



*Integrated multi-vector management system for **Energy isLANDs***

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Author:	<b>Geco Global – Thomas Mikkelsen, Bonnie Murphy</b>



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**Peer reviewed by:**

Partner	Reviewer
SIN	Jayaprakash Rajasekharan
ICOM	Isidoros Kokos

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## Abbreviations and Acronyms

Acronym	Description
M	Project month – project commenced on November 2018 = M1
MS	Milestone
P1	Common Impact Model Phase 1
P2	Common Impact Model Phase 2
P3	Common Impact Model Phase 3
P4	Common Impact Model Phase 4
ToC	Table of Contents
UC	Use case
UVTgv	University of Targoviste

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## Executive summary

This document represents an introduction to the strategic communication and engagement activities associated with the implementation of the activities in the E-LAND demo sites. It is a reference document to get an introduction to the work which has restricted access (i.e.: is not publicly available because it contains personal data and information about the researched stakeholders of confidential nature) and it will in this respect duplicate parts of the non-sensitive parts of these documents.

The document describes the Common Impact Model and the associated methodology and it presents the structure of the associated tactical tools, which are presented in spread sheet format as an associated deliverable to this one.

It also links the tactical tools and the milestones of the engagement activities and points towards the continuous development of the tasks and milestones presented so far.

Thus, this document will as such not be updated, but the associated spread sheet will undergo continuous updates together with the development of new milestones and tasks. The development of these follows the monitoring and evaluation of the tasks put into action. The developments will be presented in the follow up deliverables (D2.4 and D2.5).

# 1 Introduction

This Common Impact Model represents a suite of tools for studying community dynamics: (1) the methodology for collecting and organizing data, (2) the process of analysing and synthesizing this data, (3) the iterative cycle of applying the learnings from the analysis via strategic communication and engagement activities. These tools provide a replicable system for studying community dynamics, processing data, and organizing information into an actionable framework that can be applied to a variety of environments.

This deliverable focuses on the third tool described – the application of the data via specific milestones that are unique to each community and the tasks required to meet these goals. Here we translate the insights that were developed through the data collection and analysis phases of the Common Impact Model into strategic tasks that will support the execution of the broad community engagement vision. These engagement activities serve as building blocks that will pave the way for future engagement initiatives. At its current state, the tool depicts the short- and medium-term milestones set for engaging the local community, but over the course of the project, as stakeholder dynamics and toolbox capabilities become clearer, further milestones and associated tactics will be introduced.

Deliverable 2.3 is therefore intended to be used as a tactical tool that will steer the communication and engagement strategies at the E-LAND pilot sites. To this end, this deliverable has been structured with two documents – a highly detailed and tactical excel workbook and a supporting companion book (this word document). The structure of this companion book is as follows:

- Review the Common Impact Model
- Explain the process of developing strategic milestones
- Introduce the milestones of E-LAND's pilot sites
- Provide an introduction to the tactical workbook

Since access to some of the material referenced in the document are in deliverable restricted to the project's consortium members, relevant information have been presented again here to ensure the reader can adequately follow the work presented.

## 2 The Common Impact Model

The Common Impact model provides a standardized methodology for studying community dynamics and developing strategic engagement strategies. This model is built using combined top-down/bottom-up approach, where Elinor Ostrom's 8 Principles for Managing a Commons (1990) and Malcom Gladwell's Tipping Point Factors (2000) provide the top-down theoretical framework, while the bottom-up technological and cultural inputs are collected via on-site interviews and documentation related to the pilot environment (e.g. organizational charts, photographs, facility maps, strategy documents, etc.). The model then goes on to analyse these inputs and apply them to the iterative plan-to-act-check cycle to develop and refine communication and engagement strategies.

This systematic process produces three categories of tools: data collection, data analysis, and data application (methodology for these tools is fully described in D2.2). In Chapter 3 of this document we will discuss the process of applying the insights cultivated through the data collection analysis.

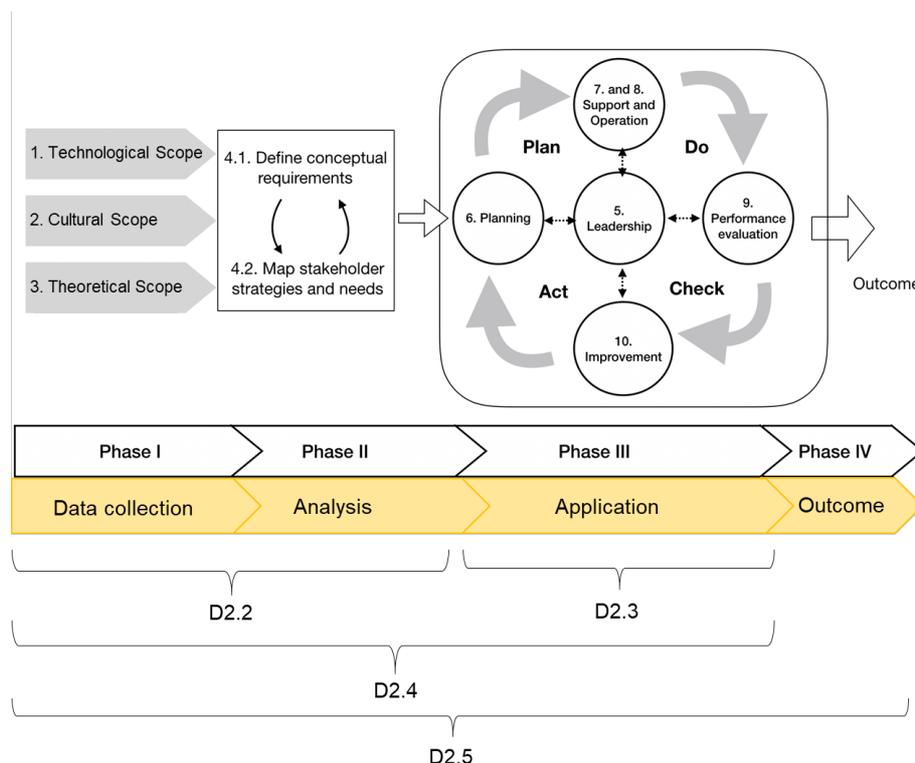


Figure 1: Process model of how to apply the common impact model.

## 2.1 Phases of the Common Impact Model

As presented in Figure 1, the model is comprised of four Phases, whilst the proposed methodology ensures a thorough understanding of the link between the many actors involved, the natural barriers and opportunities, and a clear understanding of the goals to be achieved:

**Phase 1 (P1):** The primary objective of P1 is to clarify the foundations of the model by defining 1) technological scope, 2) cultural scope, and 3) theoretical scope. In other words, Phase 1 represents the primary data collection steps where interviews, documentation, and other assets are collected to provide a comprehensive overview of the community.

**Phase 2 (P2):** In P2 a series of analysis techniques produce a definition of conceptual requirements (step 4.1) and a map of stakeholder needs (step 4.2).

**Phase 3 (P3):** P3 applies the insights from Phase 2 to the “plan-do-check-act” cycle. This distinct process begins by first determining the responsible leadership who will manage and control the process (step 5). Next, strategic plans for achieving social acceptance are developed (step 6). Support for the execution (step 7) and operational activities (step 8) are then covered under the “do” section. The plan is then “checked” via a performance evaluation (step 9); the conclusions of which will result in improved measures (step 10). This will then lead to a revision of the planning (step 6) and thus induce a novel cycle of the plan-do-check-act. The intended outcome of this process is the achievement of social acceptance, which will be constantly improved.

This deliverable primarily focuses on this phase of the model. The accompanying workbook describes the strategic plans related to steps 5 through 10.

**Phase 4 (P4):** Finally, P4 relates to the outcome, which is the achievement of social acceptance of E-LAND related products and services based on the common impact model.

## 2.2 Theoretical Framework

The works by Malcom Gladwell and Elinor Ostrom provide the theoretical framework used for step 3 (theoretical scopes). This top-down approach helps to establish a shared vision between decision makers, end-users, and technology developers by identifying the key players that serve as catalysts for engagement and change (Gladwell, 2000) and providing a governance structure for sustaining implemented changes (Ostrom, 1990).

Here we will briefly summarize these two theories. For a more detailed description, refer to D2.1.

### **Elinor Ostrom's 8 Principles for Managing a Commons**

Based on her extensive work on how communities can – and will – co-operate and share resources, Ostrom offers 8 principles for how commons can be governed sustainably and equitably in a community:

- Define clear group boundaries.
- Match rules governing use of common goods to local needs and conditions.
- Ensure that those affected by the rules can participate in modifying the rules.
- Make sure the rule-making rights of community members are respected by outside authorities.
- Develop a system, carried out by community members, for monitoring members' behaviour.
- Use graduated sanctions for rule violators.
- Provide accessible, low-cost means for dispute resolution.
- Build responsibility for governing the common resource in nested tiers from the lowest level up to the entire interconnected system.

### **Malcom Gladwell's Tipping Point Factors**

In his book, Gladwell introduces three variables that determine whether a tipping point will be achieved: The Law of the Few, the Stickiness Factor, and the Power of Context.

By the "*Law of the Few*" Gladwell shows that certain people are more important to make ideas thrive than others. That is, there are kinds of people responsible for getting ideas to tip:

- **Connectors** – they have a massive social network, with many acquaintances and allow ideas to spread from one social group to the next.
- **Salesmen** – the boast about ideas they love and their incredibly positive energy is contagious.
- **Mavens** – they hoard information, in order to be a source of great tips to their network, the people of which they greatly influence with their advice.

With *the Stickiness Factor* Malcolm shows that even with the *Law of the Few*, if the idea isn't memorable, it will never meet the masses. This brings as about the final variable – *The Power of Context* – which describes how idea must be relevant and meaningful in order to be memorable.

### 3 From the Model to Milestones

This Common Impact Model is an important step towards understanding the stakeholder dynamics at play in local community as we attempt to connect individuals and build a community network with the common goal of building efficient, reliable and sustainable energy solutions.

The dynamic nature of the Common Impact Model allows for several layers of analysis to be completed on the same data set (interviews, site observations, and documentation):

- First the basic energy and infrastructure needs are summarized (technological scope).
- Next, the demographics, culture, economic, and social dynamic elements are layered into the analysis (cultural scope),
- Then the theoretical scope pinpoints the most salient details (i.e. who are the influencers in the community and what do they care about?)
- Finally, the reoccurring patterns and themes are identified via the community analysis and summarized into a pilot narrative.

As a result of this multi-step analysis work, the preliminary barriers and opportunities operating with each pilot community become clear, allowing for milestones addressing these considerations to be set. This shift from theoretical (P1 and P2) to applied and practical (P3) does require a small leap of faith as it is impossible to account for all of the variables that impact the effectiveness of an engagement strategy. However, the triangulation provided by multiple rounds of data collection and analysis allows for a holistic community profile to be formed, which in turn allows for engagement tasks to be effectively identified and prioritized. Additionally, the plan-do-check-act cycle of P3 allows for strategies to be continually refined and updated so that we can continue to learn from past actions.

In D2.2 pilot narratives were first introduced for each of the locations. These narratives represent a summary of each community's ecosystem, combining insights from all layers of data and analysis – technological and infrastructure features, cultural and social context, notable influencers and stickiness factors, and overall vision within the communities. Together these inputs reveal of the current opportunities and challenges present in each pilot, thereby allowing for the strategic first steps for engagement to be

introduced. The following chapter will present these narratives again along with the milestones that will kick start the engagement process.

## 4 Summary of the Engagement Milestones

The following chapter summarizes pilot narratives and the engagement milestones for each of the European pilot sites. The standardized descriptions are taken directly from D2.2 so that the reader can see the full context influencing the engagement strategy.

It is also important to note again that these early milestones represent only the starting point of the community building process. Over the course of the E-LAND project, this strategy will be continually updated and refined to direct these communities towards a common green energy goal and the successful implementation of the Use Cases presented in D3.1.

The Common Impact Model methodology presented in this work summarizes the work completed for the project's three European pilot sites (Spain, Norway, and Romania), however, work is currently underway to analyse two more pilot sites of the project's collaborators in India. Following the completion of these visits and relevant analysis, a full community analysis will be completed along with communication and engagement strategies for both of the Indian pilots. Including also the non-EU demo as part of the validation of the Common Impact Model verifies the durability and range of the methodology.

### 4.1 Port of Borg Engagement and Communication Strategy

Port of Borg is a dynamic ecosystem. The port encompasses multiple companies ranging across a variety of industries – shipping, refrigeration, recycling, soy processing, lumber to name a few. Many of these companies have been at operational at the port for decades and their employees are loyal. So much so that several high-level managers boast their organizations have a tight knit family feel.

However, while there is generally a strong sense of comradery within the organizations, there is almost no interaction between them. Casual interactions and formal collaboration between workers are equally rare. In the past, there have been yearly industry dinners hosted by Anderson & Mørck, however these have fallen by the wayside.

Nearby, the local municipalities of Fredrikstad and Sarpsborg are very active in innovation projects. In particular, they are working on ways to stimulate cooperation and bring together businesses in the region. The Øra peninsula has a reputation for being

old fashioned industry, and the local government has a vested interest in rebranding the region to be a green energy destination for tourists.

The stakeholder group at the Port is already environmentally minded. They understand the value of sustainability at all levels (environmental, economic, societal, etc.) and many are already engaging in innovation and green energy initiatives. Therefore, the broad vision for the engagement strategy at Port of Borg is to bring companies together at the port and create collaboration opportunities in relation to their energy needs. However, before we can get to this point, the E-LAND project partners must first establish a relationship with these companies and build trust. How do we do this? It starts by identifying the energy needs of these companies and aligning them to the E-LAND toolbox. With so many projects vying for their attention, it is essential the engagement and communication strategy find a way to cut through the noise and make a clear case for how their participation in the project will benefit their business.

Once this initial E-LAND introduction is made, these businesses will be invited to participate in workshops and discussions that will empower them to be co-creators in designing energy solutions that make sense for their business. It is our ambition that over the course of the pilot, as these relationships develop and businesses become more invested in the project, a new, independent Energy Board of Chamber might be developed to facilitate future green energy initiatives in the region.

Table 1 summarizes the engagement milestones and related activities related to the first phase of the engagement and communication strategy at Port of Borg. For a more detailed breakdown of the sub-tasks related to these activities, refer to the accompanying excel workbook.

Milestone	Objective	Related Engagement Activities	Timeline
MS1	Identify/understand stakeholder needs and align them to the E-LAND toolbox. This will go beyond generic, high-level descriptions, and begin to understand how the toolbox may be best applied in the context of the harbour. Identify the E-LAND selling points for businesses at the harbour	<ul style="list-style-type: none"> <li>Internal value proposition alignment</li> <li>Port of Borg Stakeholder Survey</li> <li>Stakeholder needs alignment</li> </ul>	M7-M10 <sup>1</sup>
MS2	Create compelling communication materials that showcase the selling points of the E-LAND project in relation to the needs of their businesses.	<ul style="list-style-type: none"> <li>Develop communication package</li> </ul>	M10-M13
MS3	Invite businesses at the port participate in workshops and discussions that will empower them to be co-creators in designing energy solutions that make sense for their businesses	<ul style="list-style-type: none"> <li>ELAND Kick-off presentation/workshop (Port companies and local municipalities)</li> </ul>	M13-M19

**Table 1: Port of Borg Preliminary Engagement Milestones**

## 4.2 UVTgv Engagement and Communication Strategy Overview

The University of Targoviste is a growing campus with a significant focus on technology and R&D. The university encompasses 10 faculties (economics, law and administration, humanities, political sciences, theology, science and arts, science and engineering, electrical engineering and IT, environmental engineering and food science, mechanics and materials science). The studied groups were split into tech savvy (e.g. engineering, computer science, telecommunication) and non-technical (e.g. marketing, economics, management). There is currently little to no overlap between students in these two groups; they spend their time in two separate buildings, have no overlapping classes, and have no shared common spaced (e.g. café, cafeteria, bar, etc.) in which to socialize.

<sup>1</sup> M7 - M10 indicates the number of months since project commencement. The E-Land project commenced November 2018, making November 2018 M1. M7-M10 is thus May 2019-August 2019.

Leading the university is a complex hierarchy of university administrators (rectors, deans and directors) who hold the decision making power on campus.

At the administration level, there is a clear culture of further developing the campus, where showcasing examples of the school's achievements is of high importance. The university administration is actively looking for opportunities to showcase the university regionally, nationally, and internationally to attract new teaching staff, researchers, students, etc. and to secure more funding for the university. Professors and researchers respond to this culture by looking for opportunities to promote their student's efforts.

At the student level, the campus culture is less visible. Most students quickly leave the university after class as there are no common spaces for students to meet (e.g. café, cafeteria, gym, pub). There is a student society; however, they lack a strong presence on campus. In the on-campus dorms, there is some social activity, however only a 20% from the total number of students live in these spaces.

However, while there are limited opportunities outside of the classroom to socialize and develop a campus culture, the UVTgv students are nevertheless enthusiastic about new opportunities to work on cross-disciplined projects that would allow them to meet students from other disciplines. They are also eager to have more opportunities to gain real-work experience while applying the skills learned in the classroom. Students are passionate on the topic of climate change, but pessimistic about their ability to enact real change in Romania.

Therefore, the broad strategy is to tap into this energetic and enthusiastic group, by activating the students at UVTgv to create a green energy movement on campus. In the long term, there are several unique student-centred engagement initiatives that could be possible. For example, a new green energy course that uses the university's own energy system as a case study, cross-disciplined student competitions that combine the business and technical learning of the two faculties to spread the E-LAND message, or a green energy summer school complete with guest lecturers. However, before any of these larger initiatives may begin, it is essential that we first gain approvals from the university administration and establish industry sponsors in Romania who may offer technical and financial support for the E-LAND project. Once these key elements are in place, plans will be drafted for the student activities.

Table 2 summarizes the engagement milestones and related activities related to the first phase of the engagement and communication strategy at UVTgv. For a more detailed breakdown of the sub-tasks related to these activities, refer to the accompanying excel workbook.

Milestone	Objective	Related Engagement Activities	Timeline
MS1	Create communication packages for external stakeholders and university administrators	<ul style="list-style-type: none"> <li>Develop communication package for external stakeholder group 1</li> <li>Develop communication package for external stakeholder group 2</li> <li>Develop communication package for university administrators</li> <li>Develop communication package for students</li> </ul>	M7-13
MS2	Create financial and technological support beginning with select external stakeholders to secure technical / financial support	<ul style="list-style-type: none"> <li>External stakeholder UVTgv/E-LAND presentation 1</li> <li>External stakeholder UVTgv/E-LAND presentation 2</li> </ul>	M10-12
MS3	Gain approvals from university administrators and identify professors who may take a lead role in organizing student focused engagement activities	<ul style="list-style-type: none"> <li>University administration E-LAND presentation</li> </ul>	M10-12
MS4	Create student interest by introducing the E-LAND project to students by inviting them to participate in a 'Green Energy Idea Competition'	<ul style="list-style-type: none"> <li>E-LAND student presentation</li> <li>E-LAND student competition</li> </ul>	M13-15

Table 2: UVTgv Preliminary Engagement Milestones

### 4.3 Walqa Technology Park Engagement and Communication Strategy

In 2002 the Aragon region was facing a challenge – the majority of young professionals in the area were moving away to larger cities in search of work. In response to this, Walqa Technology Park was built. The goal of the park was to create center of innovation and R&D, especially in the field of information technology, biotechnology and renewable energy that would attract and retain workers in to the region. In the 17 years since, the park has had reasonable success in attracting small technology start-ups to rent office spaces at the park or build their own buildings.

While the technology park has been successful in cultivating a large network of small tech companies, it has plateaued both in its growth ambition and innovation culture. While Walqa has room to expand, there are currently now plans in place to add additional buildings or facilities. Additionally, the park does not have an appointed business development position, or role where the goal is to attract new companies to the park.

Culturally, Walqa has also stalled. While there are some networking events organized by park management - primarily monthly technology breakfasts where companies can meet and share their work or expertise – they are typically only targeted to management level employees, and many longstanding workers at the park have lost interest. There is a communal cafeteria that is well used, however on-site observations suggest that there is little interaction between workers from different companies.

The primary ambition of the E-LAND engagement and communication strategy is therefore to reinvigorate the stagnant innovation culture at Walqa and give a new “green” image to the park that may attract new business. The Walqa park management is interested in energy efficiency from a budget standpoint, but are currently handcuffed by strict regulations and minimal government financing. Therefore, the engagement and communication strategy at Walqa will primarily focus on activating the companies at the park. Given that many of the companies at Walqa are small tech start-ups, the workers at present an apt audience of ambitious, tech-savvy individuals that can be nudged to start the green energy movement from the bottom-up. With the approval of park management, we will motivate companies at the Walqa to introduce energy saving practices in their office.

Table 3 summarizes the engagement milestones and related activities related to the first phase of the engagement and communication strategy at Walqa. For a more detailed breakdown of the sub-tasks related to these activities, refer to the accompanying excel workbook.

<b>Milestone</b>	<b>Objective</b>	<b>Related Engagement Activities</b>	<b>Timeline</b>
MS1	Survey Walqa workers on their current attitudes, behaviours, and needs in relation to energy efficiency.	<ul style="list-style-type: none"> <li>Walqa Workers Survey</li> </ul>	M8-M11

MS2	Develop communication packages for the three key stakeholder groups: park management, workers at the park, and The Hydrogen Foundation.	<ul style="list-style-type: none"> <li>• Develop communication package for park management</li> <li>• Develop communication package for works at the park</li> <li>• Develop communication package for The Hydrogen Foundation</li> </ul>	M10-M13
MS3	Introduce the E-LAND ambitions to stakeholders (park management, workers, and the Hydrogen Foundation) and identify individuals who may take a leadership role in the next phase of engagement initiatives	<ul style="list-style-type: none"> <li>• Walqa Park Management E-LAND Presentation</li> <li>• The Hydrogen Foundation E-LAND presentation</li> <li>• Workers at Walqa E-LAND presentation</li> </ul>	M14-M15

Table 3: Walqa Preliminary Engagement Milestones

## 5 Engagement Planning Workbook Overview

The primary purpose of the excel workbook is to describe in detail the steps required to meet the engaging milestone outlined above. This includes describing the specific engagement activities, assigning task coordinators and supporting team members, outlining timelines, and detailing incentives and rewards. The workbook serves as a working document that will be continually populated and updated by relevant parties as the E-LAND project progresses. As WP2 leaders, Geco will oversee the development of future milestones, however task coordinators and supporting team members are encouraged to make updates and add/remove subtasks (e.g. event planning logistics) as they see fit.

As outlined above, the plan-act-check-do element of the Common Impact Model specifies that the development and execution of engagement strategies must be approached as an indefinite process. That is, as existing milestones are accomplished, new ones will be introduced that build off of the learnings from previous initiatives. Therefore, this document also been designed to be flexible enough to respond to this ongoing engagement evolution.

Figure 2 provides an example of the structure used to coordinate engagement and communication tasks in the excel workbook. Under the broad umbrella of each milestone

exists multiple subtasks – each representing a step toward meeting the overarching goal of the milestone.

Excel Workbook Terminology	
1) Engagement activity	The name of the activity
2) Related milestone	The milestone that the engagement activity supports
3) Objective	The goal or indented outcome of the engagement activity
4) Description	A high-level overview of what the engagement activity entails
5) Task coordinator*	The individual responsible for leading the task. This includes clarifying timelines, selecting supporting team members, and establishing a process for completing the task. The task coordinator may be from the E-LAND team or an individual from the pilot location (likely identified as a maven, salesmen, or connector from Gladwell's " <i>Law of the Few</i> " )
6) Supporting team*	The individuals supporting the completion of the task. This may range from providing basic inputs in calls/emails to taking an active role in planning events or creating communication content. It is the task leader's responsibility to clarify what is expected from supporting team members (likely identified as a maven, salesmen, or connector from Gladwell's " <i>Law of the Few</i> ").
7) Timeline	The approximate timing for when the task should begin and end (may be modified by the task leader)
8) Status	Pending, on-going, or complete

**Table 4: Summary of the terminology used in the excel workbook**

**\*Note:** Task coordinators and supporting team may come from the E-LAND team or from individuals the pilot sites. However, a broad goal of the community engagement is for

the stakeholders to gain more autonomy in planning the activities over time. That is, as the communities become more activate, they will take on more independent responsibility for facilitating the engagement work, and the E-LAND partners with therefore have an increasingly minimal role in guiding the initiatives.

Engagement Activities	Related Milestones	Objectives	Description	Task Coordinator	Supporting Team	Timeline	Status
S_EA_1: Walqa Workers Survey	MS1	Collect insights into the park worker's current perceptions of green energy, and the energy needs of their companies	Conduct market research targeting the Walqa workers. This audience will be surveyed on their attitudes towards green energy/sustainability, interest areas and specific energy needs. Additionally, their openness to and interest in EVs will be measured. By identifying the needs of the stakeholder in relation to energy we can build the engagement narrative that can be integrated into the communication package for Walqa workers				
Survey inputs and design				Name 1	Name 1, Name 2, Name 3	M8-9	Pending
Establish means for survey distribution (i.e. how will we get the survey to the workers at Walqa)				Name 1	Name 1, Name 2, Name 3	M8-9	
Field window/data collection				Name 1	Name 1, Name 2, Name 3	M10	
Analysis				Name 1	Name 1, Name 2, Name 3	M11	
Recommendations for the communication package				Name 1	Name 1, Name 2, Name 3	M11	
R_EA_2: Develop communication packages	MS2	Create communication / marketing / presentation materials that tell the E-LAND story/pilot narrative and gain support from park management, workers at the park and The Hydrogen Foundation	E-LAND communication packages will need to be prepared for three specific audiences: Walqa park management, The Hydrogen Foundation, and companies/workers at the park. Communication packages will include a tailored Walqa presentation deck along with other supporting materials (e.g. leave behind deck, newsletter/leaflet, social media posts, etc.). The team will first create an overall communication tools plan (identifying which stakeholder groups might need different materials)				

Figure 2: Example of engagement activity planning in the D2.3 workbook

## 6 Rewards Incentive Mechanisms

Rewards and incentive mechanisms are intended to play a significant role in the engagement strategies. The first round of engagement milestones are largely focused on getting a ‘foot in the door’ with stakeholders by introducing the project and beginning to develop relationships with important influencers. Therefore, incentives and rewards are not yet necessarily to the engagement strategy. However, as the community engagement evolves, so too will the strategies, and it is our intention to develop increasingly sophisticated incentives and rewards that best tap into the extrinsic motivation channels of community members.

Table 5 summarizes tentative plans for early incentive mechanisms. These demonstrate the types of rewards and initiatives that are being considered, however, with the exception of the student E-LAND completion at UVTgv, these concepts are still very much in the ideation phase, and have not yet been incorporated into the tactic framework (i.e. excel workbook). As we learn more about the dynamics within these communities, these general ideas will be fully fleshed and incorporated into the next round of engagement milestones.

Pilot Location	Mechanism	Reward
Port of Borg	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
UVTgv	<ul style="list-style-type: none"> <li>• Student E-LAND competition (“Submit your best idea for saving energy on campus to win a prize”) will be planned for M14-M15</li> <li>• Additional student competitions (e.g. E-LAND marketing)</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Walqa	<ul style="list-style-type: none"> <li>• Competition between business at the park related to office energy use (using consumption dashboard displayed in cafeteria)</li> <li>• An “Energy Efficiency at Walqa” competition where companies will pitch their ideas for collective strategies to reduce energy consumption. Given the technology culture at the park, incentives may be given for more innovative, tech solutions</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

Table 5: Summary of incentive and rewards ideation

## 7 References

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**Using this document:**

This workbook is intended to be used as a tactical document that will steer the communication and engagement strategies at the three European pilot sites. Here we outline in practical terms the first community engagement steps that must be taken. These milestones serve as building blocks that will pave the way for future engagement initiatives. Over the course of the project, as stakeholder dynamics and toolbox capabilities become clearer further milestones will be introduced.

This should be considered a working document that will be continually populated and updated by relevant parties as the E-LAND project progresses. As WP2 leaders, Geco will oversee the development of future milestones, however task leaders and supporting team are encouraged to make updates and add/remove subtasks (e.g. event planning logistics) as they see fit.

For more information on the methodology for developing these engagement strategies and milestones, please refer to the companion book.

**Workbook Navigation**

Port of Borg, Norway	<a href="#">Narrative</a>	The vision for the Port of Borg engagement strategy
	<a href="#">Milestone 1</a>	Identify/understand stakeholder needs and align them to the E-LAND toolbox. This will go beyond generic, high-level descriptions, and begin to understand how the toolbox may be best applied in the context of the harbour. Identify the E-LAND selling points for businesses at the harbour
	<a href="#">Milestone 2</a>	Create compelling communication materials that showcase the selling points of the E-LAND project in relation to the needs of their businesses.
	<a href="#">Milestone 3</a>	Invite businesses at the port participate in workshops and discussions that will empower them to be co-creators in designing energy solutions that make sense for their businesses
	<a href="#">Incentives/Rewards</a>	Summary of the incentive mechanisms
UVTgv, Romania	<a href="#">Narrative</a>	The vision for the UVTgv engagement strategy
	<a href="#">Milestone 1</a>	Create communication packages for external stakeholders and university administrators
	<a href="#">Milestone 2</a>	Create financial and technological support beginning with select external stakeholders to secure technical / financial support
	<a href="#">Milestone 3</a>	Gain approvals from university administrators and identify professors who may take a lead role in organizing student focused engagement activities
	<a href="#">Milestone 4</a>	Create student interest by introducing the E-LAND project to students by inviting them to participate in a 'Green Energy Idea Competition'
<a href="#">Incentives/Rewards</a>	Summary of the incentive mechanisms	
Walqa Technology Park, Spain	<a href="#">Narrative</a>	The vision for the Walqa engagement strategy
	<a href="#">Milestone 1</a>	Survey Walqa workers on their current attitudes, behaviours, and needs in relation to energy efficiency.
	<a href="#">Milestone 2</a>	Develop communication packages for the three key stakeholder groups: park management, workers at the park, and The Hydrogen Foundation.
	<a href="#">Milestone 3</a>	Introduce the E-LAND ambitions to stakeholders (park management, workers, and the Hydrogen Foundation) and identify individuals who may take a leadership role in the next phase of engagement initiatives
<a href="#">Incentives/Rewards</a>	Summary of the incentive mechanisms	

**Document Terminology**

Engagement activity	The name of the activity
Related milestone	The milestone that the engagement activity supports
Objective	The goal or indented outcome of the engagement activity
Description	A high-level overview of what the engagement activity entails
Task leader	The individual responsible for leading the task. This includes clarifying timelines, selecting supporting team members, and establishing a process for completing the task
Supporting team	The individuals supporting the completion of the task. This may range from providing basic inputs in calls/emails to taking an active role in planning events or creating communication content. It is the task leader's responsibility to clarify what is expected from supporting team members.
Timeline	The approximate timing for when the task should begin and end (may be modified by the task leader)
Status	Pending, on-going, or complete

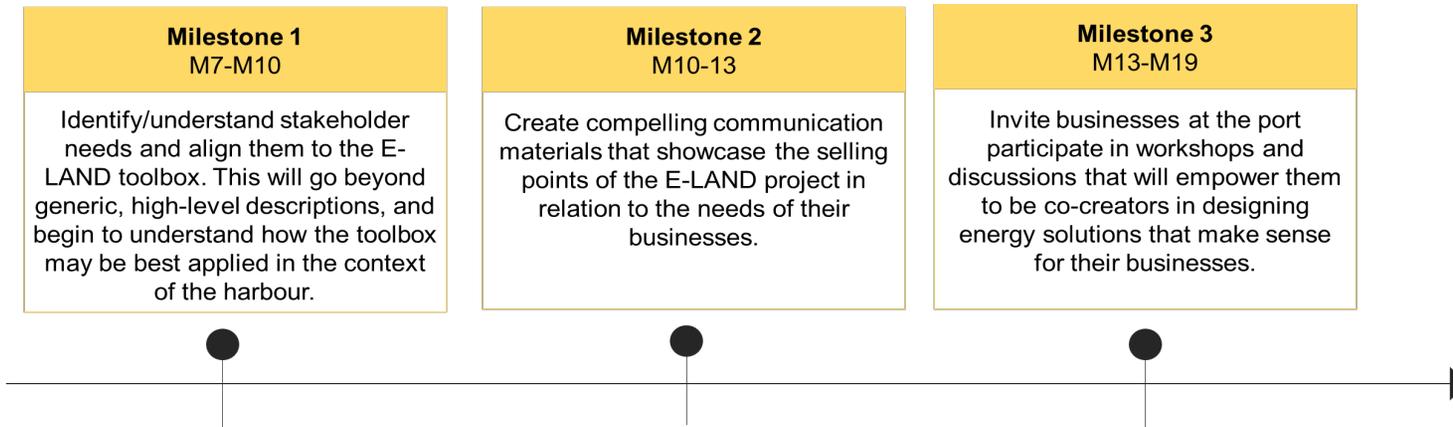
## Borg Havn engagement and communication strategy overview

### Narrative

The broad vision for the engagement strategy at Borg Havn is to bring companies together at the port and create collaboration opportunities in relation to their energy needs. However, before we can get to this point, the E-LAND project partners must first establish a relationship with these companies and build trust. This process starts by identifying the energy needs of these companies and aligning them to the E-LAND toolbox. With so many projects vying for their attention, it is essential the engagement and communication strategy find a way to cut through the noise and make a clear case for how their participation in the project will benefit their

Once this initial E-LAND introduction is made, these businesses will be invited to participate in workshops and discussions that will empower them to be co-creators in designing energy solutions that make sense for their business. It is our ambition that over the course of the pilot, as these relationships develop and businesses become more invested in the project, a new, independent Energy Board or Chamber might be developed to facilitate future green energy initiatives in the region.

### Milestones



These three milestones serve as the starting point for the Borg Havn community strategy. As the project processes, and we learn more about the stakeholders at the port along with the capabilities of the toolbox, additional engagement and communication initiatives will be introduced.

Engagement Activity	Related Milestone	Objective	Description	Task Coordinator	Supporting team
N_EA_1: Internal value proposition alignment	MS1	Identify the key 'selling points' of the E-LAND toolbox we can present to stakeholders.	This will go beyond the generic summaries in the proposal and previous deliverables (i.e. not just a list of KPIs or PUCs) and specify in simple, public facing language what the E-LAND project can offer businesses at the Port. To be used for communication/presentation materials.		
Selling point questions sent				Name 1	Name 2, Name 3, Name 4...
Follow up discussion (as needed)				Name 1	Name 2, Name 3, Name 4...
N_EA_2: Borg Havn Stakeholder Survey	MS1	Collect input from companies and employees at the port on what they would value in an energy project like E-LAND	Ask companies and employees at the port (and possibly surrounding area) about the energy issues and that are important to their business. E.g. what energy and carbon emissions issues do you need to solve? What do they believe are the most important actions/tools they are currently doing/using for their business? By identifying the needs of the stakeholder in relation to energy we can create a more strategic marketing/communication/content plan for engagement		
Survey inputs and design				Name 1	Name 2, Name 3, Name 4...
Field window/data collection				Name 1	Name 2, Name 3, Name 4...
Analysis				Name 1	Name 2, Name 3, Name 4...
N_EA_3: Stakeholder needs alignment	MS1	Identify opportunity areas for E-LAND communication materials	Compare the stakeholder needs identified in N_EA_2 to the internal E-LAND team's 'selling points' collected in N_EA_2. Identify where they may or may not be in alignment. The findings of this analysis will inform how the E-LAND project will be presented to Port stakeholders, and how engagement tasks may be prioritized		
Analysis				Name 1	Name 2, Name 3, Name 4...
Presentation of results (teleco)				Name 1	Name 2, Name 3, Name 4...
N_EA_4: Develop communication package	MS2	Create communication / marketing / presentation materials that tell the E-LAND story/pilot narrative using inputs from the stakeholder needs alignment analysis	These communication packages will likely contain several elements (e.g. introductory presentation deck, newsletter, social media content, marketing video, etc.). The team will first create an overall communication tools plan (identifying which stakeholder groups might need different materials), then begin preparing materials related to milestone 3		
Borg Havn communication tools planning				Name 1	Name 2, Name 3, Name 4...
Borg Havn communication tool 1 (to be specified after tools planning)				Name 1	Name 2, Name 3, Name 4...
Borg Havn communication tool 2 (to be specified after tools planning)				Name 1	Name 2, Name 3, Name 4...
Borg Havn communication tool 3 (to be specified after tools planning)				Name 1	Name 2, Name 3, Name 4...
N_EA_5: ELAND Kick-off presentation/workshop (Port companies and local municipalities)	MS3	Introduce E-LAND and the co-creation process to the companies at the port	Kick-off presentation for the E-LAND community engagement. This presentation will be tailored to the audience and must clearly communicate the selling points of the E-LAND project. In other words, why is it worth these companies time to participate in the E-LAND project? The presentation will be followed by a workshop(s) to collect inputs from companies at the port on what they would like to get out of the project/barriers that might limit their involvement/concerns they may have. Note: Snacks and refreshments should be provided.		
Invitations sent				Name 1	Name 2, Name 3, Name 4...
Presentation materials finalized				Name 1	Name 2, Name 3, Name 4...
Kick-Off presentation				Name 1	Name 2, Name 3, Name 4...
Workshop/discussion moderation				Name 1	Name 2, Name 3, Name 4...

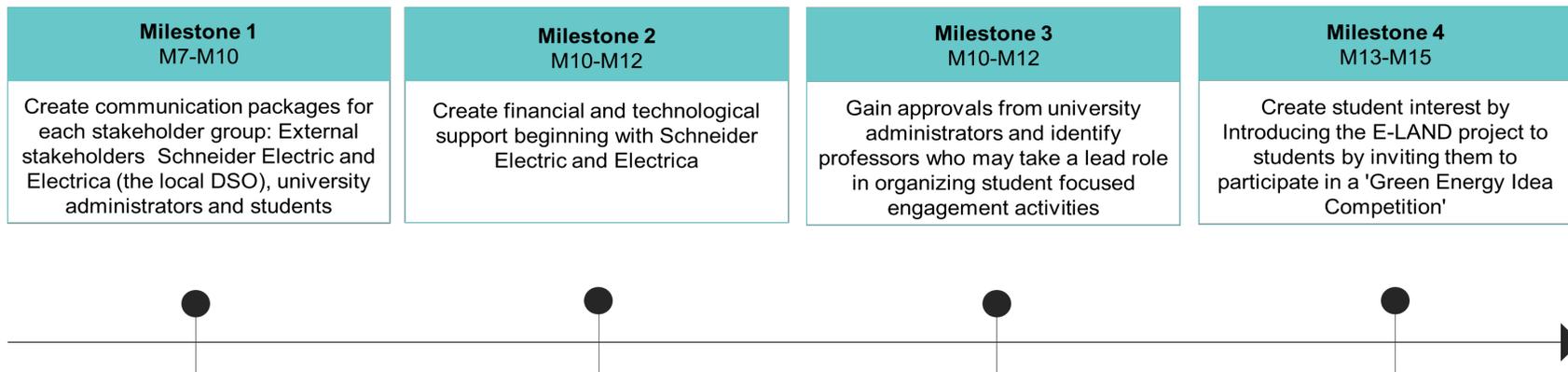
## UVTgv engagement and communication strategy overview

### Narrative

The broad strategy for UVTgv is to activate the students at UVGtv to create a green energy movement on campus. In the long term, there a number of unique student-centered engagement initiatives that could be possible. For example, a new green energy course that uses the university's own energy system as a case study, cross-disciplined student competitions that combine the business and technical learning of the two faculties to spread the E-LAND message, or a green energy summer school complete with guest lecturers.

However, before any of these larger initiatives may begin, it is essential that first we gain approvals from the university administration and establish industry sponsors in Romania who may offer technical and financial support for the E-LAND project. Once these key elements are in place, plans will be drafted for the student activities.

### Milestones



As is the case with all pilots, these first milestones offers a starting point for engagement with the intention to build out more initiative as the use cases and stakeholder interests become better defined.



Engagement Activity	Related Milestone	Objective	Description	Task Coordinator	Supporting Team
R_EA_1: Develop communication packages	MS1	Create communication / marketing / presentation materials the tell the E-LAND story/pilot narrative and gain support from external stakeholders (Electrica, Schneider Electric), university administrators, and students	E-LAND communication packages will need to be prepared for two specific audiences: external stakeholders (e.g. Electrica and Schneider Electric), university administrators (e.g. deans, rectors), and students. These communication packages will likely contain several elements (e.g. introductory presentation deck, newsletter, leaflet, marketing video, etc.). The team will first create an overall communication tools plan (identifying which stakeholder groups might need different materials), then begin preparing materials related to milestones 2, 3 and 4		
UVTgv communication tools planning				Name 1	Name 1, Name 2, Name 3
UVTgv external stakeholder communication tools 1 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
UVTgv external stakeholder communication tools 2 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
University administration communication tools 1 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
Student communication tools 1 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
R_EA_2: External stakeholder UVTgv/E-LAND presentation	MS2	Secure technical/financial support and sponsors	Formally present the E-LAND project to Schneider Electric and Electrica (local DSO) using the communication packages prepared as part of R_EA_1. Identify opportunities for collaboration or existing initiatives to support innovative testing sites.		
Meeting logistics (scheduling, meeting location, refreshments, etc.)				Name 1	Name 1, Name 2, Name 3
Schneider Electric meeting/presentation				Name 1	Name 1, Name 2, Name 3
Electrica meeting/presentation				Name 1	Name 1, Name 2, Name 3
Meeting debrief/next steps				Name 1	Name 1, Name 2, Name 3
R_EA_3: University administration E-LAND presentation	MS3	Gain approvals and support from UVTgv administration	Formally present the E-LAND project to the university administration using the communication packages prepared as part of R_EA_1. Identify approvals that are required and the process for obtaining this. Identify professors who may take leading roles in developing student engagement initiatives		
Meeting logistics (scheduling, meeting location, refreshments, etc.)				Name 1	Name 1, Name 2, Name 3
University administration UVTgv/E-LAND presentation				Name 1	Name 1, Name 2, Name 3
Meeting debrief/next steps				Name 1	Name 1, Name 2, Name 3
R_EA_5: E-LAND student presentation	MS4	Generate buzz around the E-LAND project and keep student's interest peaked	Present the E-LAND project to students. Invite students to participate in an E-LAND Competition: Submit your best idea for saving energy on campus.		
E-LAND student competition planning				Name 1	Name 1, Name 2, Name 3
Meeting logistics (scheduling, meeting location, refreshments, etc.)				Name 1	Name 1, Name 2, Name 3
E-LAND student presentation				Name 1	Name 1, Name 2, Name 3
E-LAND student competition				Name 1	Name 1, Name 2, Name 3
Meeting debrief/next steps				Name 1	Name 1, Name 2, Name 3



Engagement Activities	Related Milestones	Objectives	Description	Task Coordinator	Supporting Team
S_EA_1: <b>Walqa Workers Survey</b>	MS1	Collect insights into the park worker's current perceptions of green energy, and the energy needs of their companies	Conduct market research targeting the Walqa workers. This audience will be surveyed on their attitudes towards green energy/sustainability, interest areas and specific energy needs. Additionally, their openness to and interest in EVs will be measured. By identifying the needs of the stakeholder in relation to energy we can build the engagement narrative that can be integrated into the communication package for Walqa workers		
Survey inputs and design				Name 1	Name 1, Name 2, Name 3
Establish means for survey distribution (i.e. how will we get the survey to the workers at Walqa)				Name 1	Name 1, Name 2, Name 3
Field window/data collection				Name 1	Name 1, Name 2, Name 3
Analysis				Name 1	Name 1, Name 2, Name 3
Recommendations for the communication package				Name 1	Name 1, Name 2, Name 3
R_EA_2: <b>Develop communication packages</b>	MS2	Create communication / marketing / presentation materials that tell the E-LAND story/pilot narrative and gain support from park management, workers at the park and The Hydrogen Foundation	E-LAND communication packages will need to be prepared for three specific audiences: Walqa park management, The Hydrogen Foundation, and companies/workers at the park. Communication packages will include a tailored Walqa presentation deck along with other supporting materials (e.g. leave behind deck, newsletter/leaflet, social media posts, etc.). The team will first create an overall communication tools plan (identifying which stakeholder groups might need different materials)		
Walqa communication tools planning				Name 1	Name 1, Name 2, Name 3
Walqa park management communication tool 1 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
The Hydrogen Foundation communication tool 1 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
Walqa workers communication tool 1 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
Walqa workers communication tool 2 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
Walqa workers communication tool 2 (to be specified after tools planning)				Name 1	Name 1, Name 2, Name 3
S_EA_3: <b>Walqa Park Management E-LAND Presentation</b>	MS3	Gain approvals and support from the Walqa park management	Formally introduce the ELAND project using the materials developed in S_EA_2. Provide details on how the toolbox will be applied to the park and discuss the overall vision of the stakeholder narrative. Here we will introduce plans for the integration of the HVAC system into the ELAND tools (related to PUC2) and discuss the process for approvals.		
Meeting logistics (scheduling, meeting location, refreshments, etc.)				Name 1	Name 1, Name 2, Name 3
Walqa park management/E-LAND presentation				Name 1	Name 1, Name 2, Name 3
Meeting debrief/next steps				Name 1	Name 1, Name 2, Name 3
S_EA_4: <b>The Hydrogen Foundation E-LAND presentation</b>	MS3	Invite The Hydrogen Foundation to participate in PUS and PU7 (and possibly other aspects of the project)	Formally introduce the ELAND project using the materials developed in S_EA_2. An emphasis will be placed on communicating the overlap between PUS and PU7 and other EU projects that the Hydrogen foundation is involved with. It is our ambition to begin a discussion address how the Foundation can play a role in these elements of the ELAND project at Walqa		
Meeting logistics (scheduling, meeting location, refreshments, etc.)				Name 1	Name 1, Name 2, Name 3
The Hydrogen Foundation/E-LAND presentation				Name 1	Name 1, Name 2, Name 3
Meeting debrief/next steps				Name 1	Name 1, Name 2, Name 3
S_EA_5: <b>Workers at Walqa E-LAND presentation</b>	MS3	Gain the interest of workers at the park and identify companies that might be interested in taking a more active role in E-LAND	Using the monthly Walqa technology breakfast as a platform, the ELAND project will be formally introduced to the workers at Walqa. During this presentation results from S_EA_1 will be shared back, and aligned to the ELAND project (e.g. related EV results to the plans to develop a EV infrastructure).		
Meeting logistics (scheduling, meeting location, refreshments, etc.)				Name 1	Name 1, Name 2, Name 3
Walqa workers/E-LAND presentation				Name 1	Name 1, Name 2, Name 3
Meeting debrief/next steps				Name 1	Name 1, Name 2, Name 3

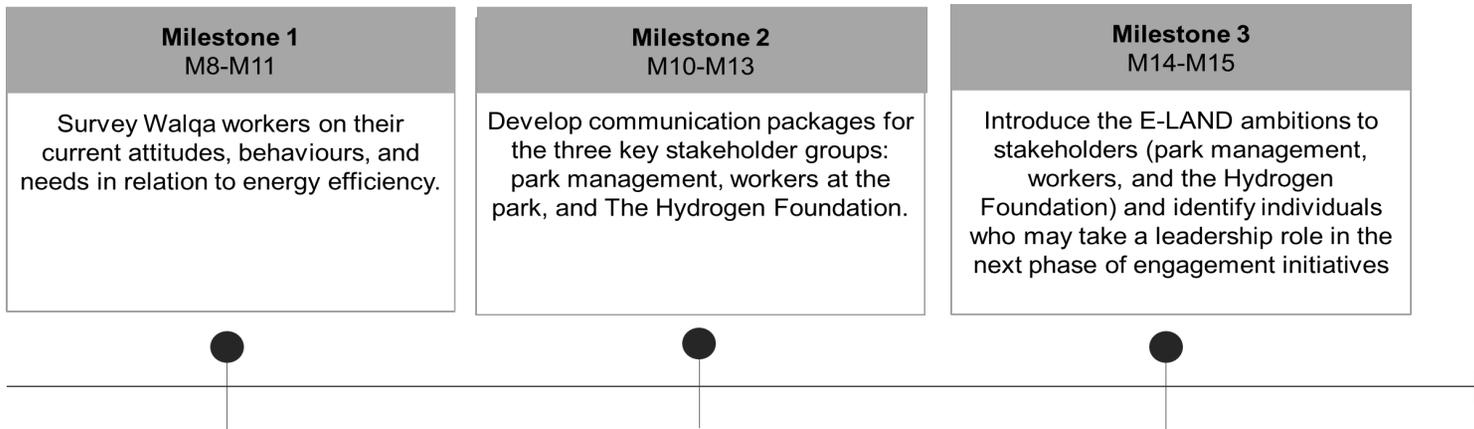
## Walqa Technology Park engagement and communication strategy overview

### Narrative

The broad vision is to revitalize Walqa Technology park using a bottom-up approach that heavily involves the companies at the park. Over the course of the pilot, it is our ambition to empower park workers to have an independent means of organizing and executing green initiatives at the park.

The starting point for this vision begins with tailored communication strategies that will engage the key stakeholders at Walqa. For the park management, we must introduce this vision and receive their approvals and support to facilitate the engagement and communication plans. For the Hydrogen Foundation, we must highlight the synergies of the E-LAND project with other EU projects they are currently involved with, and secure their support in relation to hydrogen storage and EV infrastructure initiatives. Finally, we will need to capture the attention of the workers of the park by introducing the E-LAND ambitions and developing a call to action that will inspire independent energy saving actions in their workspaces.

### Milestones



These milestones serve as the starting point for the Walqa community strategy. As the project progresses, and we learn more about the companies at the park along with the capabilities of the toolbox, additional engagement and communication initiatives will be introduced.

