



“NETWORK OF DANUBE WATERWAY ADMINISTRATIONS”
South-East European Transnational Cooperation Programme

**REPORT ON COMPREHENSIVE COMMUNICATION STRATEGIES FOR
NATIONAL WATERWAY ADMINISTRATIONS**

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TABLE OF CONTENTS

| | | |
|------|--|-----------------|
| 1 | SCOPE OF DOCUMENT..... | 33 |
| 2 | STATUS QUO OF THE COMMUNICATION SCOPE OF EACH WATERWAY ADMINISTRATION BEFORE THE START OF THE SERIES OF WORKSHOPS..... | 44 |
| 3 | TARGET GROUPS AND STAKEHOLDERS | 55 |
| 3.1. | Target Groups | 55 |
| 3.2. | Stakeholders | 55 |
| 4 | PR TOOLS | 66 |
| 4.1. | Events | 66 |
| 4.2. | Folders and brochures | 67 |
| 4.3. | Press releases | 77 |
| 4.4. | E-newsletters | 77 |
| 4.5. | Website..... | 78 |
| 4.6. | Other (i.e., questionnaires, Google spread sheets, Blog, social media tools) | 99 |
| 5 | MATCHING PR TOOLS TO COMMUNICATION CHANNELS | 99 |
| 5.1. | What communication gaps need to be filled?..... | 1010 |
| 5.2. | How do you plan to go about filling these gaps?..... | 1010 |
| 6 | CASE STUDY: INTERNET PLATFORM OF THE DANUBE PORTS..... | 1010 |
| 7 | OTHER COOPERATION PROJECTS YOU ARE INVOLVED IN ON PR LEVEL | 1010 |
| 8 | CONCLUSION AND OUTLOOK | 1010 |

1 SCOPE OF DOCUMENT

The purpose of the report on comprehensive communication strategies for national waterway administrations is to identify and define target groups and their order of importance for communication and lobbying activities to be performed in order to promote the exploitation of the project results. The purpose is twofold: **to identify both stakeholders and target groups** to whom the “messages” of inland navigation in the Danube region will be disseminated, to create common actions, messages and images which are part of a **toolbox** – a synergy with the PLATINA project - for the use of the waterway administrations involved in NEWADA.

This document is foreseen as an **output of Activity 6.2 “Communication and Lobbying for Danube Development” within Work Package 6: Integrate responsible stakeholders and foster cooperation**. The Communication and Lobbying for Danube Development Work Package of NEWADA – and more specifically Activity 6.2 – is in charge of ultimately establishing a coherent and internationally coordinated communication strategy and to create communication action plans for the respective waterway administrations. According to the Description of Work, 5 partners should report on comprehensive communication strategies for their respective waterway administrations. This document shall thus contain information on the following:

- The status quo of the communication scope of each waterway administration before the start of the series of workshop;
- Target groups and stakeholders for the respective waterway administration;
- The availability of tools to reach out to those and eventually the creation of new communication channels when necessary;
- A case study on the approach to implement the country data in the Internet platform www.danubeports.info;
- Cooperation;

2 STATUS QUO OF THE COMMUNICATION SCOPE OF EACH WATERWAY ADMINISTRATION BEFORE THE START OF THE SERIES OF WORKSHOPS

The framework AFDJ operates within

According with AFDJ organizational structure there is not a PR department. There is a department for commercial and marketing communication that is focused mainly on sales and business communication not on a greater variety of stakeholders like PR does. The activity of the marketing department is regulated by a procedure under the ISO 9001 standard. AFDJ have high standards for quality being ISO 9001 certified.

This is bad and good in the same time. It's bad because on the marketing procedure the PR activity is not regulated so cannot be performed in the absence of a procedure according to the ISO 9001 standard. According to the company's ISO 9001 Quality Manual, the PR activities are performed as commercial/marketing/advertising activities. Being sensibly different, AFDJ must differentiate the PR activities from other business/corporate communication forms in the future.

Being an ISO 9001 certified company AFDJ has the opportunity to implement PR tasks in the marketing procedure, in this way the task is becoming compulsory.

In this respect the management of the company must amend the marketing / communication procedure or create a new procedure for PR. If it is not possible to hire a PR specialist due to cost cutting policy of the Romanian Government, the Quality Management Team must amend the job description of current workers in the marketing department in order to add PR specific task to their job responsibilities.

Currently AFDJ is in the process of the implementation of a communication framework in order to better resonate with its main stakeholders. In this respect AFDJ defined the main categories of stakeholders analyzing their power and impact on the organization in terms of offered support for AFDJ activities and goals.

Another goal was that the communication strategy/plans to smoothly resonate with the overall AFDJ management procedure in terms of traceability, resource allocation (every communication related task is budgeted and allocated to a certain responsible) and measurability (we will have a system of indicators for measuring efficiency of our activities).

3 TARGET GROUPS AND STAKEHOLDERS

3.1. Target Groups

The main target groups (which include the project and partners' stakeholders, beneficiaries, potential beneficiaries and the wider public) are the following:

Beneficiaries (actual and potential beneficiaries):

- ✓ Actual beneficiaries of AFDJ infrastructure;
- ✓ Future potential beneficiaries of AFDJ infrastructure;

Stakeholders:

- ✓ Influencing organizations such as professional organizations;
- ✓ Decision-makers of SEE countries dealing with national policies in the field of the transportation and regional development;
- ✓ Representatives of national, regional and local authorities from participating Countries;
- ✓ Managing Authorities of convergence and competitiveness programs;
- ✓ Institutions dealing with other European project generation in the field of transportation development;

General public:

- ✓ Citizens from the SEE area;
- ✓ EU general public;

3.2. Stakeholders

We performed a research on stakeholders and we are in the process of developing a procedure for stakeholder's management and building a database.

Our stakeholders are divided into the next categories:

- 1. Policy-makers** (authorities, institutions) – They gain their support for waterway administration projects; gain financing; gain interaction and synergies.
- 2. Ports** – Ports are users and also information multipliers for waterway administration activities and results.
- 3. Educational structures** – universities can provide feedback on waterway administration projects; they can be information multipliers;
- 4. Users (shipping companies, skippers, logistics companies)** – they are clients of the waterway;

5. **Environmental organizations** – the waterway administration is respecting the Danube ecosystem and cares about the impact of its activity on environment;
6. **Leisure groups** – highlight the fact that Danube is a reliable waterway for cruise and leisure navigation;
7. **Media** – to communicate the organization’s results;
8. **Main industries** – increase the trust in Danube waterway as reliable and cost efficient transportation;
9. **General public** – communicate the impact of waterway administration efforts and the SEE programme to the general public: improving infrastructure leads to transportation business increase; this means more jobs, more taxes collected to local budget etc.

Identifying the potential impact or support, each stakeholder could generate and classify them so as to define an approach strategy. In large stakeholder communities, it is important to prioritize the key stakeholders to ensure the efficient use of effort to communicate and manage their expectations.

4 PR TOOLS

4.1. Events

- ✓ **Events created by AFDJ** – Those are mainly European / international project events defined in the agenda of those projects – such as NEWADA and IRIS Europe II. Instead of these AFDJ doesn’t have a calendar / roadmap / strategy for events.
- ✓ **Events attended by AFDJ representatives.** There is a large pool of events both nationally and internationally attended by AFDJs’ representatives. These are good occasions for networking and lobby.

Next steps:

- ✓ Development of a calendar strategy for event / speaking / dissemination opportunities attended by AFDJ representatives;

4.2. Folders and brochures

AFDJ doesn’t have a company profile / company folder. The reason for that is the lack of an internal department for PR / communication; the communication-related tasks are neglected. AFDJ plans to create / design a company profile / brochure that will serve as a general communication tool.

Next steps:

- ✓ Development of company profile;
- ✓ Define concept for an annual report;
- ✓ Implementation of basic corporate ID guidelines;

4.3. Press releases

AFDJ built a database of media contacts and has provided general press releases on quarterly basis. In this respect, we want to create continuous contact with the media. In the last 2 months we had 2 press releases and 1 info distribution to all stakeholders (including media). Total reach of the releases was more than 300 contacts from stakeholder registry, + 50 media contacts, + 20 feedbacks from recipients.

Next steps:

- ✓ Development of a media kit (both for online and for offline media relations);
- ✓ Define a calendar for press releases on regular basis;

4.4. E-newsletters

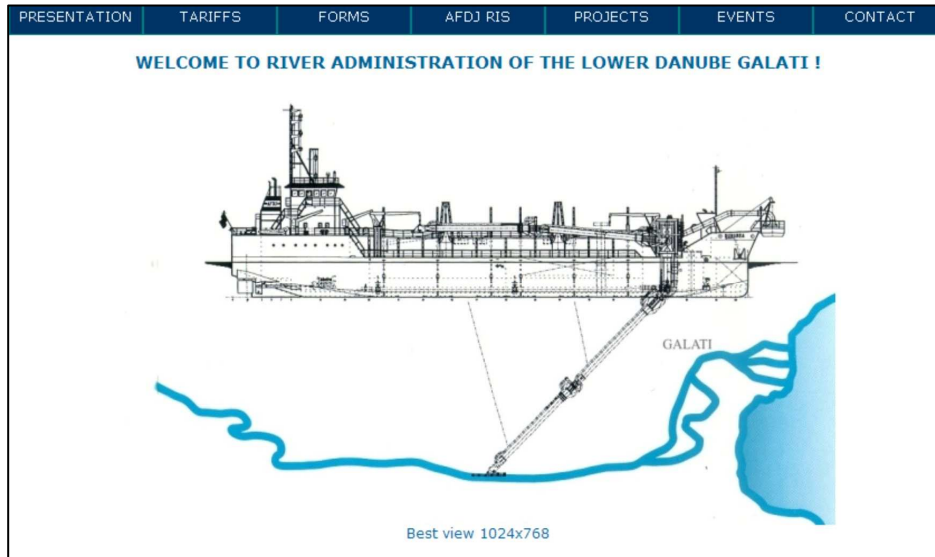
AFDJ plans to send newsletter to all stakeholders on quarterly basis. We have already a database of contacts and we experienced good feedback from our previous newsletters sent. As the content will become more detailed it's possible to implement in the future some tools for newsletter such as: a newsletter content editor and an automatic newsletter-sending tool. But this initiative is in conjunction with the website development.

Next steps:

- ✓ Development of a template for newsletter;
- ✓ Define a calendar for newsletter releases;

4.5. Website

The AFDJ's website is not used as a properly tool for PR. There is neither a PR strategy for website nor a content management strategy. We plan for the future to gather all existing communication material, also that available on website and to build a media / PR section.



The arborescent structure of the website is:

| Level | Pages | Comments |
|-------|--|----------------------------|
| 1 | PRESENTATION | |
| 2 | General Data | |
| 2 | Field of Activity | |
| 2 | Organization | |
| 2 | History | |
| 2 | Asset Statement | |
| 1 | TARIFFS | |
| 2 | Transiting the Maritime Danube | |
| 2 | Services Supplied by Ships of the AFDJ | content under construction |
| 2 | Services at the beneficiary | |
| 2 | Pilotage | content under construction |
| 2 | Miscellaneous Services | content under construction |
| 1 | Forms | |
| 2 | Pilotage Bulletin | content under construction |
| 1 | AFDJ RIS | |
| 2 | Levels | |
| 2 | Signals | |
| 2 | Electronic Charts | |
| 2 | Notice to skippers | |
| 2 | Statistics | |
| 2 | Special Navigation Rules | |
| 1 | PROJECTS | |
| 2 | In process | |
| 2 | NEWADA | |
| 2 | ROMOMED | |
| 1 | EVENTS | |
| 2 | In process | Last updated in 2004!!!! |

| | | |
|---|----------------|--|
| 1 | CONTACT | |
| 2 | working hour | |
| 2 | Email | |

4.6. Next steps → there is a strong recommendation for website update in terms of design and content Other (i.e., questionnaires, Google spread sheets, Blog, social media tools)

We plan to define web questionnaires using Google Spreadsheets in order to increase the response rate and the related analytics. We defined also a presence on LinkedIn to create some specific interest groups in order to increase AFDJ visibility at regional / European level.

Social media tools offer in the same time great interaction capabilities.

Next steps → Template for online survey;

5 MATCHING PR TOOLS TO COMMUNICATION CHANNELS

PR tools are used for the following:

- **raise awareness** – communicate new messages and change perceptions
- **inform** – let others know about our ongoing projects, activities, objectives, and their relevance
- **engage** – get input/feedback from the community,
- **promote** – ‘sell’ the project outputs and results.

| Dissemination tools: | | Folder | | | | Article | | | | Newsletter | | | | Website | | | | Presentation | | | |
|----------------------|---------------------|--------|------|-------|--------|---------|------|-------|--------|------------|------|-------|--------|---------|------|-------|--------|--------------|------|-------|--------|
| TARGET GROUPS | Logistics companies | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange |
| | The media | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | |
| | General Public | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | |
| | NGO's | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | |
| | The media | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | | Yellow | Blue | | |
| | Industry | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange |
| | Policy Makers | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange | Yellow | Blue | Green | Orange |

raise awareness

engage

inform

promote

Matching stakeholders with communication tools

5.1. What communication gaps need to be filled?

- ✓ Make a company profile;
- ✓ Make an annual report;
- ✓ Translate results on the language of each public / stakeholder;
- ✓ Improve website and define a content management strategy;
- ✓ Communicate on regular basis;

5.2. How do you plan to go about filling these gaps?

- ✓ Minimum budget allocation for corporate communication / PR;
- ✓ Define some tasks or a job description for a communication / PR responsible;
- ✓ Make a minimal corporate identity manual;

6 CASE STUDY: INTERNET PLATFORM OF THE DANUBE PORTS

Due to extreme fragmentation of port authorities we had difficulties collecting the data in the format foreseen by via donau within the questionnaires. In order to gather all the information required we need to communicate with a large category of stakeholders (logistic operators, custom authorities, etc). AFDJ foresees that due constant communication with all stakeholders in the future we may gather information easily from different authorities.

7 OTHER COOPERATION PROJECTS YOU ARE INVOLVED IN ON PR LEVEL

AFDJ is involved in project IRIS Europe II, with some PR activities according to the Strategic Action Plan – SuAc 5.2: Dissemination.

8 CONCLUSION AND OUTLOOK

In order to achieve its goals AFDJ must increase communication with key stakeholders in order to gain support for its future endeavors (i.e. policy makers at local / national / regional level).

AFDJ needs cooperation in terms of exchanging best practices and knowledge transfer concerning the best tools to be applied by a national authority.

Schedule for PR implementation and development within AFDJ Galati according to the findings of this report

- Finalizing company organization profile (folder)
- Finalizing media kit
- Issuing newsletter
- Study and proposal for web development
- Minimal corporate communication guideline
- Update job description including PR task in order to have management empower for performing PR tasks
- Define calendar for events
- Concept for annual report
- Report on web questionnaires

- End of document -