

DECISION
ADB(D) 28-2009

"Communication plan 2010-2016 - A step forward for a result driven communication for SESAR JU"

The Administrative Board of the SESAR Joint Undertaking,

Having regard to Council Regulation (EC) 219/2007 of 27 February 2007, establishing the SESAR Joint Undertaking, as last amended by Council Regulation (EC) 1361/2008 of 16 December 2008;

has adopted the following decision:

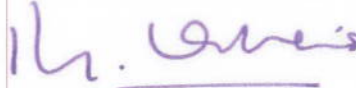
Article 1

The "Communication plan 2010-2016 - A step forward for a result driven communication for SESAR JU", annexed to this decision with the reference SJU-AB-011-09-DOC-06ter, is adopted.

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

Done in Brussels, 23 October 2009

For the Administrative Board



Daniel Calleja Crespo
The Chairperson



Communication Plan 2010-2016

A step forward for a joint result driven communication for SESAR JU

28 September 2009

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SJU is engaging a large and diverse array of stakeholders in an ambitious and complex “change programme” which will impact the global air transport community.

An effective and dynamic communication is crucial to achieving the changes that SESAR needs if it is to succeed. We (SJU & Members) must communicate in a consistent and distinctive way, engaging and involving all stakeholders.

This document proposes how we can communicate the objectives & activities of the SJU to all stakeholders and support the change management vital to SESAR’s success. This living document is based on the Com Plan 08-09 approved by the Board in 2008. It is designed to be a practical framework for SESAR’s day-to-day communications activities, and to provide detailed information to the Executive Management & the Administrative Board of the SJU. It will be adapted in accordance with the needs of SESAR, and progress of the development phase.

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1 Communication GOALS at the SJU

Nowadays, communications in general is rapidly evolving as corporate discipline due to three main drivers:

- The digital network revolution
- The globalisation
- The stakeholders empowerment

For many EU programmes and initiatives, communications is an add-on, something to sell an achievement. We do not see this as the case for SESAR. Communication must be truly integrated into the overall SESAR programme.

Why? An array of barriers - cultural, linguistic, commercial - separate the people and stakeholders who will need to work together constructively, over a very long period. SESAR communications must therefore create teams and create change in difficult circumstances.

Communications is an essential part of the change management that SESAR must implement if it is to succeed. Rather than being an add-on, therefore, communications both between SESAR members and between SESAR and other stakeholders is a 'must have' for SESAR's success.

Standard EU communication strategies, based on one-way broadcasts from Brussels to the world, are therefore completely unsuitable. Instead, we must look at how communications can inform about the results & progress, and support change. All this must be supported by a very strong and distinctive brand identity.

Two of the three SJU objectives for its communication activities are therefore closely linked to change management:

1. to inform targeted audiences about the context, rationale and results of SESAR;
2. to gain strong commitment of the members and related stakeholders;
3. to engage all the employees and members staff involved in the SESAR programme to make it a success story.

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

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

This plan is also the answer to the request from the European Council:

Extract from 2935th TRANSPORT, TELECOMMUNICATIONS and ENERGY Council meeting Brussels, 30 March 2009:

“REQUESTS that the Commission ensures that the SESAR Joint Undertaking develops a comprehensive Communication Plan for all stakeholders, which is based, where appropriate, on existing consultation arrangements and also takes into account the FABs and local dimensions;”

Such a communications programme cannot be implemented in isolation - the essence of SESAR is, after all, cooperation. The SJU will therefore coordinate its communications efforts with the communication activities planned by Eurocontrol, the European Institutions and the 15 (“70” companies in total) members of the SESAR programme.

Links have therefore already been established with the respective Communication officers & teams. A working group dedicated to communication has been set-up (*Coordinated Communication Team*). The logos of the two founding members will be systematically inserted in the main SJU corporate communication on & off-line material. A large visibility will also be foreseen for the members and active partners of the programme in the major reports, brochures and websites. **Multi-stakeholders communication is a key pillar of the SESAR communication strategy.**

Communication is crucial to evoke the emotional response and get the buy-in that SESAR needs to be a true success, which is why we will build a strategy that places communication at the heart of SESAR.

2 Communication and risks

Firstly, it is worth setting out the communication challenges and risks facing SESAR:

Membership: For SESAR to be fully successful, the partnership dimension and strong engagement of the members in the programme is vital to the overall image of progress that we all need to deliver;

Technical: Much of the content produced in the work packages will be highly technical. Yet both non-technical persons and technical persons from other disciplines will need to be able to understand the content, results and benefits;

Stakeholders' involvement: Due to the nature of the programme, it is normal that many organisations are impacted and therefore involved. Nevertheless, the list of stakeholders and targeted audiences of the communication is particularly long. Stakeholders have diverse objectives and certain very strong public impact (e.g. CEO of top major airlines commenting about SESAR in leading daily newspapers) that need to be taken into account;

Time & results: The expectations towards the programme are high and it is critical that SESAR is able to deliver 'implementable' results on very short term while indicating the medium term innovations to come;

Politicisation: The aviation industry is a major employer in many EU countries and is also tied to the defence industry. Any major aviation initiative therefore risks becoming highly political, hampering its progress;

SESAR's reputation management is critical to the success of the SJU. This matter has to be integrated in the overall risk management plan of the SJU.

3 The overall key messages

To ensure message consistency is a common guiding principle, but it is absolutely essential in the SESAR case because we are not just selling a programme, we are trying to change behaviour. People will not change if there is any confusion as to why they should, so mixed messages must be avoided at all costs. The implication is that SESAR needs to present itself in a consistent manner by carefully coordinating and controlling communication for the organisation and programme as a whole while allowing some diversity and flexibility thanks to its member’s communication. We are engaging the ATM & Air Transport Community into a change process meaning that new procedures, ways of working and technologies will have to be implemented. A buy-in and pro-active consistent messaging is therefore a “must”.

We repeat the following messages throughout our entire communication.

3.1 Baseline to position SESAR JU’s final goal

SESAR Joint Undertaking

Today’s Partners For Tomorrow’s Aviation

3.2 Messages of SESAR JU

3.2.1 Overarching key message - What we do

The SESAR programme is the operational and technological answer to the major challenges of European air traffic growth. The aim of the SESAR Joint Undertaking is to ensure the modernisation of the European air traffic management system by coordinating and concentrating all relevant research and development efforts in the Community. Partnership, sustainability and user-drive are key concepts of the SESAR Joint Undertaking approach. Founded by the European Community and by EUROCONTROL, fifteen companies have joined the SJU: AENA, Airbus, Alenia Aeronautica, the DFS, the DSN, ENAV, Frequentis, Honeywell, INDRA, NATMIG, NATS (En Route) Limited, NORACON, SEAC, SELEX Sistemi Integrati and Thales.

3.2.2 Five support messages

Key Message 1:

Europe’s air transport system is already working at near maximum capacity. Without SESAR research now, air traffic will stall by 2020. SJU is a unique and ambitious public-private partnership, achieving tangible benefits for global air transport and the environment.

Note: Suggested introduction of sense of ‘long-term urgency’

Example of proof point:

- The funding of the SJU is 1/3 EC, 1/3 Eurocontrol and 1/3 the industry. 17 members are part of SESAR JU, making this a truly & unique European PPP.
- Ambitious program with 17 Work Packages, 294 projects involving a total of 70 companies
- Ambitious also by its global interoperability' objective

Key message 2:

The advanced technologies and procedures to be developed through SESAR will bring radical change to the way ATM is organised by 2020. However, SJU is taking a **step-by-step approach** with a clear **user-driven focus** to deliver rapid 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**. SESAR seeks to reduce the environmental impact per flight by 10%.

Example of proof point:

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

Key message 4:

By 2020, SESAR aims to build systems capable of handling a threefold increase in air traffic and with the correspondent improvement in **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.

Please note: These messages will be reviewed end 2010 to make them evolve - if necessary - together with the programme.

4 The main audiences

4.1 Where is our audience?

We have many audiences, found in many different organisations:

1. The “SESAR dedicated employees”
 - SJU staff and directly related personnel = 60
 - Staff of the members working on SESAR active in the 16 work packages = +- 1.500 people
2. The “members”
 - Two founding members: European Commission and Eurocontrol
 - SJU members: AENA, Airbus, Alenia Aeronautica, the DFS, the DSNA, ENAV, Eurocontrol, Frequentis, Honeywell, INDRA, NATMIG, NATS (En Route) Limited, NORACON, SEAC, SELEX Sistemi Integrati and Thales;
 - Future members after second round of negotiation
3. The “stakeholders”
 - 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 Military Board)
 - Industrial community
 - The R&D community (e.g. academies, research centres)
 - Other agencies (EASA, CleanSky JTI, ESA, EDA, etc)

Remark: some stakeholders will be considered as “partners” when there is an official relationship with the SJU as for example Airlines giving their expertise into the programme under a framework contract.

4. The “decision-makers”

- Representatives of the European Commission (e.g. DG TREN, DG Research, DG ENTR, DG BUDG)
- Members of the ITRE & TRAN committees - European Parliament
- Council of the EU
- FP7 & TENT Programme committees
- Transport delegates of the Member States
- Defence delegates of the Member States
- Single Sky Committee members
- Industry Consultation Body members
- Representatives of Eurocontrol
- Eurocontrol Provisional Council
- Third countries

5. The “medias”

- Trade press
- Generic press

4.2 Who are our audience?

As can be seen, we are communicating with technical and non-technical people; working in organisations as diverse as members, potential members, unions, national transport, air space users, environment, transport and industry ministries, international institutions and many more. Each organisation has its own perspective and priorities; from a wide range of countries and cultures.

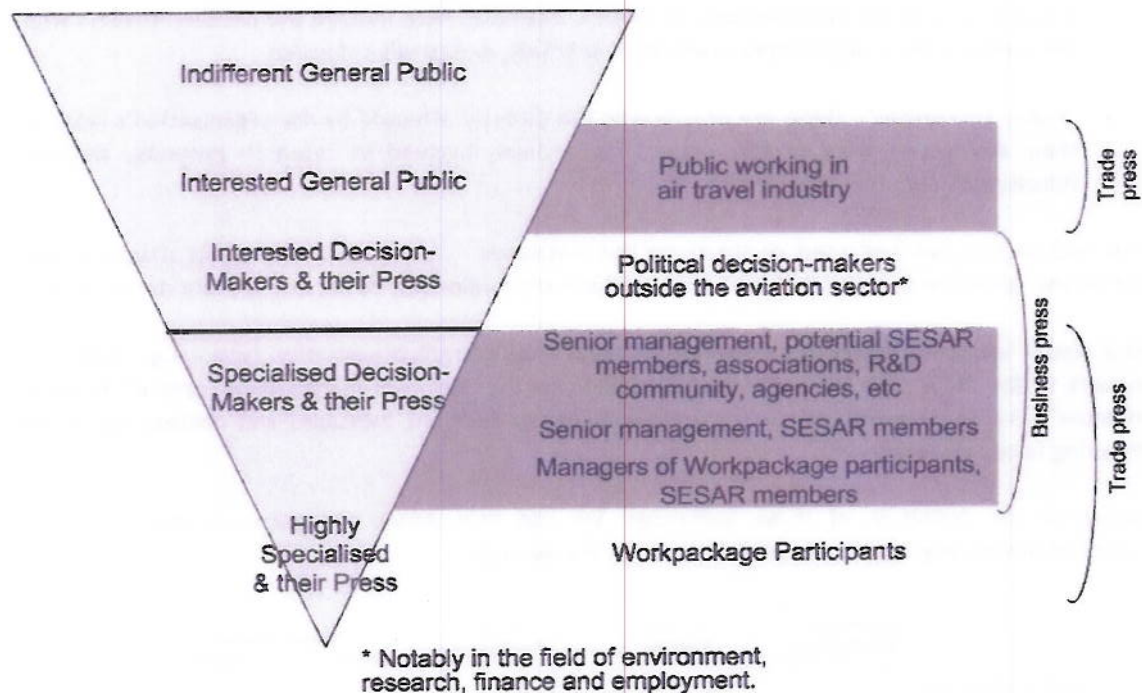
Moreover, within each organisation are a range of people, each with their own motivation, levels of awareness, technical mastery and so on.

We will therefore need to carefully segment the audience where possible, accounting for specificity of each audience in the overall SESAR JU communication with a clear focus on the “ATM Community” at large. It is also our firm intention to give enough information to the air space users as their involvement and buy-in are critical.

However, we must also balance this with the above principle of message consistency - saying contradictory things to different audiences are a certain way of losing credibility. Squaring this circle is crucial to the communications strategy.

4.2.1 Using the Inverted Pyramid

A first approach is to use the well-known Inverted Pyramid to characterise the various members of our audience, irrespective of where they are:



Notes on the above scheme as background:

The Inverted Pyramid divides all potential audiences into a few, simple levels, depending on their level of interest and knowledge in SESAR and its activities:

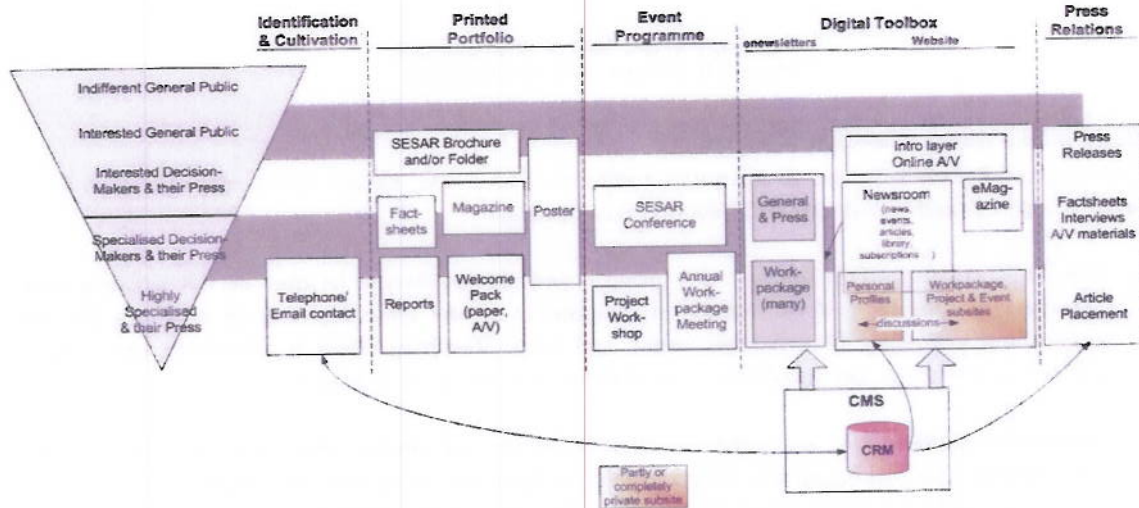
- The 'indifferent general public': this group is termed indifferent as they do not actively seek information. This lack of motivation is coupled to a low understanding of how the EU, its institutions and their programmes work, and why. Reaching them is therefore particularly difficult, while messages should focus on themes and 'European Added Value'.
- 'Interested audiences': the other audiences in the pyramid's upper half are not in the organisation's sector. However, *they know it is important, may have an influence over it, and need clear, useful, non-technical information*. Two basic sub-groups are often distinguished:
 - 'interested public': while not highly motivated to seek and study information, they are interested enough to visit a website or exhibition, or thumb through a brochure. Most of the workers in the sector are in this group;
 - 'interested decision-makers' in politics, business or society: while not in the sector, they may influence it. Examples include influential organisations in the fields of research, environment, finance and employment, business decision-makers in related sectors, etc.

- The 'specialised' audiences, in the lower half of the Inverted Pyramid *are* in the organisation's sector. Two important sub-groups are often distinguished:
 - 'Specialised decision-makers': these are the people who may, for example, influence the shape or size of the organisation's activities. Examples here include the decision-makers who determine if their organisation takes part in SESAR, and to what degree;
 - 'Highly specialised': these are people who are directly affected by the organisation's work in their day-to-day working life - e.g., researchers involved in research projects, lawyers following Community law, etc.

This approach is not just used to structure the audiences - it is also used to help structure and define the communication tools we will use to reach the audiences, as set out in more detail later.

As a result, we can differentiate between different roles in each organisation type - e.g., "decision makers in the IATA" may be a different audience to the "network management unit of an IATA member", and so may require different tools, carrying different messages and content types, to differing levels of detail.

Based on the definition of these audiences, we can now define per audience the tools and communication programme we need to develop. For example:



The figure above sets out a suite of products and activities targeted at the various audiences. However, we do not intend to develop each of the above tools immediately.

The figure therefore represents a long-term view of our communications activities, and ensures that each tool we develop is designed to fit into an overarching structure which optimises cost-effectiveness.

4.3 What are our priority audiences?

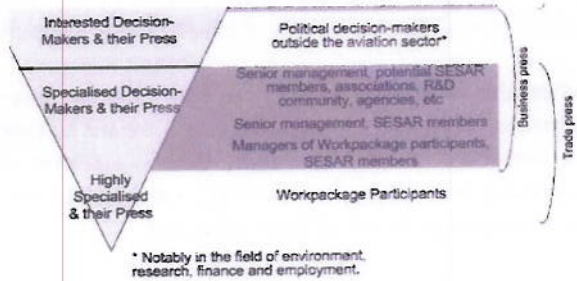
The public at large (“Indifferent General Public”), will be considered as a potential audience to be kept informed of the SESAR activities and this in full alignment with the “White Paper on a European Communication Policy” (COM(2006) 35 final, 1 Dec 2006) presented by the Commission / DG COM.

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; certainly when we come closer to the first deployed measures.

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).

In addition, we can use stakeholders’ channels and the trade media to reach the “Interested Public” - the three million people working in the industry. These three million people have families and friends, so through them larger numbers of the general public may also be reached, particularly via social media, which allows us to cost-effectively reach large numbers of people.

The primary target, however, are those audiences having an added-value for the programme: the Interested Decision-Makers, and - in particular - the Specialised Audiences in the lower half of the Inverted Pyramid.



5 Stakeholders & External communication

A 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 (e.g. 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 programme.

5.1 Overview

Firstly, we need to create a stronger awareness of the SJU in 2009 and 2010 as a new EU body. Shortly after, the focus of the communication will be on the progress achieved. 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, as set out below.

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

After the definition phase, we will maintain buy-in amongst the stakeholders. But it is also the partners' 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). E.g. Airline association cascading updated information on SESAR to their members.

SJU will be very open to organise joint communication activities with the members or any stakeholders, for example providing SESAR flash news to be inserted in Airbus' internal communication channels.

Motivating our partners to participate in this cascade can be time-consuming - we will therefore explore their motivation and possible ideas for getting their engagement, as set out later, and develop the ideas that work.

In this context, a noteworthy communication proposal is the launch of the "SESAR Label" (e.g. *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 way of getting partners operationally involved and giving more visibility to the programme. Rules and details will be defined by Q4 2010 (depending on the progress of the programme - we need first SESAR measures to be linked with this label - it is not "just a communication thing").

Another way to improve the take-up of our content - by both stakeholders and other multipliers, such as media - is to localise our information to the national, regional or "FAB" level, and benefit from joint-initiatives SJU / Member State or its representative body (civil and/or military), ECTL and DG Tren. Again joint efforts with national - regional - "FAB" players will help maximising the communication means and will gain in impact and efficiency. The "National or Regional SESAR workshops", below, are an example of this approach.

Finally, the following observations are worth noting:

1. 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.
2. We will remain vigilant in avoiding over-external communication which might blur the quality of the information. SJU needs to approve any major content delivered about the programme at a conference or in major publication.
3. We also need to pay particular attention to avoiding confusion about who is in charge of what and who is involved in what towards external stakeholders versus other "similar" European initiatives like Cleansky JTI (www.cleansky.eu) for instance.
4. Other regions of the world, finally, 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 communication means. This has to be taken into consideration. Japan, Brazil, India, China are also communicating on their national similar plan.

5.2 Overall communication opportunities

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 first membership accession phase being over, we are now entering in a more 'concrete' and project oriented communication. The focus is first dedicated to the start of the work programme underlining the amount of projects started (e.g. Press release: 30 projects in 30 days).

Every year as from 2010, we will communicate SESAR's achievements to the stakeholders: detailing the updates, evolution and 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.

In order to *maximise and localise* the impact of our communication, we are planning to concentrate our efforts of external communication at two levels:

1. Strong presence of SESAR JU at ATC Global-Amsterdam: "The yearly worldwide ATM fair"
2. National SESAR workshops in partnership with local authorities and ATM / Air Transport actors

5.2.1 ATC Global-Amsterdam

For ATC Global, we plan to set-up every year three major information sessions:

- the yearly "annual SESAR conference" targeting and open to ALL SESAR stakeholders;
- the yearly "AIRE's results report" targeting and open to ALL AIRE stakeholders;
- the yearly "SESAR internal info session" targeting and open to "SESAR staff" only (from members + SJU);
- *all this supported with a dedicated SESAR booth to play a federation role at the fair*

Concentrating our communication efforts at ATC Global will allow SJU to reach "physically" much more stakeholders (+- 4.700 people visiting ATC Global) and to easily fix a public information appointment about SESAR's progress every year in March. The objective is also to facilitate the gathering of information and contacts for the stakeholders. This will support the openness and transparency of our communication. We target to start as from ATC 2010 edition.

Looking ahead to 2011, we might also seize this opportunity / momentum at ATC to reveal the bi-annual "SESAR ATM Innovation Award" (more details to follow) and to give visibility to the future "SESAR Label" participants.

5.2.2 National SESAR workshops

For the "National SESAR workshops", we propose to offer the possibility to EU - ECTL Member States to host a one day workshop every year co-organised by the SJU and our founding members; and in partnership with local authorities, air space users and air transport actors (e.g. SESAR workshop in Belgium together with Belgocontrol, Brussels Airport, Brussels Airlines, Belgian Ministry of Transport, etc).

This one day workshop should allow the SJU to inform adequately in a more "tailor-made" manner the local actors. This kind of workshop would also be organised by country, region or at FAB level. This will be evaluated based on local air transport actors expectations.

In order to clearly liaise with the FABs, we aim at inserting the information on SESAR in the respective six FAB communication channels and seminars. We will look for disseminating SESAR information for each FAB sector based on its communication agenda. Again, possibility will be offered to the FABs to get SJU speakers, material or information.

Any country outside EU / ECTL territory requesting SESAR update will also be taken into consideration with a lower priority. Requests which are linked to "sister programmes" like NextGen or similar will deserve full attention from the SJU.

5.3 Medium term priorities

In the medium term, SJU is going to communicate “SESAR features” under three main areas/categories. SESAR features will be listed under each category (still under discussion within SJU):

- JUST IN TIME FLIGHT OPERATIONS
Time matters for everyone and everywhere
- INTEGRATED AIR & GROUND OPERATIONS
Working together for your operations
- MARKET DRIVEN OPERATIONS
Win-win for all!

The objective of the above categorisation is to make the SESAR results as concrete and as marketable as possible to ease the future implementation of these features. SJU aims at speaking the business language to accompany the industry and air space users in transforming ATM in Europe.

5.4 External communication tools

The above specific activities will be supported by the following tools.

5.4.1 Website relaunch November 2009

The first communication channel of the SJU is its on-line channel.

Our new website will be launched in November 2009, enhancing this premium communication channel and demonstrating our efforts to present added value information and updates for various audiences.

The www.sesarju.eu is THE unique public information repository on the SESAR programme and SESAR actors. As SESAR is an innovative R&D programme, this will be reflected in the style and content of the SESAR website. Members & Partners will be put in evidence to underline the partnership attitude of the SJU.

SJU would also highly welcome cross-linking with members & stakeholders websites to increase traffic towards SESAR on-line information.

5.4.2 Regular e-news: the SESAR e-news

The regular short ‘info appointment’ for all stakeholders.

Regular, easy accessible information on the development of the programme and the involvement of the members and partners is needed to keep stakeholders updated.

Content

Sent to ~4,000 potential readers (our database of contacts), the content will be concise and factual, with the possibility of further reading (e.g. links). The reader should be able to scan the information in less than one minute but still retrieve some basic information.

Featuring regular updates on the development of the programme includes the SJU as well as all its members and partners. To this end and to guide the reader, we will have some few recurring categories (e.g. SJU news, member news, events, etc.).

Distribution

It is realistic to issue the e-news via email every month, ideally on the same day (e.g. every second Friday). Distribution of the e-news should commence together with the release of the new website in the course of November.

5.4.3 Newsletter: the SESAR newsletter

While the e-news should provide the audience with a quick update on the latest developments, the printed newsletter will aim at in-depth knowledge on the programme and SJU activities.

Content

The information should be presented factual but also engaging. The main audience is less the expert reader but the average 'stakeholder'.

This newsletter should feature milestones in the programme, present single key personnel and regularly outline specific projects and their advancement. To this end, the newsletter should feature catchy headlines, interviews, visibility for the members in order to become the reference in terms of information on ATM R&D - SESAR.

Distribution

The newsletter should be issued at least 3 times a year with a first issue published in 2009. Ideal would be eight pages in DIN A3 format (one page), full colours, thin paper (adds a newspaper style). The newsletter will only be downloadable from the website (except few printed copies at the SJU offices).

5.4.4 Strong presence at ATC Global 2010-2016**1. Annual SESAR Conference open to all stakeholders**

Attendees: 200-250 pax, European & international audience including member states, associations, institutions, members, ATM specialists, Industry, Military, etc

Date: Tuesday 9th March (PM) 2010 and yearly thereafter

This annual conference will be positioned as THE day where SJU is officially updating all SESAR stakeholders on its activities and progresses of the past year and plans for the year to come. Fresh content given by SJU top management together with SJU founders & members will be released during that conference. This will be a fully SESAR branded conference taking place during ATC global in the main auditorium. This half day meeting would be jointly communicated to SESAR JU data base & be part of the ATC Global marketing campaign to conference delegates & exhibition

visitors. Joint registration procedure will be put in place with ATC Global. Conference will be followed by a networking cocktail.

2. Joint AIRE Annual Conference with the FAA: Announcing the results of the programme AIRE
Attendees: 80 - 150 pax including 17 AIRE partners, operational staff from airlines and airports and associations of airlines, ANSPs, green specialists in the industry. (Technically advanced)
Date: Tuesday 9th March (AM) 2010 and yearly thereafter

This would be the first announcement of results of the environmental programme AIRE alongside the documented report. The announcement would give an overview of what SJU / FAA and AIRE partners are doing for the environment, awareness and outcome of the trials, what's coming up next. AIRE partners will receive max visibility. This will be a co-branded conference FAA-SJU.

We will position this conference on the morning of the 1st day to ensure maximum exposure, press & distribution opportunities of the press release and report. A press conference on AIRE should take place on the same day targeting the press attending ATC Global (+- 20 journalists).

5.4.5 National-Regional SESAR workshop

In order to localise the information, the opportunity will be proposed to each country or sub-region to host and co-organise with the SJU a "tailor-made workshop". This standard information package will be driven by the SJU taking into account national expectations in terms of topics and speakers.

An official information will be sent in Q2 2010 via the appropriate channel to EC & ECTL members 'states representatives to offer the possibility to set-up a National SESAR Workshop including:

- Proposal of local partners
- SESAR invitation to national stakeholders
- Draft Agenda
- Proposal of speakers
- Suggestions on key content
- Support communication material (SESAR brochure, slideshows, etc)
- Possibility for local press briefing

5.4.6 The SESAR label

As previously mentioned, SJU is going to launch end of 2010 (depending on the programme's progress) the SESAR Label.

SJU will position this label as an added value for industry players willing to show to decision-makers and the community at large that they take the sustainable development, innovation and the future SESAR progresses as a priority.

A direct mailing detailing the conditions to access the label will be sent to air space users and dedicated associations to promote the SESAR Label in Q4 2010. A dedicated logo (e.g. similar to the bio food label) will be developed.

Testimonies of future labelled industry players will be used during the SESAR Annual Conference as well as in all SESAR communication channels.

5.4.7 SESAR ATM Innovation Award

Every 2 years as from 2010, the SJU will award a prize in the order of 20.000€ to 1 company / institution / university having developed an innovation in the ATM field.

This will be done under the supervision of the SESAR Scientific Committee. Rules of participation will be developed and clearly communicated via on & off-line channels. Results of the award will also be widely communicated supporting the innovation spirit going along with SESAR.

5.4.8 On-going external communication activities

As a transparent entity, SJU will also issue a summarised annual report including financial information once opinion has been given by SJU Board's Chairman. The first Annual report 2007-2008 was already published in March 2009 and sent to +- 500 key stakeholders and officials. This is now a regular report that we mainly use as communication tool at the end of each Q1.

Speaking opportunities, public speeches, press releases and the publication of editorials, SESAR brochures, etc. are part of the daily activities of the SESAR communication. The SJU also welcomes joint communication activities with its members (e.g. in 2009 Airbus at Le Bourget, Joint Press Conference with THALES, etc).

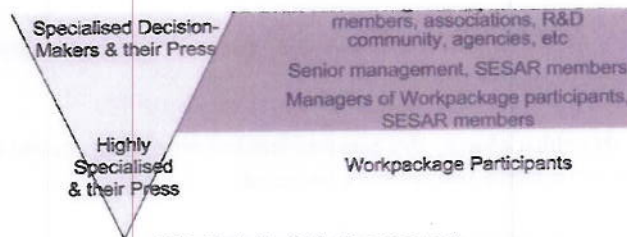
6 Internal Communication

6.1 Introduction

The critical audience and focus of the SJU communication activities are the employees working on SESAR; being at the SJU itself or mostly at the member's side (+- 1.500 people as from 2011).

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 or rewarding feedback.



* Notably in the field of environment, research, finance and employment.

It is important that all members' staff involved get first the overall picture of the SESAR programme. Afterwards, updated information will help them in their job and help to create the "engagement feeling": *Yes, I am part of the SESAR programme.*

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

The internal communication activity is a first major step towards a wider change management programme for the industry.

We see this following three principal phases:

6.1.1 Phase 1 - What the heck...?

At the start of the programme, it is obvious that only a small percentage out of the +- 1.500 staff members is today directly involved in the programme. Thus, knowledge and awareness of SESAR differ greatly in the launch phase.

In the first communication phase, the SJU communication team will therefore provide all with overall information about the programme, the SJU and the different involvement of the members.

At the end of phase 1, a common understanding of the goals and objectives should have been reached. The first phase should be concluded six months after the kick-off all the projects.

6.1.2 Phase 2 - Getting used to it

Buy-in from staff cannot be gained through a couple of single communication activities. Regular, reliable and tangible information is key to keeping the interest in the programme up and to increase familiarity with it.

Phase 2 will be characterised by regular factual and engaging information about the programme, SJU and the members. At least one year should be foreseen for phase 2.

6.1.3 Phase 3 - I am SESAR

As soon as the first projects come to results, the communication to staff should focus on what we as SESAR have reached and what more is still to come. All staff members, whether directly involved or not, are parts of the programme.

Throughout phase 1 and phase 2, the key messages, objectives and goals of the programme have been communicated.

In this third phase, the communication on results should lead to the final buy-in of staff members, including those not directly involved.

The overarching theme therefore is: **From buy-in to engagement!**

6.2 Internal communication tools

6.2.1 Dual-use tools

Our integrated approach to communication tools (see section 5.4) ensures that the following tools - set out under external communications - are also important internal communication tools:

- Regular e-news (see above)

6.2.2 e-Welcome pack

The SESAR e-welcome pack is aimed at giving some consistent on-line information on the programme to all "SESAR newcomers".

Since it is only recently that all projects have been assigned, all project partners' employees can be seen as such newcomers. The e-welcome pack can be easily updated in the course of the programme and also packed differently according to the information needs of the different target groups (see below). However, the first issue of the tool box aiming at project employees can include the following documents to be downloaded from the extranet (or requested by postmail):

- *SESAR basic brochure*
This brochure is already available.
- *First issue of the newsletter*

- *SESAR fact sheets*

Fact sheets are an easy way to prepare concise information on key facts. The basic SESAR fact sheets which can be produced very easily are the aims of the programme, information on the partners, the projects, etc. Fact sheets should be produced continuously and be made available in printing but also electronically. Fact sheets are also an important source of information for journalists and other key stakeholders. Due to their shortness, they can

also easily be translated (by the partners for example). The fact sheets should also be made available as electronic versions on the website.

- *SESAR give away (e.g. luggage tag)*
Reading written on-line information already requires some interest of the recipients. To attract interest, the possibility to request a small give-away displaying the SESAR logo and its URL will be foreseen. Such, the give-away acts as a first access point to the programme. Requested on-demand by post.
- *SESAR poster*
Similar to give-aways, posters are an effective way to increase the awareness of the existence of the programme. Through the poster, some basic information can be conveyed, e.g. the programme's timeline, the get-together of all partners for one goal etc. Requested on-demand by post.
- *SESAR e-learning & extranet materials*
Promotion of the future e-training platform and the existing extranet will be included as this is a critical and prominent element for any newcomer.

6.2.3 Extranet & Intranet

Key news will also be posted on the current SESAR extranet (available to staff dedicated to SESAR projects) and on the SESAR intranet (SJU staff only).

On-line channel will be the first internal communication channel; aligned with the external communication approach.

6.2.4 Joint activities with members

A decisive element in the communication to staff is the member's own communication on the programme. To this end, SJU communication will further strengthen the already existing working group dedicated to communication (Coordinated Communication Team). Together with the members of the group, individual and common possible joint activities will be discussed.

6.2.5 Events

6.2.5.1 Information sessions

The SJU team should show availability to hold information sessions at the member's locations whenever desired. Participation from SJU staff will vary on the level of such meetings. Information sessions with top management are important for political endorsement of the programme within the organisation. Meetings with staff involved will be at the working level. Depending on the individual organisation's own communication practice, SJU communication could offer information meetings to staff not involved in the programme (e.g. lunchtime lectures, short presentation during all staff meeting). Such information sessions should be held not only once but at least once per phase of communication.

6.2.5.2 SESAR Annual Internal conference day at ATC Global-Amsterdam

Only once a year, the SJU should invite all members (SESAR project managers) to a get-together similar to the kick-off meeting on 13th June 2009. During the meeting, the SESAR project managers will have the possibility to see progress made, to raise questions, discuss on important topics and increase ties with the other partners or the SJU staff. This meeting will be hold during ATC Global as well to benefit from infrastructure and presence of staff.

6.2.5.3 Using existing communication channels

SJU communication will try to use existing communication channels within the member organisations to cascade down information on the programme. A better knowledge on the existing communication channels will in future allow better targeted communication offers to the partners. The following proposals can in any case be made:

6.2.5.4 Members' Websites and Intranets

SJU communication will develop some basic information to be placed on the external and / or internal web pages of the member organisations. Apart from the basic general information, the members will be encouraged to add information on their exact engagement in the programme. Such, the programme will become more concrete for staff members not involved in the programme. SJU communication will also produce SESAR banners which can be placed on the member's website with links to the SESAR website.

6.2.5.5 LinkedIn & social media

A SESAR LinkedIn group was formed last year, staff members should be informed about its existence and that they are invited to join this group. We will supplement our internal and external website strategy with a social media strategy, where we use existing platforms to reach new external audiences, and/or stimulate internal/external communications. There are a number of ways a social media strategy can be an extremely cost-effective way to reach a wider public, particularly the three million people involved in Europe's airline sector, and through them an even wider public.

6.2.5.6 Existing internal newsletters

Most of the organisations involved in the programme will themselves have some sort of an internal printed or electronic newsletter. SJU communication will offer to coordinate interviews with key SJU staff or provide information for articles on the programme.

7 Registration of logo, trademark and url

The European Commission already registered the name "SESAR". The brand name SESAR is the sole property of the Commission. The SJU got by default (as a EU body) the right to use the name. The SJU designed a logo & graphical style and defined a baseline "Today's Partners for Tomorrow's Aviation". A task force has been set-up with the Commission to harmonize the right to use the logo and to define the best legal options to secure for the longer term the trademark registration of SESAR and of the SESAR label.

On the other hand, the SJU had to register the urls (www.sesarj.eu) to start-up its operations. As from 2009, several urls have been registered via the European Commission services from DG COM (.com; .int, .net, etc) to secure the web presence of the SJU.

8 Measuring communication effectiveness

In Q1 2010 we will:

- define the Key Performance Indicators we wish to track over the following years in order to measure the impact and perception of our communication activities;
- define how we will gather the data - On-line surveys, feedback forms, panels; direct & indirect input, web statistics and focus groups are examples of the methods used to collect useful feedback;
- establish baseline values

This will help in improving the communication for 2010 and to best allocate budget based on feedback.

9 Strictly under downsized allocated budget

The communication programme will be managed by two persons: Chief Communication & Communication Associate. SJU will use - when appropriate - the support of Eurocontrol communication team via service request and the contribution in kind model as well as the DG TREN's communication possibilities (eg. Press briefing, EU representation). For cost and environment reasons, the communication will favour on-line channel and will only print the strict minimum.

The communications department of the members are also strongly encouraged to communicate on SESAR. If the members would like to see more specific activities jointly or on a bilateral basis, the SJU is very open to support this taking into account that new budget should be then allocated to these new activities.

All the activities listed above are under the yearly downsized allocated SJU budget for communication; except the National-Regional SESAR Workshops where logistics / hosting costs should be barred by local partners.