

DECISION
ADB(D) 21-2008

"Communication plan for the SESAR Joint Undertaking 2008-2009 and beyond"

The Administrative Board of the SESAR Joint Undertaking,

Having regard to Council Regulation (EC) 219/2007;

In its ordinary meeting of 1st December 2008, has adopted the following decision:

Article 1

The "Communication Plan for the SESAR Joint Undertaking 2008-2009 and beyond", annexed to this decision with the reference SJU-AB-06-08-DOC-05bis, is adopted.

This Decision shall enter into force on the date of its adoption.

Done in Brussels, 1 December 2008

For the Administrative Board

Daniel Calleja Crespo
The Chairperson



SJU-AB-08-08-DOC-05 bis

Communication Plan for the SESAR Joint Undertaking 2008-2009 and beyond

Introduction

An effective and dynamic communication is one of the key success factors of the SJU. It is important to communicate in a consistent and distinctive way. SJU is going to engage a lot of stakeholders in an ambitious and “ complex change programme” impacting the global air transport community. *This has to be reflected in the content and the style of the SJU’s communication.*

The main purpose of this document is to propose a way forward to adequately communicate the objectives & activities of the SJU and how best we can disseminate our messages to and with the stakeholders. It is designed to be a practical framework to the day-to-day communications activity about SESAR JU and to provide clarity to the various people involved in the different aspects of communication activities.

On a global scale, we need to take into account the intense marketing and communication efforts of US’ programme NextGen and similar regional initiatives.

We have defined 3 objectives for the SJU communication:

1. To inform targeted audiences about the context, rationale and results of SESAR.
2. To gain strong commitment of the SJU members and involvement from the stakeholders & their members.
3. To engage all the employees and members’ staff involved in the SESAR programme to make it a success story.

In this document, you will find indications on:

1. the overall key messages of the SJU
2. the key targeted audiences
3. the opportunities of the communication
4. the “indirect internal communication”
5. the stakeholders and external communication
6. the communication tools
7. the measurements of the communication actions
8. the budget indications for 2009

This communications strategy needs to be regularly updated to ensure we are communicating adequately with the key stakeholders and adapting the communication activities where necessary.

It is the clear intention of the SJU to coordinate our communications efforts with the communication activities planned by EUROCONTROL, the European Institutions and the members of the SESAR program. Links have been established with the respective Communication officers & teams (EUROCONTROL / Corporate Communication Mgr Kyla Evans + Unit DG TREN Régine Eursels/Luc Tytgat). A working group dedicated on communication will be set-up end 2008 (*Coordinated Communication Team*). The logos of the two founding members will be systematically inserted in the main SJU corporate communication on & off-line material.

1. The overall key messages:

In order to be extremely consistent, we will decline and repeat the following messages throughout our entire communication.

Baseline to “quickly explain” SESAR JU's final goal:

SESAR Joint Undertaking

***Today's Partners For
Tomorrows Aviation***

Messages of SESAR JU:

Overarching Key message – What we do.

5 support messages

Key Message 1:

SJU is a unique ambitious **public-private partnership** moving forward to achieving tangible benefits for the global air transport community.

Example of Proof point:

- The funding of the SJU is 1/3 EC, 1/3 Eurocontrol and 1/3 the industry. 15 candidates have applied to become member of the SJU and to actively participate in the work packages. A second round of candidates will be foreseen.

Key message 2:

Future advanced technologies and procedures developed thanks to SESAR JU & partners will provoke radical changes by 2020 in the way ATM is organised versus today. However, SJU is taking a **step-by-step approach with a clear user-driven focus** to deliver short term results.

Example of proof point:

- Thanks to SESAR, a so called “ATM intranet” will be conceived to gather and share the right information at the right time to the right people. This new system will be for the first time available for the entire air transport community at any time. This will be a premiere.

Key message 3:

ATM goes **green**. The impact on environment of the air space users will significantly decrease. The program seeks to reduce by 10% the environmental impact per flight.

Example of Proof point:

- Develop green flight approach. Actively participate in the AIRE programme.

Key message 4:

By 2020, SESAR aims to support a threefold increase in **capacity** while improving **safety** by a factor of 10.

Example of proof point:

- 4 D trajectory, better sequencing

Key message 5:

SESAR is **reducing the costs** for the air space users. The modernized air traffic management system in Europe will contribute to cut ATM-related cost by half.

2. The main audiences

1/ The "staff"

- SJU Staff
- Staff of the members working on SESAR active in the 16 work packages.

2/ The "members"

- SJU members: AENA, Airbus, Alenia Aeronautica, the DFS, the DSNA, ENAV, EUROCONTROL, European Commission, Frequentis, Honeywell, INDRA, NATMIG, NATS (En Route) Limited, NORACON, SEAC, SELEX Sistemi Integrati and Thales;
- Future members after second round of negotiation

3/ The "partners"

- Industrial community
- Associations and *their members*:
 - IATA
 - AEA
 - ERA
 - EBAA
 - EHA
 - ELFAA
 - IACA

- IAOPA
- CANSO
- ICAO
- ACI
- ASD (supply industry)
- ECA
- ETF
- IFATCA
- IFATSEA
- ATCEUC
- Military (NATO, ATM Board)
- The R&D community (eg. Academies, research centres)
- Others agencies (EASA, CleanSky JTI)

4/ The “decision-makers”

- Representatives of the European Commission (ex. DG TREN, DG Research, DG ENTR, DG BUDG, DG ADMIN)
- Members of the ITRE & TRAN commissions – European Parliament
- Transport delegates of the Member’s States
- Defence delegates of the Member’s States
- Single Sky Committee members
- Industry Consultation Body members
- Representatives of Eurocontrol
- Eurocontrol Provisional Council
- Member States

5/ The “medias”

- Trade press
- Generic press

See appendix 1

The premium goal of the communication efforts of the SJU is targeting at the audiences having an added-value for the programme. The public at large meaning the European citizens might also be considered as a potential audience to be kept informed of the SESAR activities and this in full alignment with the “white paper on a European Communication policy” presented by the Commission (ref. COM 35 final).

Efforts will be made to inform in a simple way the general public about the goals and the practical progress of SESAR demonstrating the benefits for the passengers and the citizens.

This has to be understood as a long term objective due to the inappropriate means and budget to achieve such large scale objective. Given the difficulty to reach such large audience in a single manner, the SJU will – for that purpose - mainly rely on the EU’s communications channels and programmes to relay the relevant information on SESAR (eg. Rapid, EBS, Euranet, Relex, DG Com).

3. The opportunities of Communication at SJU

As mentioned in the introduction, the communication is based on the progress and results of the SJU. Therefore, we are foreseeing yearly opportunities for communication.

The Launch phase – till end 2008 is an important communication opportunity (eg. Official event on December 8th).

Every year as from 2009, we will communicate the “Yearly Implementation Guidelines” for the industry detailing the results obtained so far. This information will be disseminated via main communication channels and appropriate forums & exhibitions based on the agenda of the air transport industry. We will take benefit from every significant step to communicate adequately to the right audience valuable information. It has to be noted that SJU will consciously pay attention to avoid the classical trap of ‘over-communication’.

As a transparent entity, we will also issue a summarized annual report including financial information once opinion has been given by SJU Board & European Court of Auditors.

4. Indirect Internal Communication: ENGAGE “THE MEMBERS’STAFF”

The most critical audience and focus of the SJU communication activities are the employees working on SESAR; being at the SJU itself or at the member’s side (+- 1.500 people as from 2010). It is very important to try to get them fully engaged and motivated on the SESAR programme. The major difficulty is to identify them personally and to address them directly with relevant information.

It is important that all members’ staff involved get first the overall picture of the SESAR programme (cfr Messages). Afterwards, updated information will serve to help them in their job and to create the “engagement feeling”: *Yes, I am part of the SESAR programme.*

There is a need to develop a European-wide “indirect internal communication programme” that tells the SESAR progresses in a coherent, consistent and compelling manner. We will communicate clearly the overall goals and work packages objectives to ensure an organizational climate that is SESAR focused, performance driven and trust based. We should aim to achieving a common understanding of major objectives and steps of the program.

It is important to strongly encourage the 15 members in the buy-in process of the development activities within their own organisation (eg. internal meeting, information to the management, demonstration of progresses). From buy-in to engagement!

Communication tools to be developed:

- Website (www.sesarju.eu) including identification page, subscription, extranet and welcome video / info kit for “new employees”,
- E-Newsletters,
- E-training tool,
- Use partners’ own communication channels to cascade information,
- Communication meetings on site with local top management’ endorsement at members’ location,
- Employee survey (Q4 09 or Q1 10)
- Staff recognition award.

5. Stakeholders & External communication: COMMITTED MEMBERS & INVOLVED PARTNERS

A second critical communication path is the one targeting the partners and their members. We have exhaustively listed the partners for the programme. A key for success is to get full commitment from the SJU members and involvement from the partners and all their members (eg. IATA; member=AF). Therefore, a distinctive communication style - appealing to all members - is necessary to be convincing in an extremely "communication saturated environment" taking into account the right balance between the cost of the communication and the return benefit for the program.

Firstly, we need to create a stronger awareness of the SJU. Shortly after, the focus of the communication will be on results. A visible but targeted presence of SJU at the Air Transport Community major events & exhibitions will support this objective once we have results to explain and show.

SJU needs to ensure common understanding from the members about its objectives and overall progresses. We also want to create dialogue opportunities where updates and feedback processes will be set up to listen to stakeholders' overall input. Getting feedback on time will help us in identifying issues/concerns to take action. "Annual Partner's meeting" should meet this goal.

After the good work done during the definition phase, it is our objective to go on in maintaining the buy-in attitude amongst the partners. But it is also the partner's duties to set up appropriate means to cascade the information to their own affiliates (and to correctly identify the right decision-makers within each affiliate's structure) via adequate channels (meetings, newsletters, congresses, etc). SJU will strongly support and report on the members & partner's buy-in activities. This will be done in line with the Work Programme and the relevant Call for Tenders to ensure a significant planning of buy-in / information sessions activities.

SJU will be very open to organize joint communication activities with the partners or any stakeholders. For instance, SESAR flash news inserted in the Airbus internal communication channels.

It will also be important to localize the information at national level and benefit from joint-initiatives SJU / Member State or its representative body (civil and/or military). Again joint efforts with national players will help maximising the communication means and will gain in impact and efficiency.

The work packages leaders are responsible with their WP information sharing processes. Support will be given when appropriate; mostly when internal and/or external communication is foreseen towards key audiences. Information on the results per package will be highlighted in the overall communication activities.

One of the major communication proposals is the launch of the "Label SESAR" (eg. *KLM flies SESAR*). This label would be attributed to airlines, airports, industry, etc which are applying, supporting the SESAR guidelines and participating in SESAR activities. This is a marketing way of getting partners involved and giving more visibility to the program. Rules and details to be defined by Q3 2009 (official launch).

We will remain vigilant in avoiding over- external communication which might blur the quality of the information.

Others regions of the world are communicating on similar initiatives. The most well-known at this stage is NextGen. It is noticeable that the FAA is strongly marketing their programme deploying significant means.

Regarding the decision-makers, we need to provide via adequate formal channels a high level and synthesised set of information on progress, overall strategic direction and topics of political relevance. This will be done via board meetings and formal forums.

We also need to pay particular attention to avoiding confusion towards external stakeholders versus others "similar" European initiatives like Cleansky JTI (www.cleansky.eu) for instance.

Communication tools:

- Website (www.sesarju.eu) with updated info on progress, label, participants, etc.
- E-news
- Annual Partner's meetings
- "Label SESAR"
- Annual report
- Congresses & Exhibitions
- Speaking opportunities / Public speeches
- Press releases & Publication of editorials
- Press conferences / events
- Video & multimedia animations

6. Dedicated "Green" programmes

As part of the SJU activities, joint programmes are requesting communication support like AIRE. Communication guidelines, graphical support, external communication, etc will be provided as well. Based on the outcome of the Calls for Tender, a communication's memo will framework the Communication activities to be developed together with the selected partners.

Based on bilateral contact, similar programmes with others regions of the world such as China or India will certainly be developed. For each of these programmes, communication package will be provided in partnership with the participating country / region.

7. The measurements of the communication actions

We recommend measuring the impact and perception of our communication activities during Q4 2009. This will help in improving the communication for 2010 and to best allocate budget based on feedback.

On-line survey, feedback forms, panels, direct & indirect input, web statistics are several ways to collect useful feedback.

8. Budget indications 2009

The communication program will be managed by Eric Platteau supported by a communication employee. 2009 is critical for this programme due to the workload linked to the start of all these initiatives. However, this will be done in phase and according to the pre-defined priorities. A yearly budget will be submitted for approval in line with the financial regulations of the SJU.

SJU will use - when appropriate - the support of Eurocontrol communication team via service request and the contribution in kind model. SJU will also conclude frameworks agreement with one communication agency.

Appendix 1: Trade Press

General Aviation

- Aviation Week / Space Technology
- Flight International
- Air & Cosmos
- Aviation Daily
- Albatro news / Airport news
- Aerospace International
- Aero International
- Aviation International News
- Flight Daily News
- Turbulences

Airport oriented

- Airports international
- ACI-Europe e-communiqué
- Jane's Airport review
- Airport Business Communiqué
- Future Airport
- Momerger Airport Newsletter

ATM oriented

- Air Traffic Management
- Air & Space Europe
- ATM Global
- Sky Control
- ATC Market report / ATC Market news
- ATC Network
- ATCA Bulleting

Airline oriented

- Airline Business
- Air Transport World
- Business & Commercial Aviation
- ERAA

Others

- Air Traffic Technology
- Avionics & Global Airspace
- CANSO
- Aviation Civile (DNA)
- Skyways (Eurocontrol)
- The Controller (IFATCA magazine)

European Medias

- European Voice
- Euractive

Press Agencies : AFP, Reuters, etc