



SESAR 3 Joint Undertaking Communications Strategy

2022-2027

Edition date:	22 March 2022
Edition:	02.00
Status:	Under Review
Classification:	Public

Abstract

Communication plays an integral role in securing support and keeping momentum in SESAR research and innovation. It is also key for accelerating innovation and deployment of SESAR Solutions. The specifics of communication activities, including their method and frequency, vary depending on the target audience and key messages that the SESAR 3 JU would like to convey. With this in mind, this document puts forward a renewed communications strategy for the period 2022 – 2027, examining what has already been done to date and putting forward clear objectives with related strategies on how these can be achieved.

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1 Introduction

Communications play an integral role in building trust, securing buy-in and maintaining momentum for the SESAR 3 JU's research and innovation activities. It is also key for accelerating innovation and deployment of SESAR Solutions.

The SESAR 3 JU communications sector is responsible for guiding all aspects of both internal and external communications, including the communication strategy and its implementation. The specifics of communication activities, including their method and frequency, vary depending on the target audiences and key messages that the SESAR 3 JU would like to convey.

Building on the 2015-2020 SESAR JU communications strategy, this document establishes a communications strategy for the period 2022 – 2027 to achieve the objectives of SESAR 3 JU and the Digital European Sky research and innovation (R&I) programme.

1.1 Approach

The overall goal of the SESAR 3 JU communications strategy 2022-2027 is to build upon the foundations already laid in the previous strategy, maximise all new opportunities and apply new learnings, audience perceptions and insights in order to strengthen and maximise SESAR 3 JU communications.

The approach incorporates the following main stages:

1. **The setting of clear achievable objectives:** Every communications activity implemented should aim towards achieving a key set of communication objectives. These objectives need to be converted into specific actions across all the communications channels.
2. **Identification of key messages that need to be communicated:** a list of clear messages that will be communicated across the different audiences.
3. **Identification of core audiences:** Some messages will be aimed at one or more of the target audiences so a tailored approach may be necessary in terms of language, tone and style when delivering these messages.
4. **Channel selection:** Which channels offer the best means to reach and communicate with each of these different audiences? These will include both online and offline channels of communication available internally to the SESAR JU and on external platforms.
5. **Identification of a list of key performance indicators (KPIs) in order to evaluate the strategy's overall success:** Evaluation is a fundamental part of any strategy. Learning gained from tracking key qualitative and quantitative data can be used to strengthen future campaigns and strategies. Setting KPIs and targets at the start of a campaign provides data and benchmarks with which to evaluate the success of individual channels/activities.
6. **Use surveys and feedback techniques:** Provides a structured gathering of insights and perceptions from the SESAR 3 JU employees and external stakeholder groups about communications activities, the learnings from which can be used to build future campaigns.

The approach is iterative, supporting both continuous improvements and changing prioritisation of key messages.

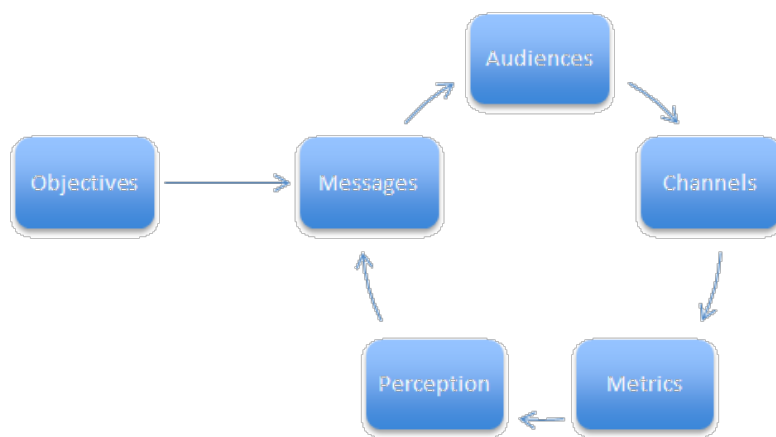


Figure 1: Approach to developing the communications strategy

1.1.1 Audience categories

The communications strategy of the SESAR 3 JU aims to reach four main audiences:

1. Policy/decision makers
2. SESAR 3 JU community
3. Stakeholders beyond SESAR 3 JU community
4. General public

To secure a commitment to SESAR research and innovation and market uptake, it will be important for the SESAR 3 JU to reach out effectively to air traffic management (ATM)/aviation decision makers and the individual stakeholder communities.

This means developing communications material that focuses on research and innovation (R&I) results and the potential performance gains from their deployment.

It also means developing dedicated communications, reflecting and responding to the specific needs and interests of stakeholders.

1.1.2 Communication channels

The SESAR 3 JU uses the following communication channels to interact with its audiences:

- Website
- E-news and mailshots
- Social media
- Publications
- External media
- Events
- Participation at external events
- SESAR 3 JU community
- Staff

1.2 Document structure

The remainder of this document is structured as follows:

- **Section 2: Communication objectives and messages.** Provides background on SESAR 3 JU highlighting the focus of the partnership and Digital European Sky. It sets out the communication objectives, and related messages and actions.
- **Section 3: Implementation.** Presents an approach for delivering the key messages and achieving the objectives as set out in section 2.
- **Section 4: Resources.** Outlines the communication resources required from SESAR 3 JU staff, members and partners to support the communications strategies.
- **Section 5: Evaluation.** Describes how the execution of the strategy will be monitored qualitatively and quantitatively.

2 Communications objectives and messages

2.1 Introduction

This section provides an overview of the key focus of the SESAR 3 JU and the related communications objectives and messages.

2.2 Focus of SESAR 3 JU

Building on the work of the previous SESAR R&I partnerships, the SESAR 3 JU places greater focus¹ on:

- **Sustainability** – In enabling ATM modernisation, the SESAR 3 JU aims to minimise the environmental impact of aviation.
- **Acceleration and extension of innovation pipeline** – The SESAR 3 JU intends to continue accelerating the R&I lifecycle (“innovation pipeline”) that was started in SESAR 2020, in particular through specific strands of the Digital European Sky programme (i.e. Fast track to innovation and uptake, and, Digital Sky Demonstrators), bringing solutions closer to deployment.
- **Digitalisation and virtualisation of ATM** – Supporting the virtualisation and automation of ATM by delivering new airspace and airport solutions (enabled by artificial intelligence (AI), machine learning (ML)) that enhance the safety, security, and efficiency of the aviation system.
- **Enhancing resilience and scalability** – In enabling the virtualisation of ATM, resilience and scalability are enhanced to minimise the impact of long-term disruptions and allow a way back to recovery while offering an opportunity to adapt to daily changes in demand in a cost-efficient manner.
- **Wider partnership** – The SESAR 3 JU includes a variety of stakeholders and must adapt to evolving social and technology changes. The partnership accommodates new airspace users, including drones and air vehicles operating in urban environments (urban air mobility) and at high altitude, as well as standardisation and regulatory organisations.
- **Communicating the value of the partnership** – The SESAR 3 JU needs to communicate the value of the R&I partnership and programme to EU citizens and policy makers. There are obligations on projects to support this effort, in addition to promoting the added value of Horizon Europe.

¹ Council Regulation (EU) 2021/2085, see articles 142-144

Full details of the scope of work and research areas (including flagships) addressed by the SESAR 3 JU are outlined in two main documents that act as the main framework of the partnership and its programme:

- **Single Basic Act (SBA)²** – establishes the SESAR 3 JU and other partnerships. It includes the areas and activities that the partnership is required to focus on and deliver.
- **Strategic Research and Innovation Agenda (SRIA)³** – details the research and innovation roadmaps to achieve the Digital European Sky and aligning to the various EU initiatives.

2.3 Mission

The following short and easy-to-remember tagline aims to convey the essence of the SESAR 3 JU, while also creating a brand identity and a connection with targeted audiences.

Tagline: Delivering the Digital European Sky

In addition, a longer mission statement helps define the SESAR 3 JU activities in the wider context and emphasises some key areas of focus.

Mission: To accelerate through research and innovation the delivery of an inclusive, resilient and sustainable Digital European Sky.

The mission highlights the following keywords:

- **Accelerate** – reducing time to market through focused and agile R&I, supporting faster transition to deployment through an extended innovation lifecycle.
- **Inclusive** – integrates and connects all types of air vehicle and users, including civil and military, manned and unmanned.
- **Resilient** – enables flexible, scalable, safe, and secure ATM that can withstand disruptions and enhance cost-efficiency in the aviation system.
- **Sustainable** – establishes Europe as the most efficient and environmentally-friendly sky to fly in the world.

² Council Regulation (EU) 2021/2085

³ <https://www.sesariu.eu/node/3697>

2.4 Communications objectives and messages

The communication objectives build on existing objectives of the preceding partnership, while also introducing new elements to reflect the broader, more diverse and ambitious nature of the SESAR 3 JU. Table 1 details the objectives and their corresponding actions, audiences and key messages.

Objectives	Actions	Target audiences	Messages
Promote the Digital European Sky vision.	Ensure programme coherence - Enable a process to ensure projects promote their objectives and results as part of the overall Digital European Sky programme and in line with Horizon Europe obligations on communications ⁴ . Showcase solutions - Illustrate that the Digital European Sky programme is developing solutions that can deliver tangible benefits to aviation, the economy and society.	SESAR 3 JU community ⁵	The SESAR 3 JU takes a holistic look at ATM modernisation, ensuring coherency and synergies between solutions with a view to delivering the Digital European Sky.
Promote the role of the SESAR 3 JU partnership in creating added value.	Deliver value for money as a coordinated R&I ecosystem under a partnership - Showcase the role of partnership as a key to ensuring a	Policy/decision makers	The SESAR 3 JU as a public-private partnership is the most effective and cost-efficient instrument to deliver an integrated and modernised R&I ecosystem for ATM in Europe. It offers the best means to build consensus and coordinate

⁴ See project communications (dissemination and exploitation) obligations as per the Horizon Europe/Connecting Europe Facility grant agreement.

⁵ Covers air navigation service providers, airports, airspace users, drone operators and service providers, manufacturing industry, scientific community, professional staff organisations, space and military communities.

	coherent R&I programme fulfilling industries' performance needs.		stakeholders, pooling a critical mass of resources and expertise.
	Enable global interoperability - Promote SESAR Solutions within the International Civil Aviation Organization (ICAO) and third countries to ensure global interoperability, to facilitate EU exports and to gain a competitive edge internationally.	Stakeholders beyond SESAR 3 JU	The SESAR 3 JU cooperates internationally to enhance global harmonisation and promote EU innovation and competitiveness.
	Promote new talent – Embrace disruptive technologies and unlock change by supporting and encouraging new talent entering the ATM/aviation ecosystem.	Policy/decision makers	The SESAR 3 JU extends the partnership to academia, SMEs and start-ups to consolidate and enrich the R&I network of talent.
Promote SESAR research and innovation as an integral part of the EU's and industry's efforts to become economically and	Ensure alignment with European policy – Support the delivery of EU initiatives on mobility, digitalisation and sustainability.	Policy/decision makers	The SESAR 3 JU supports the delivery of the Digital European Sky. It is a key element of several EU policy agendas: the sustainable and smart mobility strategy ⁶ , the European Green Deal ⁷ , and A Europe fit for the digital age ⁸ .

⁶ https://ec.europa.eu/transport/themes/mobilitystrategy_en

⁷ https://ec.europa.eu/commission/presscorner/detail/en/fs_19_6714

⁸ https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age_en

environmentally sustainable in the long-term.	Contribute to societal needs – Promote the knock-on benefits that SESAR R&I will bring to passengers and citizens.	General public/ Policy/decision makers	The SESAR 3 JU supports improvements to ATM which have knock-on benefits for EU citizens – supporting EU’s economic growth, reducing environmental impact and improving passenger experience through enhanced transport connectivity and multimodality.
	Explain R&I lifecycle (“innovation pipeline”) - Illustrate how the SESAR approach helps accelerate innovative ideas from inception to implementation planning through a range of R&I instruments.	SESAR 3 JU community	The SESAR 3 JU promotes research excellence with a focus on transforming initial concepts into tangible solutions for market uptake, including in SESAR 3 JU the new Digital Sky Demonstrators supporting of early movers.
	Boost performance and respond to challenges – Showcase how research and innovation can adapt to evolving trends and challenges, and its role in meeting performance ambitions.	SESAR 3 JU community	The SESAR 3 JU delivers solutions capable of boosting the performance of ATM/aviation. The solutions respond to evolving challenges, with a strong emphasis on sustainability and accommodating new airspace users.
Strengthen internal communications towards SESAR 3 JU staff	Foster staff engagement and commitment to the SESAR JU values and objectives – Nurture a spirit of belonging to the organisation and support SESAR 3 JU staff in becoming brand ambassadors for the Digital European Sky. Keep staff up to date on the key priorities and activities of the SESAR 3 JU – Make use of communications channels to inform of latest	SESAR 3 JU staff	The SESAR 3 JU is an open and inclusive partnership that values its staff and their well-being and that fosters their active contribution to delivering the Digital European Sky.

	developments/achievements of the partnership.		
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Table 1: SESAR 3 JU communications objectives, methods and key messages

3 Implementation

3.1 Approach

3.1.1 Annual planning

While the overall strategy establishes the SESAR 3 JU tagline, mission and objectives described in section 2, the SESAR JU's bi-annual work programme will describe how the strategy will be implemented on an bi-annual basis.

The SESAR 3 JU communication activities will focus initially on familiarising audiences with the new partnership, its members and core objectives and ambitions. As SESAR 3 JU gets moving and new elements are brought forward, the focus will switch to communicating key topical areas and achievements of the programme.

3.1.2 Targeted campaigns

In addition, it is anticipated that targeted campaigns will be launched to promote specific topics or areas of work. In the past, the campaigns on European-wide matters have proven successful in uniting the industry and in driving efforts to move forward with modernisation. Some examples include the communication campaigns in support of the development of the Airspace Architecture Study (AAS), the European ATM Master Plan (2020 edition) or the Digital European Sky.

3.1.3 SESAR JU Communications Charter for Members

Recognising the added value of coordinated communications, the SESAR 3 JU relies on its members' support to obtain a critical mass of brand recognition and awareness, and, with that, buy-in for the partnership and the Digital European Sky programme from among its target stakeholders.

In joining the SESAR 3 JU, members have committed⁹ to support the SESAR 3 JU's communications objectives and outreach to targeted audiences, and the following general principles:

1. Provide visibility to the SESAR 3 JU brand and regularly promote participation in the Digital European Sky programme by leveraging their own external corporate communications channels, for example,
 - including the SESAR 3 JU logo and details of their involvement in the programme in relevant communications channels,
 - acting as ambassadors on behalf of the SESAR 3 JU at events/fora or contributing to written/digital communications material.
2. Explore and exploit opportunities to support SESAR 3 JU's outreach efforts in countries and localities where they have a corporate presence, for example, hosting or supporting the organisation of SESAR 3 JU events.
3. Promote participation in the SESAR 3 JU across internal communications channels.

⁹ See SESAR 3 Joint Undertaking Communications Charter for Members/Membership agreement, and the communications guidelines for more details on actions related to the outlined principles.

4. Nominate a representative with communications expertise to join and participate in the SESAR 3 JU Communications Coordination Group (see below).
5. Assist the SESAR 3 JU in building a digital media library, contributing stock video footage and photo illustrations for use in SESAR 3 JU communications (respecting relevant copyright conditions).

3.1.4 Communications Coordination Group

The Communications Coordination Group (CCG) is the group through which the SESAR 3 JU, member and project representatives coordinate communications activities of the partnership and programme.

The group is composed of representatives with communications expertise appointed by each member and project (all strands of research).

The SESAR 3 JU organises two general meetings per year, as well as ad hoc meetings when addressing specific communications campaigns or events (e.g. World ATM Congress).

Actions	Responsibility
Keep members' communications representatives informed of the latest SESAR 3 JU strategic and communication activities.	SESAR 3 JU
Provide practical guidance to members on obligations in line with commitments made in relation to the membership agreement, and specifically the abovementioned charter on communications.	SESAR 3 JU
Provide practical guidance to projects (beneficiaries) obligations as per the grant agreement and in line with the activities outlined in the project communications, dissemination and exploitation plan.	SESAR 3 JU
Share with the SESAR 3 JU the plans and latest activities undertaken by members to promote their involvement in the partnership and programme.	SESAR 3 JU members
Share with the SESAR 3 JU the plans and latest activities undertaken by project beneficiaries to promote the activities of the project.	SESAR 3 JU projects
Develop joint communications activities/campaigns across respective communications channels.	All
Share best practices in all areas of communications.	All

Table 2: Actions of the Communications Coordination Group

3.1.5 Internal communications activities

The communications sector support internal communications at the SESAR 3 JU through the following activities, working closely with the human resources and the corporate affairs teams, as well the staff committee:

- **Teambuilding exercises:** to gather all staff to enhance social relations and carry out collaborative tasks.

- **Staff breakfasts:** to educate/inform staff about topics related to ATM, aviation and the SESAR 3 JU. Breakfasts often involve external experts as guest speakers.
- **Intranet:** to keep staff up to date about the weekly agenda of the Executive Director, upcoming events, news, and social updates.
- **Surveys:** to gauge staff satisfaction and well-being, and gain insights from them on communications activities.

3.1.6 Data protection and privacy

The SESAR 3 JU is committed to the respect of personal data protection and user privacy in all its communications activities. Processing of personal data is only performed where necessary, by clearly indicating the specific purposes in the numerous data protection records around the thematic of events organisation and management, as well as the different communication tools and platforms used. The SESAR JU provides easily understandable information to data subjects on how their personal data are processed through specific privacy notices for each event and communications activity/channel.

All personal data is processed in strict compliance with Regulation (EU) 2018/1725¹⁰, as well as the relevant SESAR 3 JU's policies and best practices on security, confidentiality and data protection.

In addition, all contractors involved in SESAR 3 JU communication activities are under contractual obligation to process personal data in line with the above principles.

3.1.7 Sustainable communications

The SESAR 3 JU is committed to ensuring the sustainability of the communications activities it performs both internally and externally. It works closely with its contractors to minimise the use of plastic (at events) and unnecessary printing, and to encourage environmentally-friendly practices, where feasible.

¹⁰ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (Text with EEA relevance.), OJ L 295, 21.11.2018, p. 39–98.

3.2 SESAR 3 JU's own channels

SESAR 3 JU communication channels are those over which the SESAR 3 JU has full control to plan activities over time.

3.2.1 SESAR 3 JU website

The SESAR 3 JU website is one of the main channels of communications and provides a vital hub/portal, through which different audiences can access and digest high-level information about the SESAR 3 JU (its vision, mission, and objectives), programme and project information, as well as access to more resources and content.

The website has clearly distinguishable types of content: corporate, programme and project. The aim is to improve the user-journey and support both members and key stakeholders in playing a stronger role in communicating about the SESAR 3 JU. This is done by differentiating high-level content from technical information.

3.2.1.1 Corporate content

This content provides a high-level view of the partnership and its programme. Actions to be undertaken to maximise the exposure of this content include:

- Enabling easy access for policy/decision makers to information about the SESAR 3 JU, mission, vision, key facts and figures, and achievements, showing relevance to EU policy goals, value for money of the partnership/programme, and societal benefits.
- Enhancing the space dedicated to SESAR Solutions, visualising content by stakeholder, benefits/key performance areas (KPA) (e.g. online SESAR Solutions Catalogue)
- Developing success stories and achievements, including visuals like maps or interactive view of the airspace.
- Making use of corporate reporting data and the consolidated annual activity report to promote the innovation pipeline.

3.2.1.2 Programme and project content

This content allows an overview of the programme framework, as well as detailed view of each project and the R&I activities done in each project. Actions to be undertaken to maximise the exposure of this content include:

- Ensuring projects' web presence is housed on the sesarju.eu website allowing projects to share, connect and learn from projects working on related topics/solutions.
- Re-structuring projects' area to create a clearer journey for visitors to find out details about specific projects and their achievements.
- Developing member content related to projects, including member testimonies.

3.2.1 E-news and mailshots

Currently, newsletters are sent on a monthly basis to promote project highlights, updated news, details of up-coming events, publication releases, etc. Going forward, the following actions are envisaged:

General activities across all audiences

- Increase prominence of newsletter sign-up on website to attract more subscribers.
- Evaluate additional newsletter sign-up options at physical events.
- Evaluate data capture at point of sign up - expand to include 'interests' so that audiences can be segmented in the future and newsletters can be targeted with specific messages depending on subscribers' job function and interests (policy, environment, etc.).

Stakeholders beyond SESAR

- Publish "external" e-newsletter (monthly) featuring articles/interviews on specific solutions, and projects, and solution delivery, acceleration, and implementation, but also content targeting global and academic audiences. Integrate more "focus-on" sections, such as on projects, solutions, thematic/KPA. Consider developing 2-3 focused editions per year to coincide with milestones.

SESAR community

- Publish "internal newsletters/bulletins" to be delivered to SESAR members/beneficiaries about key project highlights, news, and achievements/milestones – to be generated from extranet and reliant on input from the programme side.

3.2.2 Social media

The strategy below covers activities to be communicated on the SESAR 3 JU's own social media channels as well as member and stakeholder channels. The core platforms currently are LinkedIn, Twitter, and YouTube. Other social media platforms may be considered as trends evolve and subject to available resources.

General activities across all audiences

- Strengthen event marketing by promoting SESAR 3 JU events through video interviews, sharing messaging/quotes from speakers or livestreaming.
- Create teaser videos to showcase projects, these could include: interviews with member representatives, story-telling to describe future technologies or Digital European Sky, etc.
- Feature in existing vodcasts/podcasts (e.g. AVTalk, Airplanegeeks, Politico's EU Confidential, etc) for discussions/interviews with members on a series of specific hot topics to run across the year such as policy, environmental issues etc. As well as collaborative podcasts/vodcasts with other JUs, such as Europe's rail partnership and Clean Aviation.
- Encourage SESAR 3 JU staff to use their own social media channels (in line with the current social media policy) to extend the reach of all social media communications.

General public

- Create videos which define ATM modernisation and intermodality from a passenger perspective.
- Develop informative short story-telling videos to highlight today's ATM and what the future looks like.
- Use of more generalised hashtag campaigns that the general public can easily get involved in across Twitter, such as #SafeLanding, #PlaneView, #AirportView, etc.

SESAR community

- Create general social media posts and content that can be easily accessed and shared by members/project partners on their own channels - this could be relating to general SESAR 3 JU or individual project/event promotion including text, image, and relevant hashtags.

3.2.3 Publications

The SESAR JU regularly publishes material covering different topics for depending on the target audiences. These are usually either high-level strategic publications or project/solutions publications that provide information on R&I activities and results. In SESAR 3 JU, the aim is to build on such publications creating short-version publications and material, increasing the corporate content and aligning publications to hot topics. Going forward, the following actions are envisaged:

Policy/Decision makers

- Maximise the content of corporate reporting documents, extracting content that can be promoted in bite-size format (animated gifs, PPTs).
- Publish high-level SESAR 3 JU publications, such as the Digital European Sky blueprint.
- Align the publications to the hot topics that are being discussed by decision makers.

General public

- Create 'leave-behind' printed material that can be distributed to university students (by SESAR 3 JU staff and members).

SESAR and beyond SESAR community audiences

- Promote results through the publication of SESAR Innovation Pipeline, thematic or performance-related factsheets, results summaries, success stories, etc., highlighting what outputs solutions are likely to deliver, accelerated innovation and potential implementation progress/status.
- Develop SESAR 3 JU publications to show how projects and solutions are integrated in the wider context (e.g. Factsheets by key performance area), and mapping progress towards the Digital European Sky.
- Create short publications that explain the role and results of Digital Sky Demonstrators.
- Develop joint brochures with like-minded regions or with ICAO.
- Develop material that describes the workforce of the future and the job profiles that will be needed (and required academic qualifications)

3.2.4 Events

The continuation of SESAR 3 JU-hosted events is an essential element of the communications strategy. Webinars, seminars, awards, and events will continue to be carried out regularly based on a schedule of pre-determined topics and themes.

All of these events aim to communicate and deliver the key messages to each of the main audience groups in an engaging and informative way. Key industry professionals and SESAR 3 JU members will be invited to contribute at these events to give different insights and perspectives.

The following types of events are considered:

- Policy events:
 - An annual gathering in Brussels to promote SESAR 3 JU targeting (including members of European Parliament (MEPs) and non-transport interested representatives).
 - Roundtables with EU bodies and representatives when a break-through solution is mature/ready for deployment to explain to non-ATM decision makers the implications of the technology/concept (e.g. virtual centres, remote towers).
- SESAR community events:
 - An annual internal gathering of SESAR 3 JU members and core partners to provide an update on the programme and foster the sense of community.
- SESAR community and stakeholders beyond SESAR 3 JU events:
 - Result-orientated events, for example technical webinars, Digital Sky Awards, solution workshops, spotlight events, showcases, SESAR Innovation Days.
 - Academic and young-talent focused events such as SESAR Innovation Days, SESAR Digital Academy events, Young Scientist Awards, challenges, or hackathons.

The following principles will be applied when organising events:

- Include exploratory research participation in industrial research events and vice versa.
- Include global speakers at SESAR 3 JU events to provide their view on the concept or technology discussed.
- Promote gender-/diversity balanced panels.
- Create an event feedback form to capture the perceptions of audiences on the quality of the event, as well as the relevance of the material presented.

3.3 External channels

The external communication channels are those that are owned by external stakeholders where the SESAR 3 JU can promote its messages to reach a wider audience (decision makers and general public in particular).

3.3.1 External events

In addition to events hosted by the SESAR 3 JU and in order to be deliver messages to larger audiences, it will be vital to maximise all key external event opportunities. This includes attendance and presence at events hosted by members, stakeholders, other JUs, transport events and key industry-wide gatherings. It also includes the provision of supporting materials to members so that they are able to deliver SESAR 3 JU messages simply and professionally at events not attended by SESAR 3 JU staff. The SESAR 3 JU will consider participating in the following types of external events:

- Policy events:
 - Panels, webinars, and physical EU-level/institutional events illustrating how the SESAR 3 JU and Digital European Sky contribute to European policy and the Sustainable Development Goals (SDGs).
 - High-level events organised by the EU institutions (e.g. Digital Transport Days, TRA, R&I Days, etc), national governments or by industry partners.
 - Events, groups, or one-to-one meetings promoting high-level achievements with, for example, the State Representative Group, Single Sky Committee, European Parliament TRAN Committee, etc.
 - Site visits for policy makers to allow them to see SESAR 3 JU R&I first-hand and understand more about the solutions that the SESAR 3 JU is developing and demonstrating.
- General public events:
 - Public days at air shows and other transport events air shows (e.g. public days), and exhibitions (e.g. Science is Wonderful), where relevant.
- SESAR community and stakeholders beyond SESAR 3 JU events:
 - Global aviation events including World ATM Congress and air shows.
 - Events organised by institutional bodies, such as ICAO, European Commission/Council or Parliament, etc.
 - Events organised by key European aviation stakeholder groups such as ACI, IATA, CANSO, A4E, ASD, EBAA, European Defence Agency, etc.
 - Events hosted by EASA and EUROCAE to communicate about demonstrator activities and readiness of SESAR 3 JU results.

3.3.2 External media

This includes all media publications produced by external third-party outlets in either print or digital format that should be considered for message delivery. These outlets provide access to an audience within an already established community. Formats include sponsored content or paid-for placement as well as no-fee contributions, following direct requests made by media outlets throughout the year.

External media is a means to reach a larger targeted audience for each message. Compared to current activities, the publication list has been extended for the SESAR 3 JU to include publications aimed at the general public.

General activities across all audiences

- List of ‘target’ publications to be generated each year by the communications team to actively seek opportunities in specific key titles/features/special bulletins to extend reach potential. These include a selection of publications from external industry media, general interest publications and member publications.

General public

- Articles related to citizens benefits in publications aimed at the general public interested in aviation such as in-flight magazines (e.g. easyJet Traveller, High Life and Flight Time).
- Inclusion on scientific magazine websites (e.g. Science Direct and New Scientist) to engage general public who already have an interest in science/aviation into more details about the role that the SESAR 3 JU is playing and will play in the future.
- More general interest websites can be used to bridge the gap between the SESAR 3 JU and the general public who have little or no interest in ATM/aviation. More general interest articles about aviation/flying can be used as a vehicle to integrate the SESAR functionality and broad identification of the current benefits and future benefits to passengers.

Stakeholder beyond SESAR

- Maintained inclusion within ATM/aviation-focused publications within relevant issues throughout the year. To include - ATM magazine, ATC Network, Airport Business, Aviation Today, International Airport Review etc.

Policy/decision makers

- Maintained content presence within policy focused publications in relevant issues/ features throughout the year to include e.g. Parliament Magazine, Horizon Magazine, Politico, Euractiv, Euronews, etc.

4 Resources

To implement the strategy, the SESAR 3 JU makes use of the human resources, assigned according to the staffing plan, and a dedicated budget, which is reviewed on an annual basis.

It is anticipated that SESAR 3 JU members will contribute to communications and outreach activity as part of their in-kind contribution. This additional resource will enhance the overall message and demonstrate the coherence and partnership messages (see section 3.1.3).

The following resources will be made available to both SESAR 3 JU staff, members and projects to ensure consistency of communications activities:

Resource type	Types
Brand guidelines	Ensures consistency in visual branding across externally produced communications, both by the SESAR 3 JU, funded projects and members. Provides examples of a variety of branded communications, such as publications, social media posts, event materials, etc.
Social media guidelines	Provides advice and guidance on best practices to SESAR 3 JU staff - including interaction with content, production of own content, use of hashtags, etc.
Project communications guidelines	Outlines the communications obligations as per the Horizon Europe/Connecting Europe Facility grant agreement and provides guidance how and when to communicate about project activities. Training to be provided where applicable, e.g. website management. Information sessions to be provided during project coordination meetings and meetings of the Communications Coordination Group.
Media library (Brand, logos, images, videos)	Contains core SESAR logos, images, videos and infographics in various file types.
Support material	Supports members/partners and stakeholders in communicating about the SESAR 3 JU messages, particularly in presentations at external events they are attending and speaking at (such as industry events, seminars, webinars, and university talks, etc.).
Internal newsletter	A newsletter with short updates on projects achievements/milestones (to be generated by the programme extranet)

Table 2: Communications resources

5 Evaluation

5.1 Evaluation criteria

The SESAR 3 JU communications sector monitors and reviews at various key stages throughout the implementation of the annual communications strategy to monitor success, ongoing perceptions of key stakeholders and to make any adaptations where necessary.

- Are our audiences engaging and interacting with our content?
- Are messages being communicated in the best way?
- Are we seeing a steady growth in our followers and community?
- Are we communicating effectively across our channels?
- Are we reaching our target audiences?
- Are we utilising all channels and maximising all of the opportunities available?

This enables the strategy and individual activities across communication channels to be tweaked as necessary at various stages depending on the data gathered. It is essential that the strategy is easily adaptable and holds a degree of flexibility to account for unforeseen changes. This is essential especially over the next few years when the impacts of the COVID pandemic are still ongoing and are having subsequent effects on the aviation industry and the limitations currently in place on face-to-face communications and events.

In order to achieve this, the SESAR 3 JU communications team may use the following qualitative and quantitative methods of measure/review.

5.2 Qualitative research

It is essential to establish a steady and reliable flow of feedback from the core audiences throughout the implementation of the strategy, this includes the collation of feedback from the following stakeholders:

5.2.1 SESAR 3 JU staff

The SESAR 3 JU staff are a well aligned and interconnected team, who are committed to supporting the implementation of the communications strategy and key messages to the relevant audiences and ensuring that all activities and actions actively work towards achieving the main mission and objectives.

SESAR 3 JU staff are at the forefront of the organisation and are in regular communication with the key stakeholder groups (via regular digital communications, meetings at events, etc.) and are therefore able to provide a valuable flow of feedback, opinions, and insight from these key stakeholders. It is essential that this communication can feed back in a simple, time-efficient way to the communications team so that any actions/ changes can be implemented as necessary.

Actions to be taken include:

- Include staff who attend virtual and physical events in event feedback surveys so that learnings can be applied for future events. This would include feedback on flow of the event, content, engagement, attendee participation, event promotion etc.

- Communications feedback survey – see below.

5.2.2 SESAR 3 JU governance

It is essential to gain feedback from all stakeholder groups across the SESAR 3 JU in order to gain insights from different perspectives about which of our communications are working well and which have room for improvement. Gathering feedback, observations and drawing on the advice from communication experts of our members is essential and will ultimately help in refining our future campaigns and approach:

- Ask members for their feedback and advice and learn from their expertise during regular face-to-face and remote meetings.
- Carry out regular communications feedback survey (bi-annual), to be distributed to governance bodies, as well as the Scientific Committee, Communications Coordination Group and SESAR 3 JU staff.

5.2.3 SESAR community working in the Digital European Sky programme

In addition to gaining insights from member groups it is also necessary to gather information and draw on the advice from other ATM experts within the industry who work within the Digital European Sky programme. Research may need to be carried out to see how these industry partners are communicating their involvement in SESAR projects and learning from their knowledge, experiences and insight.

- Target the audience with the communications feedback survey.
- Speak with key individuals at events to gain feedback.

5.3 Quantitative data collection

The collection of quantitative data also provides valuable feedback and insights into how audiences have been interacting with content, behavioural patterns and provide insight into the engagement levels of audiences on each of our channels.

An evaluation of these at regular intervals throughout the campaign help tailor upcoming communications and shape future strategies. They can be used as KPIs in measuring the success of communications activity that has been delivered.

The sources of quantitative data collection available to the communications team include the following:

- **Website:** number of visitors to the website, user journey through the site, their engagement with content and number of times SESAR publications have been downloaded.
- **Newsletter:** number of subscribers, newsletter views and interaction with content.
- **Social media:** number of followers across all channels (LinkedIn, Twitter, YouTube), external mentions across all channels, video views on YouTube, engagement levels and impressions.
- **Media:** number of publications contributed to and their total potential audience reach (online and print).

- **Events:** number of events organised/attended, number of attendees, number of content downloads and total estimated reach across all events that are both hosted by SESAR 3 JU and third parties.

At the macro level, a full analysis is undertaken annually and its recommendations help to shape the strategy for the next 12 months. Drilling down, it is essential to monitor and track the interaction, reach and effectiveness of different types of content/posts on a regular basis so that changes can be made to the strategy as it progresses.

5.3.1 Key performance indicators (KPIs)

KPIs are set for each channel and recorded at the end of each month so that a review can be made at the end of each year, which will enable strategic actions and improvements to be taken forward into future planning.

Channel	KPIs
Website	Website traffic Average Dwell time Top 5 visited pages
E-news & mailshots	Number of newsletters/mailshots sent Number of new subscribers Open rates/click through rates
Social media	Number of posts and post impressions Number of interactions with content (shares, retweets, comments) External mentions (by press and members) Total number of new followers gained
SESAR publications	Total number produced Total number of downloads
External media	Number of physical and digital publications/articles contributed to
Events	Number of online events hosted Total number of attendees at online events Number of physical events hosted by the SESAR 3 JU Total number of attendees in attendance
External events	Total number of externally hosted events staff members have presented at

Appendix A Acronyms

Term	Description		
		KTN	Knowledge transfer network
AI	Artificial intelligence	MEPs	Members of European Parliament
ANS	Air navigation services	ML	Machine learning
ANSP	Air navigation services provider	NSA	National Supervisory Authority
ATCO	Air Traffic Controller Officer	PC	Programme committee
ATM	Air traffic management	PPP	Public private partnership
AUs	Airspace users	RIA	Regulatory Impact Assessment
CEF	Connecting Europe Facility	RNP	Required navigation performance
CNS	Communication, navigation and surveillance	ROI	Return on Investment
DG DIGIT	Directorate-General for General for Informatics	R&I	Research and innovation
DG MOVE	Directorate-General for Mobility and Transport	SES	Single European Sky
DG RTD	Directorate-General for Research and Innovation	SESAR	Single European Sky ATM Research
EASA	European Aviation Safety Agency	SESAR JU or SJU	SESAR Joint Undertaking
EC	European Commission	SDGs	Sustainable Development Goals
EU	European Union	SDM	SESAR Deployment Manager
EUROCAE	European Organization for Civil Aviation Equipment	SDOs	Standards development organisations
ER	Exploratory research	SIDs	SESAR Innovation Days
FAA	Federal Aviation Authority	SMEs	Small and medium-sized enterprise
		SRIA	Strategic Research and Innovation Agenda
JTIs	Joint Technology Initiatives	SWIM	System-wide information management
JUs	Joint Undertakings	TBO	Trajectory-based operations
ICAO	International Civil Aviation Organization	TBS	Time-based separation
IR	Industrial research	TRAN	Transport and Tourism
ITRE	Industry, Research and Energy	UAM	Urban air mobility
KPA	Key performance area	UN	United Nations
KPI	Key performance indicator	WATMC	World ATM Congress

Appendix B Glossary

Term	Description
Single European Sky (SES)	Initiative launched in 1990 and adopted in 2004 by the European Commission that aims to increase the efficiency of air traffic management and air navigation services by reducing the fragmentation of European airspace.
SESAR project	SESAR is the technological pillar of the Single European Sky. The project is carried in three phases: definition, development and deployment phase.
SESAR 3 Joint Undertaking	<p>SESAR 3 Joint Undertaking is one of ten partnerships established under Horizon Europe. The SESAR 3 JU will build on the success and the momentum generated by the SESAR Joint Undertaking in Horizon 2020 to deliver the Digital European Sky.</p> <p>Also referred to as the partnership in this document, the SESAR 3 JU is responsible for the development phase of the SESAR project.</p>
Digital European Sky	The Digital European Sky was first proposed by the SESAR Joint Undertaking in 2017 and agreed in 2019 with the aviation community and the European Commission to advance and modernise the deployment of the Single European Sky by leveraging the latest digital technologies to transform Europe's aviation infrastructure. It is the name given to the SESAR JU 3 research and innovation work programme.
Horizon Europe	This is the European Union scientific research and innovation initiative meant to succeed the current Horizon 2020 programme. The focus of the programme is on tackling global challenges and open science and innovation. Planned 7-year (2021-2027)
Horizon 2020	Horizon 2020 is the European Union Research and Innovation programme that took place between 2014 and 2020.

Appendix C Audiences

Audience	Definition	Importance to SESAR
Policy/decision makers	<p>European, national and international bodies are part of the policy and decision making on aviation, air traffic management, and funding of research and innovation. For example:</p> <ul style="list-style-type: none"> • European Council • European Parliament (esp. TRAN Committee and ITRE Committee) • European Commission (esp. DG-RTD, DG-MOVE, DG DIGIT) • National civil aviation authorities. <p>International and national regulators such as EUROCAE, EASA and National Supervisory Authority (NSA).</p>	<p>As key decision makers, this audience has a significant influence and can shape the future of SESAR and European ATM.</p> <p>Prove to this audience that the SESAR 3 JU leverages R&I and is coherent with EU policy by supporting and contributing to EU and global initiatives.</p> <p>The decision makers require information about R&D developments and how they may benefit operations (including safety and security), when deployed.</p> <p>The SESAR 3 JU aims to influence and be seen as thought leaders in international regulatory activities and harmonisation of ATM, mainly through ICAO.</p>
SESAR 3 JU community	<p>The stakeholders actively participating in the SESAR 3 JU partnership and Digital European Sky programme, including:</p> <ul style="list-style-type: none"> - members of the SESAR 3 JU, including their staff; - project beneficiaries and third-parties; - expert groups with whom the SESAR 3 JU has established cooperation (i.e. professional staff organisations, representative bodies for airports and airspace users etc.). 	<p>These audiences need to be considered to ensure the SESAR R&I programme and solutions are aligned to the needs of the wider aviation community.</p> <p>They support the development and export of SESAR Solutions.</p> <p>They require regular updates about the progress or changes of the Programme and communications tools to support collaboration.</p> <p>Through consistent communications there is an opportunity to build a sense of community and allow the members/partners to build relationships, meet and learn from like-minded researchers/organisations.</p>

Audience	Definition	Importance to SESAR
Stakeholders beyond SESAR 3 JU community	<p>Global or European stakeholders in the ATM value chain that have an interest in SESAR R&I but that are neither members nor beneficiaries of the SESAR 3 JU.</p> <p>Specialist journalists that may be interested in sharing the progress made by SESAR 3 JU.</p> <p>Other industries applying R&I developed within the SESAR 3 JU.</p> <p>Students and young professionals that are within and beyond the ATM industry who will potentially get involved in SESAR innovation-related activities.</p>	<p>This audience requires regular updates to show progress and inclusion of interesting and innovative ATM developments and achievements.</p> <p>They support the export of SESAR Solutions and the competitiveness of the European ATM industry.</p> <p>Possibility to show positive editorial and increased reach.</p>
General public	<p>This is a very broad audience group and covers anyone that participates and has an interest in air travel or is concerned about its impact.</p>	<p>Concerned citizens' opinions influence decision makers and the future of aviation. Acceptance of citizens requires explaining the actions undertaken by EU bodies to address their concerns and enhance their benefits. This involves storytelling and the use of emotive-based campaigns.</p>

Table 3: SESAR 3 JU audiences

Appendix D Channels

Channel	Description
Website	<p>The website is the main online tool to promote the mission and achievements of the partnership.</p> <p>It includes dedicated space for projects to present their results and promote their communications activities (e.g. events, articles, etc.).</p>
E-news and mailshots	Individuals can either sign up to receive, or download from the website, a monthly e-newsletter that contains the latest SESAR 3 JU updates. Press releases and other mailshots are sent when required.
Social media	Social media platforms provide regular, daily updates about SESAR research and innovation using bite-size and visual content. Channels include Twitter, LinkedIn and YouTube.
Publications	Publications include corporate reports and brochures promoting SESAR research and innovation plans, achievements and results. These are distributed digitally and physically.
External media	Media outlets are used to promote either high-level or specific achievements, or to show the added value of the partnership within a specific policy context.
Events	Organisation of both virtual and physical events, ranging from technical workshops to high-level policy/industry conferences.
Participation at external events	Participation by staff in panels, discussions and keynotes to deliver strategic communication messages to members, other stakeholders and the general public.
SESAR 3 JU community	This channel aims to encourage SESAR 3 JU members, beneficiaries and partners to act as ambassadors in order to communicate SESAR achievements and influence external audiences
SESAR 3 JU staff	SESAR 3 JU staff communicate and have direct contact with key stakeholders to ensure work of the JU is well understood and to secure buy-in.

Table 4: SESAR 3 JU communication channels