



### Communication Plan

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#### Authors

	Name	Company
Key author	Gergana Krasteva	NTU
Author	Lars Bentzen	NTU
Additional Author	Laura Gabenyte	NTU
Reviewer	Michael Stie Laugesen	NTU

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## List of abbreviations

AMBER-ULV	Automotive Mechatronic Baseline for Electric Resilient Ultra-Light Vehicles
EC	European Commission



## Executive Summary



The aim of the Communication Plan is to ensure that the knowledge and experience generated in the AMBER-ULV project is effectively distributed both to the wider public and inside the partnership, thus raising awareness of the achievements of the AMBER-ULV project through various channels. This entails an international transfer of project results and promising Electric Resilient Ultra-Light Vehicle solutions to major European stakeholders, hence favouring further exploitation of the achievement and results. The dissemination of the AMBER-ULV knowledge will happen on consumer, industry and EU level. During the implementation of the Communication Plan different channels will be used to spread the key messages and reach each audience. Information about meetings, conferences and other events will be provided and deadlines will be established for feedback from some of the audiences.



## 1. Introduction

The transport sector contributes significantly to the global energy consumption and greenhouse gas emissions, and still experiences high growth rates. According to the International Energy Agency (IEA), almost one quarter of the global energy production is consumed by transport. This is a call for action for the transport sector to find ways to save primary energy resources and reduce greenhouse gas emissions.

### **Mission of the Amber-ULV project**

The project proposal AMBER-ULV aims to develop and integrate several innovative concepts, resulting from successfully completed R&D projects, giving a socially acceptable answer to safety concerns but not penalising the driving experience. The potential contribution of light-weighting to reduce transport energy consumption - especially in urban areas due to the more frequent “stop and go” situations - has been already identified and highlighted. Ultra-Light Vehicles (ULV) intrinsically have a better efficiency due to their improved transport capability per vehicle mass. Additionally improved driving dynamics performance can more easily be achieved because of the reduced mass. However, the design of an ULV sharing the same road with heavier cars represents a complex technical challenge for achieving acceptable safety levels.

### **Vision of the Amber-ULV project**

The car owners tend to underestimate the costs of running a vehicle. Although they are very well aware of fuel costs, road tax and insurance, they do not always account for servicing, repair and cost of depreciation. Therefore, if one is interested in comparing the cost of EV with other competing vehicle technologies the parameter of interest should be the Total Cost of Ownership (TCO).



## Goals

The goals of the communication plan are related to some of the strategic goals of the project and follow its mission and vision. These objectives are realistic, action – oriented, specific and measurable.

- **Create and raise the awareness of the ULVs**

The different audiences have different levels of awareness regarding the ULVs. There is a possibility for no existing awareness among some of the representatives of the audiences. That is why the common and specific level of awareness should be established and increased in order to create a base for examining the benefits of the ULVs, their presence on the market and its growth and development.

- **Share information through the partnerships**

Sharing information with the partners is considered to be useful for all parties, because it comprises transfer of knowledge, technology and impact points of view.

- **Share certain amount of information with the competitors/OEMs**

Sharing information with the competitors/OEMs is considered beneficial, but has the condition of limited access to knowledge under the circumstances of cooperation and competition.

- **Sharing information and attracting the attention of the specialized organizations, public authorities and policymakers towards the ULVs so that they initiate actions**

In this case the sharing of information will happen at European, national and local level involving the institutions and their representatives, which are of interest and are interested in the project outcomes and result.

## 2. Situation Analysis



Figure 1: Amber-ULV logo created by NTU

The situation analysis includes the technical aspects, the explanation of the acronym AMBER-ULV and a description of the motives behind the logo.

Generally, energy consumption of vehicles is due to the physical resistance factors, which the vehicle has to overcome during its operation, the inefficient power conversion from fuel to wheels and the lack of energy recuperation. Ultra-Light Vehicles (ULV) intrinsically have a better efficiency due to their improved transport capability per vehicle mass. Additionally improved driving dynamics performance can more easily be achieved because of the reduced mass. For full EVs the efficiency and the safety play a major role, then AMBER-ULV aims to achieve the best balance among several trade-offs, but considering the relevant industrial and commercial constraints. Those trade-offs are lightweight versus safety, lightweight versus cost, lightweight versus recycling, efficiency versus cost, functionality versus cost.

AMBER-ULV stands for Automotive Mechatronic Baseline for Electric Resilient Ultra-Light Vehicle. The acronym AMBER – ULV itself contains many of the concepts that the project needs to communicate, in fact:

- Amber in ancient Greek is called ἤλεκτρον, elektron , and inspired G. J. Stoney to call "electron" the subatomic particle with elementary negative electric charge
- Amber is fossilized tree resin, and this project is proposing a wide use of composite fiber reinforced materials CFRP for the vehicle body in white and for the bodywork
- Amber is often protecting encapsulated fossil bodies from the environmental aggression, preserving them across geological eras



- Amber has been appreciated for its colour and natural beauty since Neolithic times.

The logo of AMBER – ULV consists of a car that is in motion, fast. The text inside the car shows that it is an Ultra-Light Vehicle. The amber colour which has hints of orange and yellow is used to underline the concept, also a plug is added in order to show that it is an electric car. The letter ‘‘b’’ in the word ‘‘AMBER’’ is surrounded by a circle. The idea is influenced by the Belumbury cars logo. It was included for the purpose of achieving initial association with the Italian car manufacturer, which will produce the AMBER – ULV and provide the platform in form of the current Dany supermini car which will be optimised in several fields. Belumbury is an Italian company founded by Stefano Maccagnani, with an aim to become leader in the automotive branch by creating innovative cars that stand out for their technology, originality, creativity, and design.



**Figure 2: The Belumbury Dany vehicle which provides the baseline for the Amber-ULV vehicle**



### 3. Audience Identification and Analysis

In the following part priority audiences will be identified, described and connected to the WPs that will be communicated to them. The audiences have different levels of awareness and are chosen to be related to the aspects of the project that need to be communicated. The WPs will be communicated to a certain extent due to the relevance of the information for each audience. Therefore, some WPs will be communicated at a less detailed level and others – at a detailed level.

#### Target groups:

- **General Public**

The general public represents the society as a whole.

- **Partners**

The partners are those that work on the project.

- **Competitors/OEMs**

The competitors represent the car manufacturers (the Original Equipment Manufacturers (OEMs)).

- **Specialized Organizations, Public Authorities and Policymakers**

The organizations and policymakers represent the specialized organizations, public authorities, legislators, the elected officials, the appointed officials and the institutions that are related to the project.



## Work packages:

- **WP1 - Vehicle architecture and market needs**

The objective of this WP is to define the AMBER-ULV design specifications in the light of the most recent technologies and considering the short and mid-term market forecasts at the start of the project. The most suitable vehicle architecture, accordingly to the project objectives, will be defined on the basis of a SWOT analysis and the vehicle market opportunities will be compared with the development of tailor made business models.

- **WP2 - Ultralight structures**

This WP faces the technical challenge to design and manufacture the innovative composite monocoque chassis of AMBER-ULV, including functionalities like the deformable crashbox and the structural battery tray to protect the battery modules.

- **WP3 - Powertrain components**

WP3 aims to develop the low level peripherals of the powertrain, in particular: Affordable high performance electric drive (ED) system at the basis of the multi-motor traction system of AMBER-ULV, Battery Management System with dynamic equalizer, The low level control structure managing communication among peripherals and connection with sensor and actuators.

- **WP4 - Vehicle dynamics and electronic control**

This WP aims to achieve an inherent stability of the vehicle thanks to extensive use of virtual modelling to deal in the most effective way with specific driving dynamic issues and constraints of electric powertrain: Intrinsic stability (steering, braking), control actuation, regenerative braking efficiency, etc.



- **WP5 - Safety assessment and regulations**

This WP will mainly deal with structural passive safety, for the protection of driver, passengers and pedestrians, as well as battery structural and electrical integrity. The existing and incoming Rules and Regulations will be taken in account, while proposals for amendments and modifications specifically dedicated to testing of EVs will be formulated.

- **WP6 - Systems integration**

This WP deals with the development, manufacturing and procurement of groups and components to equip the two full vehicles which will be used for the final demonstration. In parallel, the virtual modelling of the vehicle assembly line will be performed in the light of optimizing time, costs and energy consumption.

- **WP7 - Demonstration of AMBER-ULV**

The demonstration WP aims to proof the results of the project. A single full vehicle will be built and will be available for various driving tests on the proving ground ( handling, braking, range, charging time ) with the possibility to switch on/off the developed controllers and devices (traction control, high efficient regenerative braking, etc. ).

- **WP8 - Exploitation of knowledge and dissemination**

The global objective of WP 8 “Exploitation of Knowledge and Dissemination” is to ensure that the knowledge and experience generated in the AMBER-ULV project is effectively distributed both to the wider public and inside the partnership, thus raising awareness of the achievements of the AMBER-ULV project through various channels.

- **WP9 – Management**

The purpose of this work package is to cover the overall administrative management of the project.



Table 1: Audiences and WPs

Audience	Description	WPs that are to be communicated:	
		At a less detailed level	At a detailed level
<b>General Public</b>	The society as a whole	<ul style="list-style-type: none"> <li>• WP2</li> <li>• WP3</li> <li>• WP6</li> <li>• WP9</li> </ul>	<ul style="list-style-type: none"> <li>• WP1</li> <li>• WP4</li> <li>• WP5</li> <li>• WP7</li> <li>• WP8</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• CE.S.I.</li> <li>• FORMTECH COMPOSITE</li> <li>• NOVA</li> <li>• FRAUNHOFER IPA</li> <li>• UNIVERSITA OF BOLOGNA</li> <li>• LMS IMAGINE SA</li> <li>• TNO</li> <li>• NTU INTERNATIONAL APS</li> <li>• E.O.S. SPA</li> <li>• SHERPA ENGINEERING SA</li> </ul>	-	<ul style="list-style-type: none"> <li>• WP1</li> <li>• WP2</li> <li>• WP3</li> <li>• WP4</li> <li>• WP5</li> <li>• WP6</li> <li>• WP7</li> <li>• WP8</li> <li>• WP9</li> </ul>
<b>Competitors/OEMs</b>	<ul style="list-style-type: none"> <li>• BMW</li> <li>• Citroen</li> <li>• Fiat</li> <li>• Fisker</li> <li>• Ford</li> <li>• Honda</li> <li>• Hyundai</li> </ul>	<ul style="list-style-type: none"> <li>• WP2</li> <li>• WP3</li> <li>• WP4</li> <li>• WP5</li> <li>• WP6</li> <li>• WP7</li> </ul>	<ul style="list-style-type: none"> <li>• WP1</li> <li>• WP 8</li> </ul>



	<ul style="list-style-type: none"><li>• Mercedes</li><li>• Mia</li><li>• Mitsubishi</li><li>• Nissan</li><li>• Opel</li><li>• Peugeot</li><li>• Porsche</li><li>• PSA</li><li>• Renault</li><li>• SMART</li><li>• Tata</li><li>• Tesla</li><li>• Toyota</li><li>• Volkswagen</li><li>• Volvo</li></ul>		
<b>Specialized Organizations, Public Authorities and Policymakers</b>	<ul style="list-style-type: none"><li>• Specialized Organizations</li><li>• Public Authorities</li><li>• Ministries of Transport</li><li>• Ministries of Finance</li><li>• Transport Authorities</li><li>• European Commission</li><li>• European Parliament</li><li>• DG MOVE</li></ul>	-	<ul style="list-style-type: none"><li>• WP 8</li></ul>



#### 4. Audiences Associated with Goals

In this part the audiences/stakeholders are presented using a power/interest analysis and a SWOT analysis. The purpose is to identify the respective position of impact of each audience on the AMBER-ULV project, the level of information it shall receive and the specific aspects associated with the audiences and the challenges in the communication of the project to them.

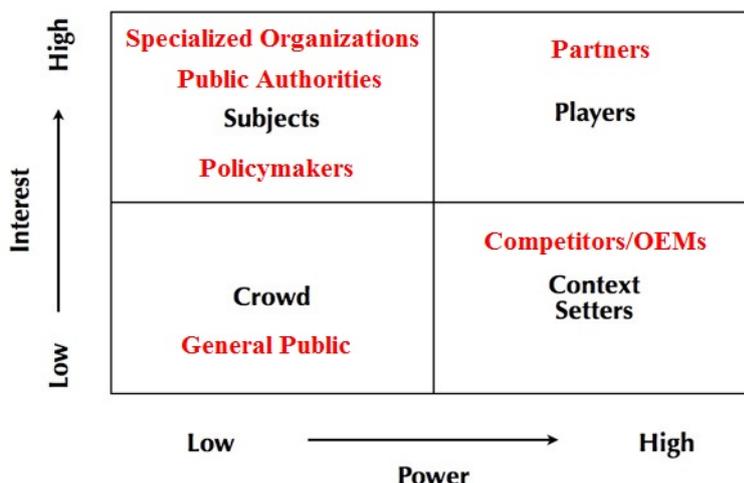


Figure 3: Power/interest analysis in the case of AMBER-ULV

This figure represents the current state of power and interest in relation to the AMBER-ULV project. It is expected to change, moving the consumers to higher interest and higher power after the manufacturing of the vehicle. The OEM's are expected to gain interest in the project results at a later stage, but currently they are expected to await the project results, therefore communication to them will become more valid at a later stage of the project, when outcomes can be presented.



## SWOT

**Table 2: SWOT analysis of the General Public**

<b>Audience: General Public</b>	
<b>S</b>	Awareness of the existence of the ULVs. Willing to pay somewhat more for green technology/sustainable solutions.
<b>W</b>	Not enough knowledge of the ULVs. Fear of unsafety. Doubts whether it is worth to spend more financial resources on a ULV rather than on a standard car or heavy tricycle.
<b>O</b>	Interested in increased safety. Interested in green technology/sustainable solutions. Interested in increased mobility. Interested in decreasing the total cost of ownership of a vehicle. Interested in individual light weight urban transportation.
<b>T</b>	Range anxiety is still a burden to overcome. Fear of change and new technologies. Need to identify the benefits.

**Table 3: SWOT analysis of the Partners**

<b>Audience: Partners</b>	
<b>S</b>	Access to agencies, institutions, policymakers and general organizations. Can provide solutions, innovations. Core experience in each of the project fields.
<b>W</b>	Low sharing of solutions before IPR are settled Focused on generating revenue.
<b>O</b>	Open to public/private partnerships. Open to develop/grow the ULV market. Networking opportunities.



<b>T</b>	<p>Reluctant to continuously communicate all the results they have achieved.</p> <p>A new partnership with many new partners, not having worked together before.</p>
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**Table 4: SWOT analysis of the Competitors/OEMs**

<b>Audience: Competitors/OEMs</b>	
<b>S</b>	<p>Can provide solutions, innovations and technical development of components.</p> <p>Can adapt and utilise the results of the Amber-ULV project.</p> <p>Have high resources available for RTD.</p>
<b>W</b>	<p>Focused on generating revenue.</p> <p>Not much assistance in lobbying.</p> <p>Operate independently.</p> <p>Privacy issues.</p>
<b>O</b>	<p>Possibility for creating partnerships.</p> <p>Develop/grow the market.</p> <p>Networking opportunities.</p> <p>EU standardization.</p>
<b>T</b>	<p>Not open to grow the EV industry due to sunk cost.</p> <p>Focus on own concepts.</p> <p>Competitors for funds.</p> <p>IPR management.</p> <p>Competition with other technologies and/or alternative fuels.</p>

**Table 5: SWOT analysis of the Specialized Organizations, Public Authorities and Policymakers**

<b>Audience: Specialized Organizations, Public Authorities and Policymakers</b>	
<b>S</b>	<p>Can help to reach more policymakers.</p> <p>Help in securing the implementation of supportive legislation.</p>
<b>W</b>	<p>Need to be further informed.</p> <p>Need to further identify the benefits.</p>



	May not see it as a highest priority right now
<b>O</b>	Open for keeping the members of the society safe and generate revenue. Funding source. Increase partnerships with private sector.
<b>T</b>	Leadership changes. Funding shifts. Dealing with overall deficit. Resistant to change.



## 5. Key Messages

The key messages are chosen according to the audiences and the circumstances in which they are involved in. They are associated with the benefits for the audiences, with what they should know about the project and the conclusions from the SWOT analysis. The key messages should be presented in a short (15-20 words) and clear way following a flexible, persistent and respectful tactic in communication them.

**Table 6: Audiences, objectives and key messages**

Target Group	Objective	Message
<b>General Public</b>	Increase the awareness, stimulate the ownership, create understanding of the long – term benefits	AMBER-ULV provides safe, cost – efficient, environmentally friendly and range - effective driving experience in addition to its attractive design
<b>Partners</b>	Share information, innovation, build knowledge and experience base	The information transfer will lead to developing the technology and its implementation for the purposes of the partners involved the public and private sector, also to disseminating the knowledge of AMBER-ULV and the EVs on industry and EU level.
<b>Competitors/OEMs</b>	Share information, knowledge and experience	The information transfer will lead to disseminating the EVs knowledge on industry level.
<b>Specialized Organizations, Public Authorities and Policymakers</b>	Reach and inform the organizations and officials that can provide funding, influence the generation of ownership, the creation of understanding of the benefits and stimulate participation in the	AMBER-ULV is suitable for private transportation and small scale freight providing socio – economic and environmental impact.



	<p>promotion of the EV concept to further the message that the EVs are safe, efficient and cost – effective means of mobility, assistance in promoting public/private partnerships</p>	
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## 6. Tactics

The tactic supports the overall goals. Its function is to help reach the target audiences and successfully communicate the chosen key messages. It focuses on the ways of communication that are appropriate in each case taking into account different communication tools and channels for each audience - the project's website, newsletters, press releases, social media, brochures, events, trade shows, conferences, TV, radio.

- table with tactic, message, actions required, implementation (time, frequency, location, participants), costs (budget plan), outcome

### Homepage

The intensive work on creating the Amber-ULV homepage [www.amberulv.eu](http://www.amberulv.eu) completed by NTU together with the provider DanaWeb, has resulted in a dual layer approach where the homepage consist of a dynamic module (the 4 bottom menu's) and a more static module (the 7 top menu's). The idea behind the static module is that information about the project which will not change after the approval of the grant agreement, will be communicated via the static menu's, while new and updated information's will be communicated via newsletters, videos and through the deliverables.

The homepage will after its release, be continuously updated with news on technological development, deliverables and outcomes and be a general source of inspiration for people working in the ultra-light vehicle sector and for stakeholders in sustainable light weight constructions. Each Amber-ULV Work Package will be followed thoroughly, and result achieved will be published together with small news updates to inform about the new uploads.

NTU has dedicated a communications officer to ensure that relevant EV news and project outcomes are available through the Amber-ULV homepage for the whole project period and 3 years after project closure. The homepage will also include an internal module where files within the partnership will be uploaded and shared before the files will be available for external stakeholders. The internal module will until April run on the BOX solution which is an encrypted online FTP solution with free subscription.



HOME

ABOUT US

OUR PARTNERS

WORK PACKAGES

NEWS FEED

OUTCOMES

CONTACT

Internal



### Technology



Get an overview of the technical achievements of the Amber-ULV project

### Videos



See videos of the vehicle and from the test phase of the developed components and technologies

### Deliverables



Get an overview of the deliverables and outcomes of the project

### News feed



The latest news about the Amber-ULV project are available here

**Figure 4: Screen shoot of the Amber-ULV homepage**

The dynamic technology module will via pictures and short pop-ups inform about the achievements within each of the components fields Amber-ULV is dealing with. Amber-ULV partners will contribute with inputs to articles, news updates as well as technology descriptions, thus providing the viewer with a one-stop-shop access on ULV technologies.

The overall design of the homepage is in line with EU standards and it is sought to keep the layout as simple as possible, still being able to communicate the sometimes complex results of a technical RTD project like Amber-ULV.



## **Newsletters**

The newsletters enable the targeted message to reach the specific members of the audiences, to inform and remind them about the product. The newsletters can have frequency based on the decision of the company or be related to events related to AMBER-ULV. They will provide information about the project, its challenges, achievements, developments and values.

## **Newspapers/Magazines**

Regarding newspapers the challenge is to choose between them if they are many. One that has national circulation should be used. Using local newspapers will be most complicated and costly. The magazines have more homogeneous group of readers. They can reach specific segments of the population and those about technical business publications usually have international coverage.

## **Social Media**

The social networking should be consistent with the use of the other communication channels. It allows the consumers to talk to one another and share information. The consumers have more control of the situation because the company can't influence the interactions between them, the content of their comments and their dissemination.

Social media like Facebook and Twitter will be considered in the dissemination of the activities and results related to the AMBER-ULV project. They are both quite familiar to the audiences and don't need to be discussed. However, in the case of this project other new and popular social media will be implemented as well. This segment must be targeted through the latest trends in social media which are Instagram and Pinterest. What makes them valuable addition to the marketing of the project is that they are not part of the interruption marketing, but of the inbound marketing. The difference between the two types of marketing is that the interruption marketing focuses on grabbing the attention of the consumers by suddenly distracting them from something else (television, radio, print materials, video advertisements, newsletters, etc.). The inbound marketing



on the other hand is less aggressive and gains the attention of the consumers gradually without distracting and interrupting them (blogs, word of mouth, Instagram, Pinterest, etc.).

Instagram has a growing number of users and is a social networking service which is for sharing of photos and videos. The users can take pictures and videos that last 15 seconds, modify them, create interesting digital effects and share them also through Facebook, Twitter, Tumblr and Flickr. Instagram offers various filters for modifying the content, unlimited number of uploads, interaction with friends in the form of likes and comments



about the content. Instagram is not the main channel through which the AMBER-ULV project content will be communicated. Despite that, it can be very useful addition to the other tactics. Using Instagram and images is not likely to increase the sales but it will provide the AMBER-ULV project with more attention and comments from potential consumers, which is what it lacks at the moment. The photos uploaded there will appear in the search engines, thus good keywords need to be added to increase advantage of this opportunity. Instagram will assist in engaging the consumers and provoking them to comment on the AMBER-ULV. As a matter of fact, the choice of images is crucial for the success of using Instagram for communication. It's worth mentioning that the images should not be related only to the product that the companies offer. They can consist of images from the industry in which the companies behind the AMBER-ULV project operate, of relative areas and last but not least of the vehicle itself.



Pinterest is a social media website that is growing fast and is capable of helping different businesses to create more traffic on their homepages based on the sharing of images. When the users post or pin an image from somewhere this can appear also in Facebook and Twitter. The advantage of Pinterest is that the images lead to the website from which they came from which can be useful for the AMBER-ULV project to promote its new homepage. There is an option to follow the users, which can allow the consumers to follow the post from the project. What is necessary for the successful implementation of Pinterest is that the images from the AMBER-ULV project should be attractive in a visual way and plenty in number. A fast way to gain more attention of the consumers is to follow users interested in the same field which will encourage them to follow back. The creation of contests or other similar activities is possible. An interesting approach is to post images related to the field in which the companies operate like in the case of Instagram. In Pinterest again that will broaden the chances for more consumers to become interested in the AMBER-ULV project being targeted starting with more general approach. A condition that must exist is that the images on the homepage of AMBER-ULV are thrilling enough and have the option to be pinned. That will encourage the consumers to pin them and will make the homepage more interactive.

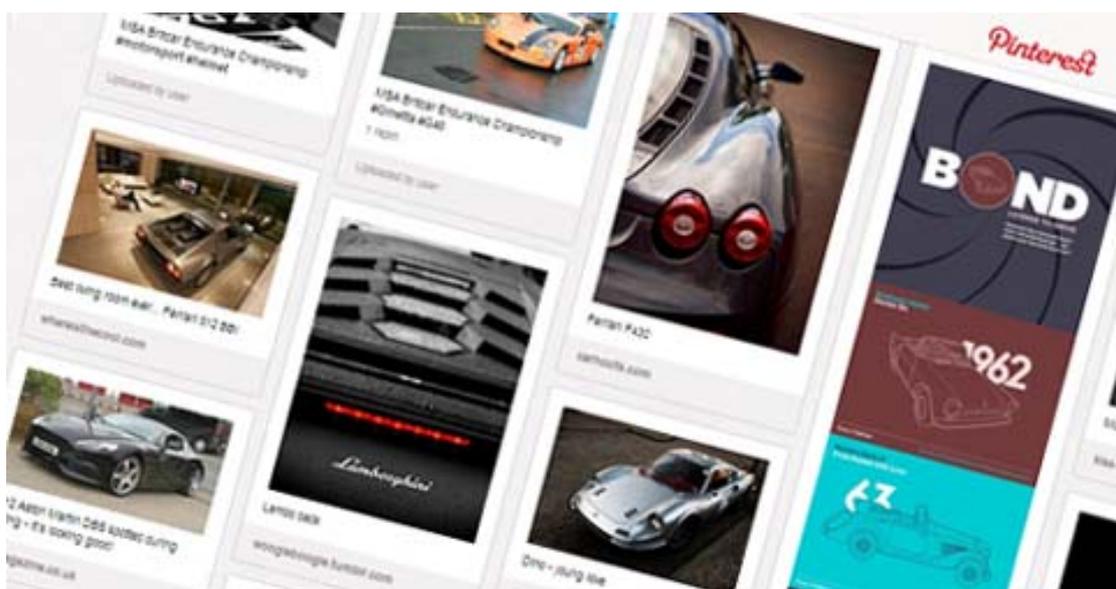


Figure 5: Pinterest example



## **Printed Materials**

Brochures will be distributed at conferences attended by Amber-ULV partners, events, trade shows and will be available for download on the homepage. The purpose is to attract the attention of the audiences and ensure the promotion of the AMBER-ULV project findings.

## **Events / Workshops**

Workshops will take place involving the partners and following specific themes related to the AMBER-ULV project.

## **Trade Shows**

Trade shows will potentially be attended, thus providing the opportunity for more members of each audience to participate, get access to information and experience with electric vehicles.

## **Conferences**

Conferences will be attended to ensure the interaction between the different audiences and the dissemination of the progress, values, knowledge and results originating from the development of the AMBER-ULV project.

## **TV/Video**

Television is expensive but effective way to reach many national markets. It is the one of the most regulated communications media but in the case of AMBER-ULV the mission and vision of the project are beneficial for the society because of the positive impact on the environment. Therefore, restrictions to the advertising of AMBER-ULV are unlikely to appear. The Amber-ULV homepage will though include intensive video documentation.



## Radio

Radio is a less expensive means of broadcasting. However, it is often transmitted on local level and for national campaigns an area by area approach should be adopted. It is likely to be costly and more complicated. Therefore, radio stations that have national coverage should be used in case radio appearances are arranged.



## 6. Implementation

The implementation is connected to the strategies, roles and responsibilities that are divided among NTU International Aps and the partners. The company and its partners should update the progress of the project results, outcomes and of the events that take place. Deadlines for those updates are established to ensure that this process will happen simultaneously. Updates from the policymakers will be requested as well based on agreements. On the other hand, the competitors will be encouraged to share information around the same deadlines.

Amber-ULV partners have decided to create three subgroups:

- Powertrain group
- Structural group
- Safety group

Each sub group has its core focus on the above mentioned topics. The three groups will meet individually on ad hoc basis, supplemented with structured project meetings and workshops for all partners held every third month.



## 7. Evaluation

The evaluation represents the criteria according to which the effectiveness of the overall plan shall be determined. It is important that everything is measurable. That is why the logo, advertising materials, public events, media relations and web presence will be used as criteria to measure the performance of the communication plan. At first the creation of initial awareness of the project will be measured, then its increase and finally, how intense is the communication as a result. Qualitative and quantitative analysis based on the utilisation of homepage results will be used and also the challenges that appear during the implementation of the tactics will be measured by the development of key performance indicators measuring the outreach and exploitation of project results.



**References**

**Appendix**