

ORGANISATIONAL COACHING TOOL for KUJAWSKO-POMORSKIE REGION

Guide on effective methods of promotion, internal and external communication as well as dissemination of knowledge concerning smart specialisations as part of the implementation of the Regional Innovation Strategy of the Kujawsko-Pomorskie Voivodeship for 2014-2020.

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Introduction

The development of digital technologies, expanding internet access, increasing the number of owners of mobile devices as well as the growing importance of representatives of the Y and Z generation enforce the use of new methods in reaching recipient/customer information. Among the recipients of information on smart specialisations (SS), there are also many more people (e.g. managers as well as owners of companies and start-ups) who grew up in the era of nascent internet, as well as instant communication without leaving home. Below you will find a guide for department employees dealing with the issues of SS of the Kujawsko-Pomorskie Voivodeship, which will assist in:

1. outlining a framework action plan that will allow the SS message to reach the right audience
2. utilising the potential of IT tools for internal communication within department/s and/or subordinate institutions

An exemplary promotional campaign process for the self-governance of the Kujawsko-Pomorskie Voivodeship

1. PLANNING OF PROMOTIONAL AND COMMUNICATION ACTIVITIES

- a. Defining the goals for the promotional campaign along with determining the critical factors of the campaign (e.g. the type and number of stakeholders to receive information about SS, who will be invited to the SS meeting and who will contribute in the development of SS support policies). Planning the type of campaign as well as the clarification on the area of impact, budget and duration.
- b. Selection and creation of promotion tools:
 - i. *landing page*, with tools to facilitate the collection of key data (contact forms, questionnaires). Preparation of a particular subdomain (e.g. www.smart.kujawsko-pomorskie.pl), which presents content that will target the problem of regional development, while encouraging people to take action to counteract obstacles in achieving growth.
 - ii. a group on social media (the creation of a discussion group on LinkedIn or Facebook, which will be used to generate a common discussion area). The use of a business medium that brings together both owners and managers of Kujawsko-Pomorskie companies.
 - iii. calendar of regional events, the organisation and participation of speakers/experts/panellists in teaching and business events in the Kujawsko-Pomorskie Voivodeship. Using regional [EVENTS](#) as the basis for planning organisational activities.

- c. Creation, in other words, the development of messages through which we will reach specific target groups by the instructions on how and who to communicate the promotional message to. Designing a visual identity that will contain a number of basic tools for both online and offline promotions.
 - i. online – bookmark with project logo, presentation templates, AdWords banners, graphics on LinkedIn or Facebook (cover, event, post, ad)
 - ii. offline – designs of posters, rollups, exhibition walls, leaflets, brochures, press notes, notebooks; advertising and promotional gadgets.

2. IMPLEMENTATION OF PROMOTIONAL AND COMMUNICATION ACTIVITIES (ONLINE PATH)

- a. Preparing marketing automation processes as well as relevant communication scenarios with a potential stakeholder, in order for the *leads*, that will be generated by online channels to be automatically processed by the system and only then forwarded to the consultant (for points 1 b and i).
- b. Preparation of the advertising campaign's media plan: a narrowly profiled mailing campaign; target group - SMEs (small medium enterprises), tool - behavioural mailing (for points 1 b and i).
- c. Email retargeting campaign - reconnecting with information on additional benefits to people who have recently been interacting with the promoted brand; target group - people who visited the website at www.smart.kujawsko-pomorskie.pl, in the last 24h, but did not leave their email address, did not complete the lead, tool: email retargeting (for points 1 b and i).
- d. Remarketing campaign; target group – as in the case of a retargeting email campaign - people who visited the website in the last 24 hours, without leaving their email address, no lead, tool: display purchased in RTB (for points 1 b and i).
- e. The search for and invitation of managers and owners of enterprises from the Kujawsko-Pomorskie Voivodeship and well as an invitation to the group on LinkedIn (for points 1, b and ii).
- f. Planning an advertising campaign on LinkedIn or Facebook in the form of a text ad, sponsored content or messages to portal users (for points 1, b and ii).
- g. Systematic promotion and generation of objective discussion as well as the valuable exchange of knowledge, which will contribute to the growing importance of a permanent source of suggestions for changes in SS (for points 1, b and ii).

3. IMPLEMENTATION OF PROMOTION AND COMMUNICATION ACTIVITIES (OFFLINE PATH)

- a.** The organisation of recurrent events of a conference, workshop, training as well as industry nature, using techniques which allow the generation of ideas as well as the free flow of thoughts and experiences. Indicated involvement of external experts (from the industry) in order to arouse the interest of potential participants, as well as moderators possessing experience in conducting workshops.
- b.** The implementation of promotional materials referred to in points 1 and c.ii as well as those used during events and offline promotions

4. MEASUREMENT AND ANALYSIS OF ACTIONS

Investigation of campaign effectiveness as well as the verification of performed activities. Checking implemented key performance indicators. Tracking website traffic (Google Analytics, Hotjar), as well as evaluation surveys used during events.

Internal communication of Kujawsko-Pomorskie Voivodeship Self-governance employees

Internal communication within the unit should serve specific goals that will help to understand the SS concept. The most important are: a skilful transmission of the SS strategy and vision, communication of current activities (changes, improvements, etc.), motivation and engagement of employees to perform more effective actions and better positioning and visibility of those responsible for implementing SS as well as conducting a dialogue between employees.

1. TRADITIONAL METHODS OF INTERNAL COMMUNICATION

- a. Optimisation of communication activities in the unit should provide both proven methods of communication using **internal meetings**. As part of organised internal meetings, one should always remember to: (1) set a goal and, if possible, outline a program; (2) determine the appropriate (small) number of participants (3) determine the time provided for the meeting and (4) control the preparation of a summary of the results and findings of the meeting.
- b. **Emails and newsletters**, as the most popular transmitters of information, should continue to serve as the primary source of contact, not only with external entities but also within the organisation. In order to improve email communication, Office employees should be introduced to informal rules as well as how to follow netiquette.
- c. **Electronic boards and reference guides** – attractive electronic "stands" which demonstrate the individual's activity towards colleagues and decision-makers, will serve as a reminder of the event and will present achievements and progress in SS development.
- d. **Printed materials** such as newspapers, brochures, posters as the primary and effective method of providing information to other employees of the Office, with the limitation of being the most difficult to assess the effectiveness of delivering the message.

2. USE OF ON-LINE TO INTERNAL COMMUNICATION

Information technologies play an important role in interpersonal relations. Their capabilities can be correctly utilised to improve communication between those involved in the development of the SS concept including other employees from departments of institutions who have an impact on the economic development of the Kujawsko-Pomorskie Voivodeship. To release the potential of IT tools, a division was made regarding (1) work organisation and (2) managing the work of personnel supervising the work of departments as well as its members.



- a. in terms of work organisation, it is important for adequate communication to have **access** to (electronic) resources that allows data it to be securely store and backed up to the cloud; thanks to this, data can be displayed on any computer, laptop or smartphone; powerful tools such as Google Drive or One Drive allow for the creation and editing of files, as well as working with other people simultaneously. **Attention!** Due to the data being stored on an external

server, legal consultations are necessary to comply with the provisions of the GDPR Regulation and the Act on the Protection of Personal Data;

- b. A problem for those performing their duties of managing developmental policies may be one of **time**, or rather the lack of it; integrated online calendars (such as Google Calendar) serve as excellent tools for teamwork; constant access to the mobile application and convenient meeting schedules allow for instant planning of meetings, checking the availability of colleagues and sharing of information; another project team management tool integrated into Google solutions is Ganttter; this application allows for the creation and editing of project schedules, making planning faster and easier to monitor and control;
- c. proven methods of **face-to-face communication** they will not cease to be the best source of internal relations; however, often team managers can facilitate this through a solution called Slack which provides services for team collaboration. The application performs the function of an instant messenger allowing text and voice communication along with the possibility of sending multimedia; one of the main arguments for using the Slack application is limiting email communication as well as an interface that promotes teamwork;
- d. simultaneous running of several projects, organisation of events as well as the planning and initiating of new activities requires skilful delegation of tasks to colleagues, monitoring progress and keeping to *deadlines*; support in implementing **tasks** will be one of the most popular internet solutions, i.e. Asana; this application allows simultaneous work and coordination between both large and smaller teams;
- e. in the area of permanently generating **new ideas** the Concept Board – solution will prove most useful, which allows for brainstorming technique to be transferred to the interactive world. The application allows for the development of *online* cooperation between creative teams working remotely, enabling projects to be created right from the initial idea all the way to the final solution;
- f. having a presence on **social media** involves equipping your own institution with tools that support social profiles; the purpose of existing on *social media* is targeting external recipients, however, it can be used as a proven source of communication dedicated to employees of the Office; although the very establishment of an account on Facebook or LinkedIn does not guarantee the success of the message, for example, using a the Buffer tool will streamline and organise *content* distributed on social media; the tool simplifies the work, through a smarter distribution of posts that have been prepared for publication.

The above solutions were created with a view of being used in business, although the specificity and versatility of their application allow them to be used by managers and employees of the Kujawsko-Pomorskie Voivodeship Self-Government. The above ideas have been analysed and tested regarding work being performed by people involved in

the creation and development of SS in the region. However, it should be noted that hundreds of similar applications presenting similar functionalities are found on the e-market.

IT tools - although widespread - may still resist institutionalisation (especially among older people). Therefore, in preparation for introducing tools to the SS improvement process, time should be allocated to convincing, demonstrating and indicating the benefits that the implementation of the new solution will bring to both the people supervising the work in the institution as well as all employees who are to use them.