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D8.5. Communication plan, unabridged version

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European Commission

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List of acronyms	
ASEMUS	Asia-Europe Museum Network
CH	Cultural Heritage
DEM	Dissemination & Exploitation Manager
ELE	Español como Lengua Extranjera
EU	European Union
EUNIC	European Union National Institutes for Culture
EYCH	European Year of Cultural Heritage
GA	Grant Agreement
GLAM	Galleries, libraries, archives and museums
IC	Instituto Cervantes
ICOM	International Council of Museums
ICT	Information and Communications Technologies
NEMO	Network of European Museum Organisations
SMEs	Small and Medium Enterprises
SSH	Social Sciences and Humanities
UVEG	Universitat de València Estudi General
WP	Work Package

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This deliverable "D.8.5 Communication plan, unabridged version" presents the project's communications objectives and strategies to reach the highest number of audiences and stakeholders during the project lifecycle. It also establishes the main working criteria regarding filtering information, use of databases and procedures for all partners when carrying out communication tasks.

1. INTRODUCTION

The present deliverable "D.8.5 Communication plan, unabridged version" presents the project's communications strategies to reach different audiences and stakeholders during the project lifecycle (36 months). It also includes policies to promote our newsletters, reporting processes and monitoring using indicators to allow constant quality control. This document also establishes the main criteria in terms of: filtering information, use of databases, procedures for other partners to get involved in communication tasks. The main partners that will be in charge of the communication activities are UVEG and IC, who will contribute to the project's international scope using their worldwide connections.

SILKNOW communication activities will take into account Article 38 of the GA "Promoting the action - Visibility of EU funding" as we intend to provide targeted information to multiple audiences in a strategic and effective manner, as well as the correct use of the EU emblem in all our communication activities. In addition, SILKNOW takes into account that 2018 is the European Year of Cultural Heritage, and we are aligned with the objectives of the EYCH by raising awareness of silk heritage and its contribution to economic development. Therefore, our strategies will be developed in order to guarantee that the project results will reach as many Europeans as possible.

This deliverable is organized in 7 sections dedicated to the objectives, target audiences, messages, channels, risks and contingencies of the communications plan.

2. OBJECTIVES

2.1. Objectives of the plan for internal communication

- To give the project partners interesting contents and communications tools, that facilitate their own initiatives in reaching out to existing or new stakeholders, thus inviting potential new partnerships.
- To provide guidelines to the project partners in order to guarantee a correct workflow.
- To establish main responsibilities and work division among partners.

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- To program communications activities, reporting processes. monitoring, use of indicators. filtering information. etc.

2.2. Objectives of the plan for external communication

- To strengthen the project's image and its international scope by guaranteeing that the results will have a strong impact.
- To create awareness about an innovative tool that entices people to understand silk heritage as an approach to European history and illustrates unexpected relationships between SSH and ICT.
- To engage actively with audiences through a creative "thinking out of the box" by making communications interactive, visual, emotional and easily accessible.
- To reach new parties and invest in new associations.

3. COMMUNICATION MODEL

3.1. Procedures and protocols

SILKNOW is designed as a collaborative model. which means participation from all its members. However, the main leaders will be UVEG and IC; UVEG will act as focal point for all communications activities under the direct supervision of the DEM. As starting point, UVEG created as part of the WP8 templates of all communication materials that will support SILKNOW partners and ensure project visibility with a strong visual identity.

The procedures for the project communication focus on describing the whole process: partners who wish to submit a press release, promotional material, events, etc. related to the project should prepare the material and send it to the communications officer from UVEG prior to publishing. Regarding languages. for international communications, the official language will be English. For local communications (partners' countries or IC communications) each consortium member will select the language they consider the most effective to communicate with each audience. However, in any case. all communications should follow the workflow previously described. Thus, UVEG will act as coordinator and can be aware of the communications efforts undertaken by all partners.

As said before, this model requires the contribution of all Consortium partners, since their contribution will be essential in their countries and work areas as they will have more opportunities to create engagement.

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Concerning IC[1], it will act as a "speaker" to communicate important project milestones. This will be made following a preestablished calendar and after providing them detailed information at least with 15 days' notice so they can review and apply all the regulations related to data protection, content quality, etc. guaranteeing that all information complies all the Institute's requirements.

Finally, in relation to the internal communications strategy, it aims to ensure efficient communication among project partners. There is a mailing list to facilitate communication among partners which is maintained in the SILKNOW server through the REDMINE tool.

3.2. Production of promotional material

A set of promotional materials was developed during the first months of the project, as noted in the D.1.1 Project Quality Handbook. These materials were created to build a strong brand identity among partners, stakeholders and other targeted audiences. In order to guarantee the same visual identity, language and formats, UVEG prepared a communications toolkit which was sent to all partners and copied in the project's Google drive, this ensures high quality application of the communication materials.

The communications toolkit includes:

- Corporate identity guidelines
    - SILKNOW logo. Explains the correct use of the logo
    - Typography. Use of *Union* as SILKNOW's official typography
    - Colours. RGB and CYMK
    - Use of templates and where to find them
- Photography. Includes some advices when taking pictures and the technical parameters needed for printing and web publishing.
- Writing and publishing. Includes all the formats for paragraphs, titles, quotations, etc. It also describes language use and how to prepare a press release.
- Social media: tips and workflow

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[1] Please note that the IC prepared a special plan for its own communication channels, section 6.2

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1. CORPORATE IDENTITY GUIDELINES

1.1. SILKNOW Logo

SILKNOW policies require that all communication materials should use the project logo, as it is the core element of SILKNOW visual's identity. This logo tries to evoke silk lightness, fabrics and the columns of la Lonja in Valencia. SILKNOW logotype is available in EPS and JPEG format, both in negative and positive, both are available from the project Google Drive.

To further clarify SILKNOW vision and project mission, there was created a tag line which is: "weaving our past into the future", which should accompany all communications activities.

SILKNOW logotype is a typographic logo created with Saol Display, while the tag line uses Union typography. The recommended size is 75 x 12,659 mm, as it is the standard size for most graphic applications (business card, posters, etc.). The logo will increase in larger graphic elements, such as a rollups or banners, in proportion to the size of the application.

Please, check the corporate identity manual (available at Google Drive: WP8_01_SILKNOW Visual identity) for further information on interpreting how to use SILKNOW logo and policy.

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Figure 1. Communications Toolkit

Every communication design must show the SILKNOW logotype together with the EU commission logotype and the H2020 acknowledgment. Partners' logos should be used at the designer's and communication manager's discretion. These templates include.

- Leaflet. It was created to be distributed during meeting and international events, a digital version will be available for the website.
- Banners and roll-ups. To be used in SILKNOW events.
- Poster. It will be used to promote events organized by the project. There is also another version to be used for conferences.
- Information folder. Especially to attract new stakeholders. particularly among data providers.
- Newsletter. To be published quarterly.
- Power point. For internal and external presentations.
- A4 Word template to be used for press releases.

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Figure 2. Banners template

4. TARGET AUDIENCES

In order to better communicate SILKNOW activities, we have targeted a number of audiences. This section presents the key communities that the project addresses. As each audience has particular needs, specific actions were prepared in order to engage with them better and maximize the impact and visibility of the project. These activities are described in the "Actions" section.

SILKNOW's target audiences are:

- Policy makers and international organizations tasked with responsibilities on digitization and cultural heritage. In this group we have identified:
    o Policy makers, regional, national, local levels.
    o International Organizations for heritage and tourism.
    o EU institutions.
- Cultural Heritage sector. Is the foremost interest group, here we have distinguished:
    o GLAM, especially those related to silk heritage.
    o International networks such as ICOM, NEMO, ASEMUS
    o Cultural heritage repositories and aggregators such as Europeana or Wikidata
    o Cultural heritage practitioners.
- SSH and ICT Education. Content linked to CH have a crucial role to play in education, including:
    o Art and Design schools
    o University-based education
    o Adult education, especially those related to foreign language learning.

- o Research institutes.
- SMEs. Especially those related to textiles and creative industries, but also those related to ICT such as 3D printing companies, both on national and European level.
- Tourism. Regional and Local public bodies, professional associations, travel guides' publishers, etc.
- Media, in a number of specialized sectors: magazines and newspaper sections on fashion & style, popular history and culture, heritage and cultural management newsletters, bloggers, etc.
- Civil Society Organizations.

5. MESSAGES

SILKNOW has tailored different messages for different audiences in order to better communicate the project. These messages are indicative to the project partners', of course, each partner can adapt these messages to their needs, as well as the project as a whole, depending on the project's advancement.

5.1. Official message: what the project is

This is the official presentation of the project and it is distributed at the website and in official documents.

"SILKNOW is a research project that improves the understanding, conservation and dissemination of European silk heritage from the 15th to the 19th century. It applies next-generation ICT research to the needs of diverse users (museums, education, tourism, creative industries, media…), and preserves the tangible and intangible heritage associated with silk. Based on records from existing catalogues, it aims to produce digital modelling of weaving techniques (a "Virtual Loom"), through automatic visual recognition, advanced spatio-temporal visualization, multilingual and semantically enriched access to digital data. Its research activities and output have direct impact in computer science and big data management, focusing on searching digital content throughout heterogeneous, multilingual and multimodal databases. SILKNOW is made possible through the close cooperation of a multidisciplinary team, including areas as ICT, text analytics, image processing, semantics, big data, 3D printing, art history, terminology, textile fabrication and conservation."

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5.2. Policy makers message

"Silk is a living, multifaceted heritage. since it involves more than the textile itself. Designers, weavers, painters, sellers and users form networks of relationships around it. Not only does its conservation rely on heritage practitioners. but also on local communities and institutional stakeholders. European, national and local institutional support and action will help to protect this heritage by benefiting not only the cultural sector, but also leading to social and economic impact. SILKNOW supports regional policy makers in the implementation of their smart specialization strategies for the better curation of digital data."

5.3. CH sector

"Silk textiles have become a seriously endangered heritage because of its very physical nature and due to budget constraints to develop state-of-the-art digital resources. SILKNOW provides to the custodians of this heritage with ICT resources that allow them to open their hidden wealth of European heritage to worldwide audiences. contributes with strategies and best practices for the better curation of digital data and creates enhanced didactic tools. scale models (in computer graphics and 3D printouts) of historical textiles."

5.4. SSH and ICT Education

Taking into account the heterogeneity of this sector, tailored messages should be created for each group, at the discretion of the Consortium partners. In general, for Art and Design schools. please see the "5.5 message", for Universities and Research Institutes, please see the "CH and 5.5 message" and finally, for the language education, please see "Jargon free message"

5.5. SMEs

"Silk not only allowed the creation of physical objects but also the exchange of ideas and innovations: punched cards were first used in Jacquard silk looms, long before modern computers were even imagined. SILKNOW sparks creative efforts by modern designers, putting silk heritage within the reach of today's consumers by well-informed reuse of its motifs and thanks to its virtual loom. SILKNOW also paves the way for further R&D+I in 3D printing for the textile industries. Thus, we are weaving our past into the future."

5.6. Tourism message

"Few materials have had such an outstanding impact: economic, technical. functional, cultural and symbolic. It is usually linked to the Silk Road that for many centuries connected Asia and Europe. permitting the exchange of precious goods -not just silk-, techniques, knowledge and religions. Within Europe, that route was later expanded by a network of regions and cities that served as creative, productive and commercial hubs for the textile industry. SILKNOW facilitates better strategies and the design of innovative tourism services about silk heritage, enriched through digital contents. It also provides with fresh and interesting contents, improving public knowledge of the Western Silk Roads."

5.7. Specialized fashion media message

"Luxury, craftsmanship. beauty and comfort have been -and still are- associated to silk. Silk heritage is not only matter of the past, designers all over the world are reusing silk and the traditional motifs as elements of creativity.

SILKNOW aims to enhance and promote silk heritage in contemporary fashion. We are committed to boost silk textiles, designs and patterns from historical knowledge and its current revitalization uniting tradition, contemporary fashion and new technologies. SILKNOW weaves the past into the future."

5.8. General public message

"Cultural heritage shapes our identity, we are linked to it. European history is woven in silk. Throughout our past and present. few materials have had a similar presence: economic, technical, functional, cultural and symbolic. Many people still experience vivid, personal and social connections to this heritage, linked to so many life stories and collective narratives. Nowadays. however, silk textiles are a seriously endangered heritage. There is also an associated intangible heritage -artisanal weaving techniques- at risk of disappearing. Countering those threats and making use of state-of-the-art technology, SILKNOW wants to showcase the splendor of silk, in Europe and worldwide, in the past and for the future."

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6. ACTIONS

6.1. SILKNOW Online tools

6.1.1 Website

As explained in D8.2 "SILKNOW website and social media accounts" the website is the main tool for the external dissemination and communication of the project results. It can be accessed from the URI : http://silknow.eu It was created with Wordpress, is fully responsive (accessible and browsed via all commonly used devices).

The SILKNOW website provides an effective description of the project and its work packages, presents the entire consortium, results and overall progress. It also delivers and communicates news and events, and finally, lists and give access to scientific publications and resources[2].

Target audiences

SILKNOW website aims to reach general users. specialists, partners. collaborating institutions, other stakeholders and the general public.

Metrics

The website has built in Google Analytics in order to measure its impact and number of visits.

Figure 3. Homepage

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6.1.2 Social Media

SILKNOW has social networking accounts, such as Twitter, Facebook. Instagram, YouTube and LinkedIn. These social media are used to magnify the project's reach global audiences and stakeholders. A social media strategy has been devised by taking into account the EU guidelines on the matter[3].

Target audiences

SILKNOW social media aim to reach global audiences interested in education, European culture, international relations. etc.

Metrics

SILKNOW will use the own social media analytics to measure its impact.

Figure 4. Twitter

6.2. Dissemination through IC's communication channels

6.2.1 Specific objectives of the IC communication plan

- To disseminate SILKNOW among IC's audiences: what it is; its main goals; the consortium, why it was created and what for. etc.

- To spread IC's contributions to the project.

- To provide SILKNOW with a documentary database and other reference materials to be hosted in cervantes.es

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[3] For further information on the website. please check D.8.2 "SILKNOW website and social media accounts"

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6.2.2 The IC's target audiences

IC will communicate the project's activities and results to its audiences by using the most appropriate channels for each one and by adapting contents and activities to each group.

6.2.2.1 IC internal audiences

IC will address both direct and indirect users of its services:

- IC students of Spanish, either online or face to face learning students
- Cultural activities participants
- IC Library services users
- IC's Spanish language teachers
- Spanish language students
- ELE teachers (Spanish as a Foreign Language)
- Hispanists
- Translators
- Cultural contents and artists in Spanish

6.2.2.2 IC external audiences

- Media
- EUNIC, the world's biggest cultural centers network which gathers more than 35 cultural institutions throughout 28 European Union countries https://www.eunicglobal.eu/.
- Cultural and educative authorities from Spain and from the rest of the countries where the IC is present.
- Spanish companies with a strong and growing presence in foreign countries.
- Opinion leaders

6.2.3 IC contents

IC will divide contents in two main blocks to work with:

- SILKNOW contents. IC will bring to its audiences content in order to engage them in SILKNOW activities and events, as well as to make an interrelation between silk and personal stories, thus demonstrating that silk is, indeed, a living heritage.
- IC own contents. These are IC's specific contributions to the project, that will be:

o Cultural activities at the IC centers located in European cities relevant to the project.

o Project results and dissemination through the IC electronic library.

o Use and exploitation of any Spanish-language learning materials emerging from the collaboration between SILKNOW and IC (detailed in deliverable D8.4 Exploitation Plan).

6.2.3.1 Cultural activities to be held at IC centers

IC promotes Spanish language learning and the Spanish speaking countries' cultures through its more than eighty centers situated along forty-four different countries. IC centers have become an important and recognized part of the cultural and academic life of every city where they are located.

In accordance with the GA, which states that project results will be displayed in at least five of the IC centers, IC will make its consolidated network of centers available in order to host exhibitions, conferences and other cultural events. Those cities where both IC and non-Spanish partners of the Consortium are present, will have priority: Hamburg (by proximity to Hannover), Ljubljana, Lyon, Palermo and Warsaw.

Once the activity is decided, the information regarding the event will be included in a new web space hosted at www.cervantes.es. This information (and every communication activity) will be available both in Spanish and in the venue's local language. SILKNOW graphic elements will be adapted to every specific cultural activity and to the IC's corporate identity. Hyperlinks to SILKNOW project web page and to complementary resources will be included.

Web pages containing cultural activities organised by IC will be adapted to its different audiences and communicated through IC's own channels, either from cities or countries where the specific activity takes place, from IC headquarters in Madrid. Newsletters, cultural guides and press releases will be sent through email; new materials specially designed for social networks (Facebook, Twitter, Linkedin, Youtube) will be created; they will contain relevant information as well as links to the project and its partners' web pages and social networks.

IC will provide to the project partners relevant communication formats, so they can spread the information through different channels.

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6.2.3.2 Dissemination of project materials via IC electronic library

IC electronic library contains more than 10,000 titles and is formed by e-books (e-pub, PDF and HTML formats), electronic audiobooks (in MP3 format), newspapers and magazines in digital format, databases and encyclopedias, etc. From its creation in December 2015, it has received more than 384,123 visits and 43,822 electronic lending operations have been registered.

IC, through its electronic library, will make available to its users reference materials related to SILKNOW. These materials will facilitate the study, research and knowledge of Hispanic cultures and their relationship with silk heritage.

6.2.4 Actions by channel

6.2.4.1 Web page

IC's online presence (headquarters and 87 centers) consists in thematic portals entirely dedicated to its products and services[4] and in the 70 corporate sites where each IC centre offers information about its activities, both in Spanish and in the local language where it is located. These websites are a powerful communications platform (as shown by the 42,467,312 documents served throughout 2016-17) that will result in an excellent tool to communicate SILKNOW.

IC headquarters in Madrid will coordinate specific communication actions to be performed in months 6, 18, 24 and 36.

6.2.4.2 Promotional communication through email marketing

IC owns an email marketing platform that will be used for SILKNOW. This platform covers all safety requirements and is in accordance to the international legislation for accessibility and data protection, thanks to constant updating and optimization of its systems and to the quality of its databases. These databases, with more than 100,000 records, are obtained from subscription forms available in different IC's websites.

This platform will be used to communicate SILKNOW in four email marketing campaigns that will be launched in months 6, 18, 24 and 36. The emails for each event will be sent to its corresponding audiences (students of Spanish, teachers, hispanists, institutions, etc.)

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[4] http://www.cervantes.es/sobre_instituto_cervantes/direcciones_contacto/portales_internet.htm

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IC centers—specially those related to SILKNOW— will join IC headquarters in the project communication actions and email campaigns in months 18 and 36. Both Spanish and local languages will be used in all cases.

6.2.4.3 Social networks

IC maintains a high-level profile in social media. In Facebook it has 75 pages with more than 700,000 users. In Twitter it is responsible for 59 accounts and 300,000 followers. In YouTube, IC handles 40 channels, and there are more than a hundred web spaces in other social media sites as Instagram, LinkedIn or Pinterest.

The following social networks and pages have been selected for this project:

- IC headquarters institutional accounts
    - Facebook https://www.facebook.com/InstCervantes/
    - Twitter https://twitter.com/InstCervantes
    - Linkedin https://www.linkedin.com/company/instituto-cervantes/
    - Youtube https://www.youtube.com/institutocervantesvideos
- Accounts according to topic or geographical area:
    - https://www.facebook.com/bibliotecas.instituto.cervantes/
    - https://www.facebook.com/LyonInstitutoCervantes
    - https://www.facebook.com/aulacervantes.liubliana/
    - https://www.facebook.com/InstitutoCervantesPalermo
    - https://www.facebook.com/instytut.cervantesa.warszawa
    - https://twitter.com/Bibliotecas_IC
    - https://twitter.com/ic_formaele
    - https://twitter.com/IC_Palermo
    - https://twitter.com/ICI_yon
- Dissemination of IC's own publications and those received from SILKNOW: all IC social networks:

    http://www.cervantes.es/sobre_instituto_cervantes/direcciones_contacto/sedes_mundo.htm

In order to make the project, its results and milestones better known, IC will launch marketing campaigns in social media from its headquarters in Madrid during months 6, 18, 24 and 36.

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These campaigns will be fed by contents and materials produced during the project's lifecycle.

Furthermore, two large international and multilingual campaigns (in Spanish and in the language of every country where IC is present) will be launched during months 18 and 36, coinciding with SILKNOW two biggest events.

6.2.5 Monitoring and Evaluation

IC will carry out the assessment using:

- Social media statistics: Facebook Insights, Twitter Analytics, YouTube Analytics, Linkedin, etc.
- Statistics provided by the IC own digital dissemination tool
- Google Analytics for those contents hosted in cervantes.es

IC will monitor these actions in order to be aware of our community's opinions about SILKNOW and take appropriate actions if necessary.

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IC OBJECTIVES	INDICATORS	CHANNELS	METRICS
Silknow project visibility on IC community	Reach	FACEBOOK	Impressions
		TWITTER	Impressions
		YOUTUBE	Views
		LINKEDIN	Impressions
		EMAIL MARKTING	Number of delivered emails
		WEB PAGES CERVANTES. ES (related to SILKNOW project)	Sessions
			Pages views
Interest on Silknow project among IC community	Engagement	FACEBOOK	Likes
			Comments
			Shares
			Clicks
			Engagement rate
		TWITTER	Likes
			Retweets
			Replies
			Clicks
			Engagement rate
		YOUTUBE	Likes
			Dislikes
			Comments
			Share
			Video in playlists
		LINKEDIN	Likes
			Comments
			Shares
			Clicks
			Engagement rate
		EMAIL MARKETING	Open rate
			Email Sharing/Forwarding
			Clicks
			Clicktrough rate
		WEB PAGES CERVANTES. ES (related to SILKNOW project)	Bounce rate
			Average time on page

Figure 5. IC's KPIs

6.3. Printed promotional materials

Leaflets and posters were designed by a professional graphic designer who prepared different templates in InDesign in order to let project partners' design their own posters and leaflets maintaining the same visual identity.

Leaflets describe concise information about the main aspects of the project. They will be distributed in relevant events and conferences. Theme flyers will be produced to remark important results or for targeted audiences in order to tailor the message to their specific needs. Posters will show promotional images visualizing historical and local connection of the silk. They will be will be created for special occasions, like lectures or roundtables promoted by the project. It is also important to note, a special poster for academic purposes was created.

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Banners and roll-ups were also created in order to support the visibility of the project in public events and conferences.

As explained in D.1.1 Project Quality Handbook, all materials were created in InDesign, plus different graphic styles are available in EPS for different communication purposes but maintaining SILKNOW visual identity.

This information will also be uploaded in the project website.

Target audiences

General audience, partners collaborating institutions, SILKNOW users, museums, universities, schools.

Metrics

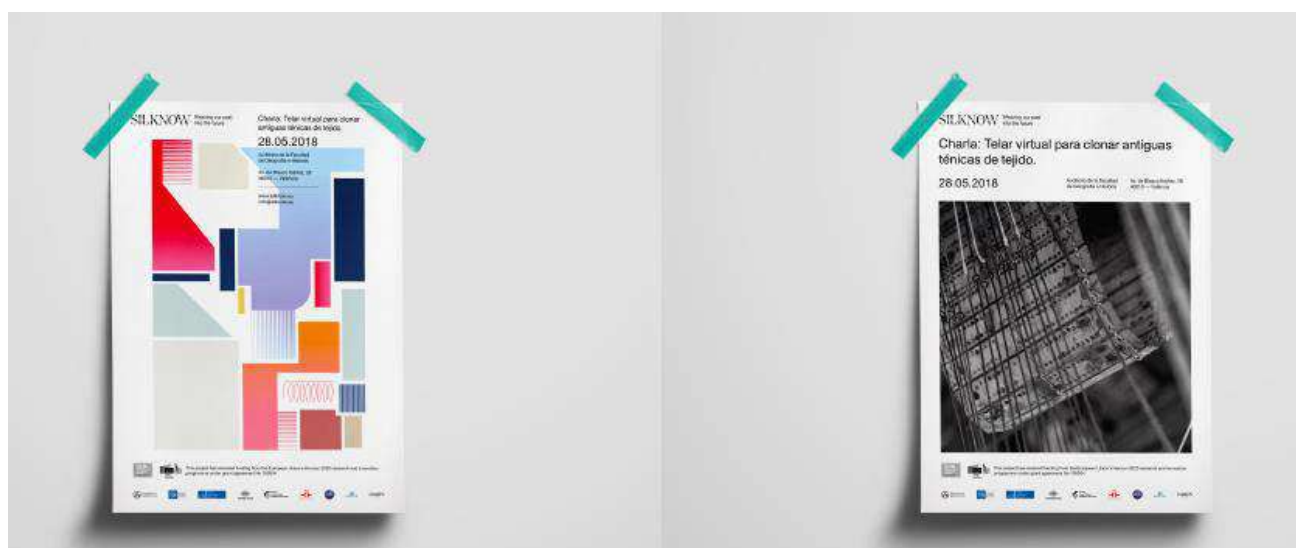Number of downloads in the website, number of material printed and distributed.

Figure 6. Posters template

6.4. Video and infographics

SILKNOW media actions and results will be shown in a video geared towards social media sharing. Infographics will be used to present highlights from the history of silk textiles in Europe.

Target audiences

General audience, partners collaborating institutions, SILKNOW users.

Metrics

Number of downloads in the website, number of shares in social media.

Fig. 7. Infographic

6.5. Media actions

SILKNOW has planned a special communication plan directed to specialized fashion media. Different actions are designed in order to create interest among fashion trendsetters and general audience. These actions will be.

- Five photo reports
- Two TV reports
- Ten articles on silk in contemporary fashion

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These materials will be produced by international models and professional photographers in order to make them more attractive and professional to these media, as well as to better connect silk heritage with current fashion.

Moreover, these news report will be (but not limited to) about:

- Silk and costume
- Silk and design
- Silk and techniques in contemporary fashion
- Silk in contemporary fashion: influences among principal designers
- Tradition and modernity in the contemporary fashion.

Finally, the fashion event (Task 7.5) will provide an extraordinary opportunity for PR and audiences' development. This will result in raising awareness about SILKNOW's contents, tools and results for the creative industries and touristic product developers.

7. ACTIVITIES CALENDAR

Months	Action
1-36	SILKNOW website
1-36	SILKNOW social media
6, 18, 24, 36	SILKNOW social media. 4 focalized campaigns, and ongoing during the entire project (see D8.7 & D8.9)
6, 18, 24 & 36	Information on IC' websites (4 promotional campaigns
6, 18, 24 & 36	Promotional mass-mailings by IC
25-36	IC's Electronic Library
9 & ongoing	Printed promotional materials (leaflets, posters)
18 & ongoing	Video and animated infographics

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6 & ongoing	Media actions
19-36	Public relations & events

8. PROJECT RISKS AND CONTINGENCY PLAN

The project's communications team will be responsible for comments that may appear in social media or different communications channels. SILKNOW has provided some recommendations that can be taken as guidance:

- Users opinions must be respected, avoiding confrontation and replying, if necessary, in the best polite manner, even if the opinion goes against the project or any of its partners.
- It must be clearly stated that neither the project nor its partners will be responsible for the users' comments made in any of the web sites or social networks.

Comments will be removed when necessary. This policy takes into account the following:

- The use of offensive, disrespectful or dismissive language.
- Any comment implying abuse or discrimination by reasons of race, age, civil status, mental or physical disability, sexual orientation, political orientation, religion or any other personal or social circumstance.
- Sexual comments or those containing links to sexual contents.
- Any kind of comment that may include commercial or publicity contents.
- Comments that may include any kind of illegal activity contents.

A Crisis or Emergency Cabinet will be set up within the communications area. This Cabinet will be formed by UVEG and IC (Marketing and Communication and Strategic Planning departments). The Cabinet's main target will be the assessment and coordination of the necessary actions to address and solve the different types of emergencies or threats that may arise and that will affect the image of the Project in a negative manner.

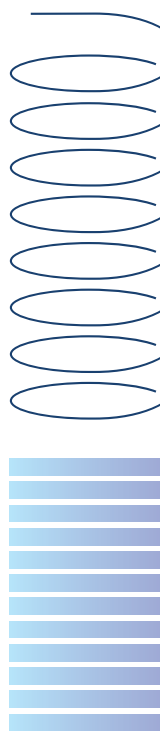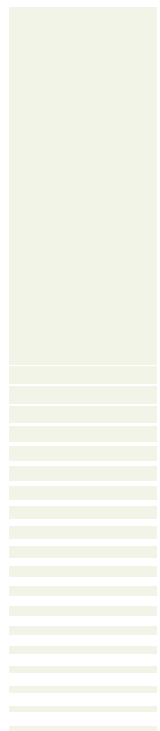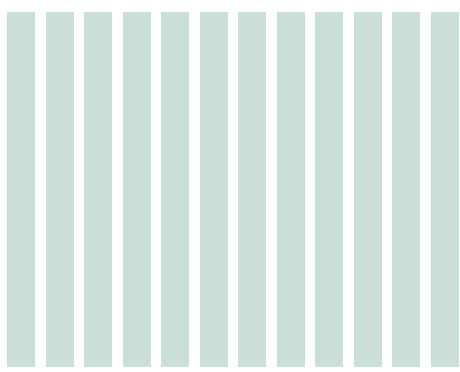If any crisis occurs, the following steps will be taken:

- Evaluate and analyse the situation, focusing on understanding the facts as quickly as possible
- A central point for the media will be established

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- Information will be gathered. and a response will be prepared
- An audience analysis will be made
- Definition of the means and frequency with which information will be provided
- The Initial response must show control, calm, authority and honesty. Timing is essential
- A final evaluation on the risk will be prepared

9. CONCLUSIONS

This document has provided the framework for SII KNOW external communication as well as its management workflow. SIL KNOW Consortium will use this document as basis; however, it will be reviewed and updated according to the project results. This will guarantee an effective communication with key stakeholders and audiences; therefore, it will help to create a strong relationship with users.

The present deliverable has also provided concrete tools to support the delivery of key messages to targeted audiences. All project partners are expected to be involved in the communications activities. This will assure that the project information and results are well communicated.