

COMMUNICATION STRATEGY TWIN4ECO

Project Name:	'Twinning for scientific excellence: Stimulating sustainable energy economy and promoting research in the field of innovation management in Bulgaria' (TWIN4ECO)
Funded by:	National Recovery and Resiliency Plan
Project Start Date:	December 2023
Duration:	30 months
Coordinator:	Faculty of Economics and Business Administration, Sofia University "St. Kliment Ohridski"
Partners:	Institute for Energy Economics (EWI), University of Cologne; Institute of Energy Systems and Electrical Drives (EEG), Vienna University of Technology; Technological University of Dublin; University of Groningen.
Project Leader:	Assoc. Prof. Atanas Georgiev

1. Strategic objectives

TWIN4ECO is an international project aimed at improving research achievements and increasing visibility of the Faculty of Economics and Business Administration at Sofia University "St. Kliment Ohridski" (SU-FEBA) in the fields of sustainable energy economics and innovation management in response to national and regional needs and the goals of the EU in the energy and sustainability sector.

The project is based on transdisciplinary holistic scientific research and capacity-building management, aiming to develop and implement a comprehensive set of measures, including joint development of scientific strategies, networking, knowledge transfer, exchange of best practices, collaborative research activities, and the establishment of long-term cooperation between the Faculty of Economics and four leading scientific institutes with international profiles from EU countries: Institute for Energy Economics (EWI), University of Cologne, Institute of Energy Systems and Electrical Drives (EEG), Vienna University of Technology, Technological University of Dublin and University of Groningen.

Thus, TWIN4ECO will contribute to turning FEBA into a national point of research excellence and an institution with a strong regional (and international) significance in the field of

sustainable energy economics and innovation management. The project focuses on two primary scientific objectives: developing a model of energy systems and disseminating innovative sustainable practices and new energy technologies.

The goal of the TWIN4ECO project is to consolidate FEBA's full research capacity with the assistance of researchers from other universities who will help with the process of developing a comprehensive research strategy. The project will support the creation and maintenance of long-term partnerships as well as the establishment of networks with other research organisations, which will help promote participation in EU research programmes and projects.

2. Communication Strategy

The TWIN4ECO Project Communication Strategy is based on the general concept of increasing awareness and improving the visibility of the project objectives, activities and results. The strategy involves determining target audiences and selecting communication channels and techniques. The aim of the communication strategy is to ensure transparency and provide information about the activities and results of the Project, and trigger interest from all target groups identified; encourage the target audience to search for more information about the project; achieve maximum publicity and provide access to information on all levels.

The communication activities will integrate various communication channels, both traditional and online, aimed at achieving wider dissemination with a focus on all relevant stakeholders. The project communication team will take the lead and be responsible for implementing the planned activities outlined in the communication strategy. Additionally, the team will seek to engage various external partners (authorities, businesses, NGOs) to support the informational efforts and serve as ambassadors for the project's results. Communication activities will be planned to meet the information needs of different specialized target groups, including the academic sector, business, legislative and executive authorities, NGOs and media. Concurrently, communication activities will aim to reach the general public to the fullest extent, with content adapted and translated into accessible language so that everyone can understand the messages, project's objectives and goals without needing to grasp all the technical and scientific details.

Main objectives of the Communication Strategy:

- Coordinating communication and dissemination activities for the TWIN4ECO project, providing the responsible team with a common framework and consistent strategy, relevant tools, and effective opportunities to promote the project and its results;

- Increase awareness and ensure project visibility, disseminate project results, promote cooperation and create a stakeholder network by providing up-to-date, comprehensive and objective information about the project progress, activities and results;
- Promote the main initiatives of the project – the development of a model of energy systems and disseminating innovative sustainable practices and new energy technologies;
- Engage target audiences and encourage them to search for more information about the TWIN4ECO project;
- Elevate and enforce FEBA's image and reputation as a leading research centre in the field of sustainable energy economics and innovation management in response to national and regional needs and the goals of the EU in the energy and sustainability sector;
- To ensure fulfilment of communication objectives, respecting EU good practices.

Accompanying objectives of the Communication Strategy:

- Engage stakeholders' interest in the project objectives;
- Encourage participation from researchers and partners;
- Establish long-term relations with target groups;
- Inform and influence representatives of legislative bodies.

3. Topics to be included in the communication messages

- The Faculty of Economics and Business Administration at Sofia University 'St. Kliment Ohridski' will unite the scientific and research potential of leading academic institutions in the field of sustainable energy economics and innovation management, in response to national and regional needs and the goals of the EU in the energy and sustainability sector;
- TWIN4ECO aims to enhance the current framework for scientific research and innovation at the FEBA and adapt it to the new opportunities for research arising from Europe's transition to a low-carbon economy and the corresponding EU policies in the field of sustainable energy, such as the Green Deal, Fit for 55, The National Integrated Plan Energy and Climate, and other legislative initiatives;
- The main project tasks include promoting research excellence, improving the research capacity of the Faculty of Economics and Business Administration at Sofia University 'St. Kliment Ohridski', acquiring new expert knowledge and creating key competences for sustainable development;

- As a result of the activities included in the project, FEBA will significantly expand its research potential in the field of sustainable energy economics and innovation management which will be manifested through the increased number of high-quality innovative products, more funding for research projects, organisation and participation in research fora, prestigious research awards, etc.;
- Within the TWIN4ECO project, with a series of events and initiatives the Faculty of Economics and Business Administration at Sofia University 'St. Kliment Ohridski' will boost the discussion about the sustainable energy transition on national and a regional level;
- The TWIN4ECO project will support the creation of a targeted and well-reasoned FEBA Research Strategy with the methodological assistance of leading experts and researchers from high-ranking European universities;
- The general aim of the project is to promote innovative sustainable practices and new energy technologies, which means more competitiveness for the country and an improved investment environment through a predictable and sustainable energy system;
- The TWIN4ECO project will contribute to strengthening and expanding FEBA's successful partnerships with leading European research and scientific institutes;
- The project will promote the establishment of sustainable networks with partner organizations, including institutions, the public sector, business entities, NGOs, and legislative bodies, to create favourable environments for discussions and feedback;
- The project aims to fully utilize FEBA's research and human potential, thereby elevating it to an institution of regional significance in sustainable energy economics and innovation management. A key objective is to position FEBA in the leading positions in the European Research Area and turn it into a regional reference research centre in the field. By becoming a prominent research institute in the region, FEBA can serve as a primary regional and national research hub in this domain, sharing its expertise with other research institutions and innovative organizations;
- A central focus of the project is the development of an energy market model for Bulgaria, with a focus on the electricity market. Using the expertise and know-how of Institute for Energy Economics at University of Cologne, SU FEBA will develop a model for creating climate-neutral energy systems at the EU level, particularly in Bulgaria.
- Renowned scholars from high-ranking partner research groups will be invited to contribute to the implementation of project activities related to knowledge transfer, exchange of hands-on practices, linked academic research, and networking;

- The project has two main scientific objectives: the development of an energy systems model and the dissemination of innovative sustainable practices and new energy technologies.

4. Target groups

The communication strategy aims to effectively engage diverse target groups, including stakeholders from the energy sector, environmental organizations, governmental bodies, business partners, media and the general public. By understanding the role, specific interests and needs of each target group, tailored communication approaches will be developed to ensure maximum impact. Through targeted messaging and engagement initiatives, the strategy seeks to increase the information level and knowledge, build strong relationships, and foster meaningful dialogue with all project stakeholders. The Communication Strategy is intended for the following target groups:

- **Researchers**

This group encompasses scientists interested in research in the field of sustainable energy economics and innovation management - prominent and young scholars from Sofia University, scholars from partner institutions, scholars from emerging networks, postdoctoral researchers, editors of publications in Web of Science and Scopus. The aim is to inform and increase their interest in the project objectives and encourage participation in TWIN4ECO initiatives that support scientific advancements in the field of sustainable energy and innovation management in Bulgaria.

- **Academic and Research Institution**

Targeting representatives of academic and research institution at national, regional and international levels will contribute to increasing the visibility of the research profile of scholars from SU-FEBA, as well as the visibility, reputation, and attractiveness of the Faculty in the European Research Area. The aim is to elevate FEBA's image and reputation as a leading research centre in the field of sustainable energy economics and innovation management.

- **Business Representatives, NGOs, Associations**

Stakeholders from the energy and environmental sectors, such as business entities, innovation hubs, NGOs, associations, and entrepreneurial ecosystems at national and European levels, are the primary target audience of the communication strategy. The main communication objective is to promote project initiatives and results and to encourage their active participation in dialogue, ensuring the establishment of sustainable relationships with a broad representation of sector organizations. One of the communication activities' goals is to cultivate SU-FEBA's image within this community as a leading institution for high-quality research, analysis, and

data on energy system modelling, strategies for transitioning the energy market, and innovation management in the renewable energy field.

- Representatives of Legislative Bodies

Representatives of legislative and executive bodies, municipalities, state government agencies, regulators responsible for energy policy and sustainable development are key stakeholders. They should be well informed and actively engaged through all stages of the TWIN4ECO. The aim is to develop sustainable relations with them, an active dialog and participation in the discussions and initiatives. Building relationships with this target group is crucial for navigating the legislative and regulatory landscape and implementing acquired scientific knowledge for energy transition.

- FEBA Staff

FEBA teaching and administrative staff are a target audience of the communication strategy for the purpose of increasing the informational level and awareness about the project results, possibilities and activities aimed to improve competencies of faculty members, researchers, and administrative staff. By providing consistent and accessible information, the strategy aims to foster a sense of belonging, stimulate the generation of new ideas, and contribute to the development, enhancement, and sustainability of the achieved results.

- Media

Journalists and media representatives play a crucial role in disseminating project information and results, as well as in shaping the image of the Faculty of Economics and Business Administration at 'St. Kliment Ohridski' Sofia University as a key partner in the field of sustainable energy economics. The goal is to establish long-term media relations and partnerships. This involves organizing special media events, briefings, and press releases, as well as informal work meetings. Additionally, regular communication with the media about information events and updates on progress, along with providing information materials, presentations, and up-to-date content, are part of the strategy.

- General Society

By targeting the General Public in the strategy, the TWIN4ECO project ensures broad outreach, disseminating information about its contributions to energy transition and sustainability. Through tailored information, the project shares its latest research findings and insights relevant to the public's informational needs. This approach will also serve in the long term to promote FEBA as a leading business faculty in Bulgaria.

- Project Consortium

The target group of the communication strategy with regards to internal communication are the project team and the consortium. The communication activities for this target audience aim to

provide comprehensive, reliable and up-to-date information about the implementation of the project activities by offering an opportunity for easy exchange of ideas, information and discussion between participants.

5. Communication channels and resources needed

Communication channels	Target groups	Objectives	Role of partners	Resources needed
Web-based communication portal for project participants	Project participants	Exchange information, ideas, discuss tasks, project implementation and any difficulties that have occurred.	Consortium members shall take active role in the process and discussions and provide up-to-date and reliable information to support project implementation	Information Documents Feedback
Project website	Researchers Students Business representatives Representatives of legislative bodies FEBA teaching staff General society Media	Increase awareness, raise visibility, disseminate information related to the economic and business aspects of green energy and scientific research in the field of sustainability; Promote projects initiatives,	Team members shall provide information and documentation for the purpose of improving the informative nature of the project website.	Domain Website Visual identity Position on Google ranking Links Relevant information and materials

		publications, results;		
TWIN4ECO' social media profiles	Researchers Students Business representatives Partners Media General Society	Increase awareness, promote visibility, disseminate project results, promote cooperation and networking; Encourage target audiences to search for more information about the Project	The project team shall actively create relevant content and utilize social media profiles to disseminate information and engage the public	Create project profiles in social media (Twitter, LinkedIn) Diverse Information materials (News, Videos, Photographs) Facebook advertisements
FEBA's institutional channels (websites/social media profiles/newsletters)	Researchers Students Business representatives Representatives of legislative bodies, Teaching staff	Promote the Project, its activities and results; Elevate FEBA's reputation	FEBA shall disseminate and share all relevant information and materials through its own channels	Visual identity Diverse and tailored informational materials
External partners' (Business, Public sector, NGOs) websites/social media profiles	Students Business representatives Representatives of legislative bodies Media General Society	Promote the Project, its activities and results; Encourage target audiences to search for more information	The project team will endeavour to convince various external partners (authorities, businesses,	Visual identity Diverse informational materials like videos, texts, infographics etc., adapted to each partners' audience

		and engage them with green energy topic	NGOs) to support the informational efforts through their respective channels.	
Media	General Society Business representatives Representative s of legislative bodies	Providing various platforms for disseminating information and extend reach; reach a wide audience with different demographics and interests	Project team should establish sustainable relations with media representative, plan different activities targeting media, provide regular, various and interesting information targeting their professional needs	Media events; Press releases; Adopted information; Popular science articles; Interesting infographics, pictures and texts; Media speakers; Establish media partnerships.

Key Resources

To effectively achieve the objectives outlined in the communication strategy for the identified target groups, the following communication channels will be targeted and utilized: e-media - radio and television (guest interviews); print media (articles, interviews); on-line media (articles, publications, interviews); social media (posts, photographs, videos, sponsored adds); project website; FEBA’s website/social media profiles/newsletter; websites and social media profiles of partnering organizations external to the project (NGOs, business units, etc.); specialised research publications and portals (research articles, reviews); direct communication (seminars, research forums, summer/winter schools, media events, discussions).

The project web page has a central role in the communication strategy and shall contain detailed information in Bulgarian and in English about the project objectives, activities, progress and results. Communication through traditional and new media as well as direct communication

shall help promote the main landing project page where different target audiences can find additional information.

Key media

On-line media: news.bg, dir.bg, www.dnevnik.bg, www.capital.bg www.segabg.com, www.24chasa.bg, bnt.bg, bnr.bg, www.manager.bg, bta.bg, cross.bg; mediapool.bg; economic.bg; investor.bg;

Traditional: BNT, BTV, Nova, Bulgaria ON AIR, Bloomberg, BNR, Darik Radio;

Specialized media: press.azbuki.bg, nauka.offnews.bg, nauka.bg, science.azbuki.bg, mediabricks.bg, nauteka.bg, Alma Mater TV, Radio program for science and education (BNR Hristo Botev), “Green minutes with Asia Chaneva” (BNR Hristo Botev “Labyrinths of Knowledge”), beautifulscience.bg; BNT2 (Znanie.bg), nabludatel.media/home/education/, publics.bg, 3e-news.bg, euronewsbulgaria.com, Euronews, ScientixEU, Research gate, Academia.edu.

Key PR activities:

Press releases, Press kits; Special media events/press conferences; Roundtable discussion; Media Interviews; Publications, Popular science articles, various types of informational materials, including pictures, adapted texts, videos, infographics, brochures, etc.

Project activities/results to be included in the Communication Strategy:

- Project start announcement;
- Summer School "Green Energy Transition";
- Winter School "Innovations and Sustainability";
- Regional conference "Energy Markets in Transition";
- The three political statements;
- A discussion paper prepared together with representatives of the public authorities and legislative bodies which includes recommendations for the development of a well-reasoned research mechanism aimed at improving the development of a sustainable regional economy;
- The developed electricity market model for Bulgaria, encompassing trade with its neighbouring countries;
- Promoting the latest knowledge applied in the field of economic and business studies related to energy transition and sustainability;
- A roundtable discussion with representatives of the public authorities and legislative bodies;

- Media and other special events;
- Announce project completion, results achieved and opportunities for developing the initiatives.

5. Communication Strategy Stages

The general strategy is centred on communication throughout the entirety of the project, with particular emphasis on the public announcement and conclusion, as well as key special events and research outcomes. The strategy commences with a preparatory phase, aimed at laying the groundwork and organizing essential components before the official public launch. Subsequently, the strategy unfolds across five stages, each designed to achieve the communication objectives outlined, including enhancing awareness, prompting stakeholders to seek further project information, and elevating FEBA's visibility. Regular communication activities (news and updating information on the project website, posts in TWIN4ECO social media profiles, press releases and media appearances, information on the FEBA's website, social media profiles and newsletter, etc.) shall help support the communication results achieved. The communication strategy is based on the principles of transparency, partnership, accountability and publicity, comprehensiveness and flexibility.

Pre-stage: “Communication Strategy, Responsibilities and Preparation”

Its primary focus is on creating a comprehensive communication strategy tailored to the project goals. This involves developing engaging materials such as visual identity, brochures, documents templates and presentations. This phase includes a creation of social media profiles and design of a user-friendly website to serve as a central hub for project information. The aim is to ensure that all necessary tools are ready to effectively reach the target audience and convey project's messages.

Activities included: preparation of the communication strategy; creating a visual identity; project website (in Bulgarian and in English); creating social media profiles, selecting potential media partners, creating information and promotional materials (brochures, posters, banner fix). The implementation period is from the beginning of the project until end of April 2024.

Stage 1: “Official Launch”

The first stage encompasses several crucial activities to kickstart the project and establish effective communication channels. Firstly, it involves organizing a public event to mark the official start of the project, crafting press releases and press kits to disseminate key information about the project to media outlets. Building relationships with the media and other external partners such as NGOs, business organization, public agencies that can help disseminate the information through their channels to ensure accurate coverage and maximum visibility. The

project's and FEBA's channels will be actively utilized to disseminate comprehensive information about TWIN4ECO. Additionally, the preparation of informational materials will persist to ensure thorough project details are available. The Stage 1 shall take place until the end of June 2024.

Stage 2: "Ongoing Engagement and Content Creation"

After the public announcement, the communication strategy's second stage focuses on disseminating additional information about project initiatives and results, provide timely updates on project developments, while encouraging stakeholder engagement. This phase entails deploying a range of communication tactics to sustain interest and keep stakeholders updated on project progress. It involves ongoing engagement through diverse channels, including TWIN4ECO website and social media platforms, creating content for media and external partners; disseminating informational materials in visible places at the partnering institutions as well as during important events; media appearances in the media; direct communication at specialised research fora, etc.

Implementation period: July 2024 - February 2025

Stage 3: "Mid-Project Review"

The Mid-project Review stage involves a comprehensive assessment of the project's progress and milestones achieved thus far. This entails evaluating the effectiveness of strategies implemented, identifying any challenges encountered, and adjusting the plan and the timelines if necessary to ensure alignment with project objectives. It also provides an opportunity to review budget utilization and resource allocation. Stakeholder feedback is gathered and analysed to gauge satisfaction and address any concerns. Recommendations for optimization and improvement may be proposed based on the findings of the review. Current communication activities as project's updates, websites and social media posts will continue. The stage shall take part in the beginning of 2025 until March 2025.

Stage 4: "Engagement and Outreach"

In this stage the information campaign shall focus on presenting project results and achievements. In view of the specificity of the project it is expected that the period shall offer an abundance of interesting content for the media and target groups, i.e. there will be real results available from the activities included in the project. The forth stage shall be the most intensive one in terms of working with the media for the purpose of promoting results. Activities included: News and up-to-date information on the project website and social media profiles; writing and sending press releases about project activities and results; organising a media event and a roundtable discussion where the media and target groups can inform about the real results

and benefits of the project; disseminating information about the project in various channels; media guest interviews and publications; direct communication about the project at specialised research fora. Implementation period: March 2025 – February 2026.

Stage 5: “Final Campaign, Evaluation and Reporting”

The last stage of the communication strategy involves conducting a comprehensive final campaign to wrap up the project and disseminate key findings. This campaign will include various communication activities aimed at summarizing project achievements, highlighting significant results, and engaging stakeholders one last time. Additionally, it will involve evaluating the effectiveness of the entire communication strategy, assessing key performance indicators, and gathering feedback from stakeholders. Finally, a detailed report will be prepared documenting the outcomes, lessons learned, and recommendations for future projects. It will include also a creation of a communication plan to maintain the website and social media profiles within 2 years after the end of the project. Implementation period: March 2026 – May 2026.

6. Communication Strategy Plan

Pre-stage: “Planning Responsibilities and Preparation” (01.01-31.04.2024)

- Prepare a project communication strategy;
- Designate a team responsible for communication activities;
- Stakeholders and target groups analysis;
- Set monitoring and assessment criteria for communication activities;
- Domain purchase for the project website;
- Create a visual identity for the project;
- Open a section on FEBA’s website dedicated to the Project;
- Create profiles in social media;
- Start preparation of information and promotional materials: brochures, fact sheets, poster, official correspondence letter template, banner, project presentation;
- Set a date for a public event to mark the official start of the project;
- Select media partners and contact them (write and send letters to the public media in Bulgaria requesting media partnership: BNT and BNR, other specialized media).

Stage 1: “Official Launch” (until the end of June 2024)

- Announce the start of project on official websites and social media profiles of TWIN4ECO;
- Information about the project in FEBA’s newsletter, website and social media profiles;

- Organise a public event to mark the official start of the project;
- Write and send a press release about the public event for the official start of the Project;
- Dissemination of information materials;
- Issue a newsletter (min. 4 pages), uploaded as a PDF in the website, promoted through social media);
- Interview/media publications;
- Media monitoring.

Stage 2 “Engagement and Outreach” (June 2024-Feb 2025)

- Promoting project activities/progress through posts on TWIN4ECO website and social media;
- Interview/media publications;
- Prepare a popular science article;
- Disseminate information materials;
- Write and send a press release;
- Announce the project activities/progress on external partnering organizations’ (NGOs, business or public organizations) web pages/social media profiles;
- Publish information about the project/project activities on Research Gate, ScientixEU, Academia.edu;
- Feature information about the project in FEBA’s channels;
- Present the project/direct communication during an international research conference organised by the FEBA;
- Media monitoring.

Stage 3 “Mid-Project Review” (until March 2025)

- Evaluate the effectiveness of communication efforts based on predefined metrics;
- Gather feedback from partners and stakeholders and adjust the communication strategy as needed;
- Communication activities assessment for the previous period;
- Update key messages and content based on audience response and engagement;
- Update timelines due to changes in Project activities as needed;
- Set additional communication activities for the third information campaign.

Stage 4 “Engagement and Outreach” (March 2025 – Feb 2026)

- Promoting project activities/progress through posts on TWIN4ECO website and social media;

- Interview/media publications/popular science article;
- Write and send a press release;
- Disseminate information materials;
- Announce the project activities/progress on external partnering organizations' web pages/social media profiles;
- Publish information about the project/project activities on Research Gate, ScientixEU, Academia.edu;
- Feature information about the project in FEBA's official channels;
- Promoting the Regional conference "Energy Markets in Transition" (2026)
- Media monitoring;

Stage 5 “Final campaign, evaluation and reporting” (March-May 2026)

- TWIN4ECO web page and social media posts about the project final activities/results;
- Announce the project final activities/results on FEBA's official channels;
- Organise a media/special event;
- Write and send a press release after the event;
- Interview/media publication;
- Disseminate information materials;
- Media monitoring;
- Final communication activities assessment;

Accompanying communication activities

1. January- March 2024 (M1-M3)

- Prepare the Communication Strategy and Plan;
- Publish up-to-date information on the project website - in Bulgarian and in English;
- Announce project activities/progress on FEBA's official web pages;
- Interview/publications about gained financing;
- Create a visual identity for the project;
- Domain purchase for the project website;
- Create a visual identity for the project;
- Open a section on FEBA's website dedicated to the Project;
- Create Social media profiles;
- Preparing information and promotional materials: brochures, fact sheets, poster, official correspondence letter template, banner, project presentation;
- Set a date for a public event to mark the official start of the project;

2. April-June 2024 (M4-M6)

- Publish up-to-date information on the project website and social media profiles;
- Hold a special event for Public announcement of the project (discussion, press conference, business lunch, meeting with representatives of the target groups, etc.);
- Write and send a press release about the event;
- Issue a newsletter (min. 4 pages), uploaded as a PDF in the website, promoted through social media);
- Announce project activities/progress on FEBA's official web pages;
- Publish information about the project on Research Gate, ScientixEU, Academia.edu;
- Printing and disseminating of information and promotional materials: brochures, fact sheets, poster, banner;
- Interview/publications;
- Feature information about the project in FEBA's newsletter;
- Media monitoring.

3. July-September 2024 (M7-M9)

- Publish up-to-date information on the project website;
- Social media posts about the project activities/progress;
- Write the first popular science article;
- Interview/publications;
- Announce project activities/progress on FEBA's official web page;
- Feature information about the project in FEBA's newsletter;
- Media monitoring.

4. October-December 2024 (M10-M12)

- Promoting the organization, opportunities to participate and results from Winter School "Green Energy Transition" (M10);
- Write and send a press release about the project progress;
- Publish up-to-date information on the project website;
- Announce project activities/progress on FEBA's official web pages;
- Social media posts about the project activities/progress;
- Issue a newsletter (min. 4 pages), uploaded as a PDF in the website, promoted through social media);
- Feature information about the project in FEBA's newsletter;
- Media monitoring.

5. January-March 2025 (M13-M15)

- Evaluate the effectiveness of communication efforts based on predefined metrics;
- Meeting of the project team;
- Update key messages and content based on audience response and engagement;
- Update timelines and set/adjust communication activities as needed;
- Publish up-to-date information on the TWIN4ECO website;
- Posts in social media profiles;
- Write the second popular science article;
- Announce project activities/progress on FEBA's official channels;
- Publish information about the project/project activities on Research Gate, ScientixEU, Academia.edu;
- Media monitoring.

6. April-June 2025 (M16-M18)

- Promoting the organization, opportunities to participate and results from Summer School "Innovations and sustainability" (M18);
- Write and send a press release about the first political statement (M18);
- Publish up-to-date information on the project website;
- Announce project activities/progress on FEBA's official web pages;
- Social media posts about the project activities/progress;
- Issue a newsletter (min. 4 pages), uploaded as a PDF in the website, promoted through social media);
- Media monitoring.

7. July-September 2025 (M19-M21)

- Publish up-to-date information on the project website - in Bulgarian and in English;
- Social media posts about the project activities/progress;
- Announce project activities/progress on FEBA's official web pages;
- Feature information about the project in FEBA's newsletter;
- Disseminate information materials;
- Publish information about the project/project activities on Research Gate, ScientixEU, Academia.edu;
- Write the third popular science article;
- Media monitoring.

8. October-December 2025 (M22- M24)

- Publish up-to-date information on the project website - in Bulgarian and in English;
- Social media posts about the project activities/progress;

- Announce project activities/progress on FEBA's official web pages;
- Issue a newsletter (min. 4 pages), uploaded as a PDF in the website, promoted through social media);
- Feature information about the project in FEBA's newsletter;
- Present the project/direct communication during the international research conference organised by FEBA;
- Media monitoring.

9. January-March 2026 (M25-M27)

- Publish up-to-date information on the project website - in Bulgarian and in English;
- Announce project activities/progress on FEBA's official web page;
- Create a video clip to promote the project and its results;
- Social media posts about the project activities/progress;
- Write and send a press release about the second political statement or/and the developed electricity market model for Bulgaria, encompassing trade with its neighbouring countries;
- Feature information about the project in FEBA's newsletter;
- Promoting the Regional conference "Energy Markets in Transition" (final data tbc.)
- Media monitoring;

10. April-May 2026 (M28-M30)

- Support the organization and promotion of a roundtable discussion with the target groups to present and discuss results;
- Write and send a press release about the discussion and/or the third political statement;
- Interview/media publications;
- Publish up-to-date information on the project website - in Bulgarian and in English;
- Announce project activities/progress on FEBA's official web pages;
- Social media posts about the project activities/progress;
- Issue a newsletter (min. 4 pages), uploaded as a PDF in the website, promoted through social media);
- Report on the entire communication campaign.

7. Communication campaign organisation

The Faculty of Economics and Business Administration at Sofia University ‘St. Kliment Ohridski’ is responsible for planning, conducting and controlling the various activities included in the Communication Strategy. The partner organisations shall support the communication process. The organisational structure of the project includes the following levels of approval of communication activities:

- An International Consultation Board will be invited to monitor and provide with recommendations for the entire Communication Strategy, the activities included and the implementation thereof.
- A Project Leader who approves of the entire Communication Strategy and the specific activities included in the information campaigns.
- A Project Coordinator who exercises control and monitors the implementation of each information campaign, and reports on the results achieved.
- A Communication Strategy Coordinator who prepares a communication plan, effectively conducts the activities approved, communicates with target audiences, proposes changes to the strategy, if necessary, monitors the media on a monthly basis and prepares the relevant reports.

8. Communication campaign assessment

For the purpose of measuring the effectiveness of the communication campaign, a combination of criteria and feedback mechanisms shall be applied. The perception of the information campaigns and any changes in their implementation should be determined based on the results of regular surveys conducted among stakeholders. Communication activities assessment to be performed twice by the project team – midway through the project (M13-M15) and at the end (M28-M30). The project team will prepare a report form for the purpose of assessing the impact of various communication activities. A sample of the report form can be found below.

Activity (seminar, roundtable discussion, press release, presentation)

Location (where the activity took place)

Data (date on which the activity took place)

Participants (audience)

Organiser/speaker (who was the organiser/speaker)

Topics (topics that were discussed)

Resources (hyperlinks to publications and/or activities)

In order to check the effectiveness of all communication activities a comprehensive analysis shall be made at the end of the project using the following indicators:

Results assessment indicator	Measure	Minimal requirements for a good impact
Project website unique visits	Number	2000+ per year
Materials downloaded from the website	Number	100+ in total
Published popular science articles to the general public focusing on specific issues addressed within the project	Number	Minimum 3 published articles
Readings of each popular science article	Number	1000+ in total
Media coverage	Number	50 000+ in total
Media publications	Number	15+ in total
Press releases	Number	3-5 in total
Disseminated brochures	Number	250+ in total
News published on the project website	Number	15+ in total
Posts on social media	Number	20+ in total
Views on social media posts	Number	300+ per post
Published news on FEBA websites	Number	5-10 in total
Special events, press conferences, work meetings, conferences, etc.	Number	5-10 in total
Disseminated advertisement materials for potential end users	Number	25+ in total
New followers on social media	Number	700 by the end of the project
Newsletter (min. 4 pages)	Number	5 in total (every 6 months)

Apart from quantity indicators, quality parameters shall also be applied for the purpose of assessing communication activities: for publications (attractiveness; clear style; easy access), for events (quality of organisation; level of participation in discussions; clarity and duration of statements), etc.