- exhibition panels.

The EMEN logo should appear on all the partners' website and, at the same time, all partners' logos should be presented on the EMEN website, newsletter and all dissemination materials, combined with a link to the respective website.



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LOGO



horizontal version



Vertical / Compact version

COLOR CODES



#0B72B5

C 85 M 50 Y 0 K 0
R 11 G 114 B 181



#86C9EC

C 50 M 5 Y 0 K 0
R 134 G 201 B 236



#B1B3B4

C 0 M 0 Y 0 K 40
R 177 G 179 B 180

TYPOGRAPHY

ARKITECH LIGHT

ABCDEFGHIJKLMNOPQRSTUVWXYZ .,:!@123456789
abcdefghijklmnopqrstuvwxyz

Arial - Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ .,:!@12345679
abcdefghijklmnopqrstuvwxyz

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