



# FCH2 JU COMMUNICATION STRATEGY 2014-2020

Promoting Fuel Cells and Hydrogen Joint Undertaking  
activities and objectives



**FUEL CELLS AND HYDROGEN**  
JOINT UNDERTAKING

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# 01

## INTRODUCTION AND STATEMENT OF PURPOSE

### FOREWORD

The communication strategy builds on the document 'FCH2 JU Communication Objectives, Roles and Responsibilities', adopted by the Governing Board on 11 February 2015, in which four general communication objectives were identified. Whilst taking into account the general techno-economic context, the communication strategy aims to translate these objectives into concrete actions in order to frame the communication activities of the Fuel Cells and Hydrogen 2 Joint Undertaking (FCH2 JU).

### THESE FOUR OBJECTIVES ARE:

- To ensure **appropriate and dedicated political support** to put in place an adequate European regulatory framework supporting FCH technologies;
- To **facilitate access to support mechanisms** at European, national and regional level complementary to those offered by the FCH2 JU, including new and additional financial resources;
- **To increase the public and political awareness** of FCH technologies and their applications in order to achieve a critical mass of supporters and ensure the correct perception and acceptance;
- **To expand the outreach** of the FCH sector to new public and private audiences and partners with the aim of opening up markets and developing new business cases.

### 1.1 CONTEXT AND KEY FACTORS

The FCH2 JU is a unique public private partnership (PPP) supporting research, technological development and demonstration (RTD) activities in fuel cell and hydrogen technologies in Europe. Its aim is to accelerate market introduction to tap their full potential in transitioning to a carbon-lean energy system.

On 6 May 2014, the Council of the European Union formally agreed to continue the Fuel Cells and Hydrogen Joint Undertaking under the EU Horizon 2020 Framework Programme (2014-20), and to support it with a total budget of EUR 1.33 billion.

The key factors to be taken into consideration for the new communication strategy under Horizon 2020 include:

- Fuel cell and hydrogen technologies are still relatively unknown to the general public; therefore, their specific technological advantages and their contribution to long-term socio-economic benefits for Europe will be explained and widely disseminated.
- The Joint Undertaking (JU) remains relatively unknown, even within the European institutions, despite being the key European platform bringing together FCH stakeholders. This is mainly due to the JU's highly technical nature and fragmented industrial landscape.
- Building on the progress achieved during the first FCH2 JU, several FCH applications have now begun the process of early commercialisation.
- The FCH2 JU brings together a diverse community of cross-sectorial stakeholders joining forces to improve the societal, economic and environmental performance of these technologies with a view to launching viable products on the market. Currently, numerous levels of interaction and communication activities often occur without adequate coordination.

## 1.2 A TWO-DIMENSIONAL INTEGRATED STRATEGY

In this new phase of the FCH2 JU, communication activities will focus on: (1) enhancing the visibility of all FCH(2) JU projects and results in order to raise the programme's profile, while (2) supporting early market introduction in key selected sectors (by highlighting technology readiness and potential).

A high degree of coordination between all stakeholders will characterise the communication activities, in particular between the JU members and the Programme Office, with a view to delivering a 'one-voice' approach.



*FCH2 JU Info-Day 2015*

### 1.2.1 RAISING THE PROFILE OF THE ORGANISATION

Given that the FCH2 JU is the leading organisation for FCH technologies in Europe, **better dissemination of the programme's results is key in strengthening its communication outreach.**

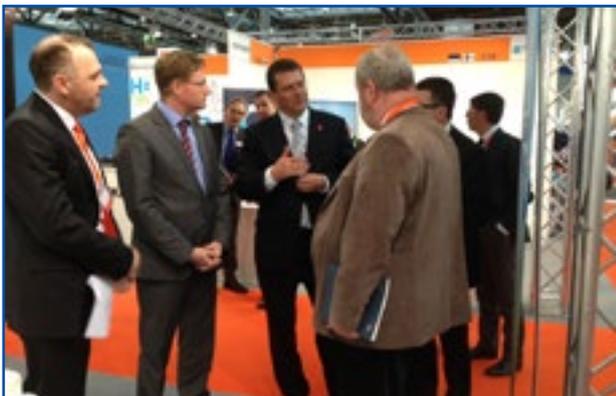
**With the launch of the second phase of the FCH2 JU**, there is a significant need for the programme to enhance its visibility and reputation by conveying the Joint Undertakings' achievements and successes, and further promoting participation in the FCH2 JU calls for proposals.

The programme's improved visibility should **result in stronger support** for both the FCH2 JU programme and the FCH technology itself **among European and national decision-makers** (European Commission, European Parliament, Member States) whilst also attracting new stakeholders and further consolidating the FCH sector in Europe.

In parallel, **fostering coordination with other EU programmes and working towards leveraging synergies with other European financing instruments such as, but not limited to, the ESIF (European Structural and Investment Funds) should also be a high priority.** Information on the FCH2 JU may therefore target selected Member States and regions. This could further help to bridge the gap between research and deployment by facilitating access to complementary financial support mechanisms at national, regional and local levels.



*FCH2 JU brochure*



*FCH2 JU at Hannover Messe 2015, presenting the FCH2 JU activities at Maroš Šefčovič, Vice-President leading of Energy union of EC & leading of Energy union*



*FCH2 JU at the TenT days – Riga 2015 Handover Ceremony with presence of Commissioner for Transport, Mrs Violeta Bulc*



*FCH2 JU Stakeholder Forum 2014 Handover Ceremony*

## 1.2.2 HIGHLIGHTING THE TECHNOLOGY'S POTENTIAL AND MARKET READINESS

Fuel cells and hydrogen technologies have great potential to address some crucial energy, environmental and sustainability issues, such as: air-quality problems and related health issues in big cities; Europe's energy (fossil fuel) dependency on politically unstable areas, the oil- and greenhouse-gas-intensive transport sector, the intermittency of renewable energy sources as against their growing share within the energy system, the trend in increasing the decentralisation of energy production, and so on. By highlighting real-life examples of how FCH technologies can provide solutions to each of the above-mentioned problems (via demonstration projects), their potential will be reinforced and their credibility ensured.



*FCH2 JU project CHIC – Antwerp*

Over the past decade, FCH technologies have made significant progress, especially in terms of **reducing life-cycle costs** and **increasing overall performance, durability and efficiency**. This has **enabled the start of an early commercialisation process** beginning within some specific market segments across the globe: buses, passenger cars, forklift trucks, combined heat and power (CHP) units, and portable and back-up applications. Therefore, targeted communication activities under the FCH2 JU will focus on supporting efforts to build favourable framework conditions (social acceptance, raising the profile of the technologies, targeting key audiences to increase the share of these technologies compared to alternatives, etc.) to trigger the deployment of these technologies. Wider uptake will cut costs through economies of scale and will showcase the benefits of fuel cells and hydrogen to the public.



*FCH2 JU at Hannover MEsse 2015  
presenting project ene.field*



*FCH2 JU project Don Quichote*

**Under this pillar, the communication activities will focus on highlighting the successes of (mainly) demonstration projects to deliver a clear and positive message, targeting new audiences (reaching beyond the ‘usual suspects’) and partnering with those industries/stakeholders which share similar objectives to achieve a greater impact.**

**Overall, the actions in this area should be more market- and less project-focused.** Depending on the particular sub-sector situation, increasing national outreach in selected countries should also be envisaged.

# 02

## SPECIFIC OBJECTIVES

Following this two-dimensional approach, the general objectives can be classified into two main categories of targeted communication activities:

### 2.1 RAISING THE PROGRAMME'S PROFILE

To improve general awareness of the programme **it is necessary to significantly raise the profile of the FCH2 JU as the strategic European initiative for ground-breaking research and development and demonstration activities in FCH technologies.**

In this respect, it is essential to make the link wherever possible to the benefits that FCH2 JU brings to the EU citizen (use of public spending to tackle societal challenges, positive economic impact of the JU, etc.), as well as ensuring that the contribution of FCH2 JU to President Juncker's priorities – and specifically to the Energy Union – is highlighted when possible.

#### OBJECTIVES:

- To showcase the programme's project results as added value in addressing societal challenges, strengthening Europe's competitiveness and improving the political support thereof
- To highlight the programme's contribution to the Energy Union (President Juncker's priority)
- To mobilise more strongly committed applicants in order to broaden participation in the programme
- To identify financial support mechanisms with a potential for complementarity with FCH2 JU and coordinate actions in that direction

### 2.2 HIGHLIGHTING THE TECHNOLOGY'S POTENTIAL AND MARKET READINESS

To showcase the technology's readiness and 'problem solving' potential it is essential to identify the different market segments in which it can make an impact. This will allow different audiences to be addressed more strategically. It is mainly the most advanced FCH2 JU projects which should be highlighted, although informing on the latest research developments in less-advanced areas to reflect the programme in the most comprehensive way is also a priority. The purpose is both to promote the technology's potential and to inform on progress being made to address specific societal problems.

## TRANSPORT

FCH technologies are most advanced in propulsion applications for fuel cell electric vehicles (FCEVs), notably passenger cars and buses.

### PASSENGER CARS

Since the year 2000, significant progress has been made in addressing technical issues, such as sub-zero start-up, matching conventional driving ranges and conventional short refuelling times, making today's FCEVs very reliable. The first vehicles (by Toyota, Hyundai) have now been commercialised, and other original equipment manufacturers, including European OEMs, are also working to deploy the technology.

While hydrogen mobility initiatives proliferate across the globe, and pressure is mounting on the transport sector to reduce its emissions (both GHG and pollutants), the time is ripe to strengthen communication activities in support of FCEV visibility. At the same time, passenger cars constitute an ideal vector for disseminating the message about the benefits of the FCH technology, thanks to the public's familiarity with the product. European players' level of commitment to the technology will play an important role in shaping the communication activities in this sub-sector under the FCH2 JU.

### OBJECTIVE:

- To highlight the advantages (silent, clean, efficient and fast refuelling, and long distance) of FCEVs outside the FCH community



*FCH2 JU project Hy Five*

### BUSES

Fuel cell electric buses hold great promise for greening urban public transport. They offer all the advantages of electric buses – zero tailpipe emissions, significantly reduced noise and vibration levels and, therefore, greater passenger comfort – while providing the same degree of operational flexibility as conventional diesel buses (due to comparatively long ranges and low refuelling time: a full service without having to refuel during the day, and refuelling process similar to the current one for diesel buses).

Strong synergies are developing among FCH2 JU projects (CHIC, High V.LO City, HyTransit and 3Emotion) for buses, requiring coordinated dissemination activities. Thus, FCH2 JU communication activities should both complement and support the existing initiatives.

## OBJECTIVES:

- To improve the image of fuel cell electric buses as a commercially viable alternative for clean urban public transport
- To disseminate lessons learnt from fuel cell bus projects, e.g. CHIC

## ENERGY

### STATIONARY FUEL CELLS

Distributed generation from stationary fuel cells promises significant benefits: fuel cell systems exhibit particularly high energy efficiencies (electrical efficiency of up to 60%, combined efficiency in cogeneration of more than 90%), thereby attaining considerable primary energy savings whilst avoiding transmission losses.

The technology virtually eliminates all local emissions of pollutants. Gas-based integrated fuel cell CHPs can substantially reduce CO<sub>2</sub> emissions when compared to a state-of-the-art gas condensing boiler and grid power supply - depending on the specific use case, operating strategy and power mix in the respective European market (e.g. ca. 30% less CO<sub>2</sub> emissions for a partially renovated single-family house in Germany under the current power mix).

With its flexible modulation capabilities and high efficiencies at partial loads, the technology shows strong potential for grid balancing in the context of a power mix with more intermittent renewables and electric heating solutions.

Building on existing infrastructure, fuel cell CHPs can potentially supply heat and power to every building with a connection to the gas grid as their primary market. Moreover, buildings may find a switch of their heating fuel attractive when fuel cell CHPs can offer a beneficial value proposition.

Fuel cells for residential applications (microCHP, 1/2-family dwelling) are relatively mature and are at the threshold of the early commercialisation process.

## OBJECTIVE:

- To highlight the societal and environmental benefits of fuel cells CHPs for the energy transition
- To increase the share of fuel cells CHPs in an energy landscape characterised by distributed generation, and present the technology as highly efficient devices to produce electricity, heat and cooling (e.g. microCHPs for residential applications)
- To disseminate results and lessons learned from demo projects (e.g. ene.field on microCHPs) by working alongside the consortiums

## GREEN HYDROGEN

It is essential to associate hydrogen with CO<sub>2</sub>-free production pathways to realise the maximum climate and energy benefits. The FCH2 JU is supporting projects that develop and demonstrate alternatives to current commercial practices. Its research programme covers a wide variety of renewable sources in combination with electrolyzers or reformers, while demonstration projects are related mainly to wind and solar.

## ENERGY STORAGE

Large-scale energy storage and grid-balancing requirements are becoming a necessity in the situation whereby Europe is undergoing an energy paradigm shift and moving towards more renewables energy resources, smart grids, smart cities and more electrification.

The strategic importance of the role hydrogen could play in facilitating this transition and delivering energy security and environmental and economic benefits should drive the communication activities in this sector. The results of studies and early demonstration projects should be used for this purpose.

## OBJECTIVES:

- To highlight European strengths in green hydrogen production routes (the most-advanced results for different routes towards producing green H<sub>2</sub>)
- To strengthen ties with the renewables community (industry, associations, etc.) to identify common problems for electricity networks and provide H<sub>2</sub> solutions

## CROSS-CUTTING

Since the duty to improve public awareness and trust in FCH technologies remains a priority, an important part of the FCH2 JU portfolio is dedicated to these issues. The FCH2 JU is supporting projects in safety, public awareness, education and pre-normative research areas, but for the safe deployment of these technologies it is essential to understand, manage and communicate both the hazards and risks associated with hydrogen in a systematic and proactive way. In that respect, the communication activities should emphasise the support the FCH2 JU is dedicating to such activities, as well as the outcome of the main achievements.



*FCH2 JU project H2 Sense*

## OBJECTIVES:

- Highlight the efforts made to increase basic knowledge in key safety-related issues (pre-normative research (PNR) projects and safety projects)
- Promotion of public awareness and acceptance of fuel cells and hydrogen technologies in transport and stationary applications, as well as portable applications (working in close cooperation with the HY4ALL project) and its potential and benefits compared to current technologies
- Highlight the support from the FCH2 JU in education and training to address the human resources challenge (high-level education, technicians, workers, etc.) and the safe spread of hydrogen fuel cell vehicles across Europe (first responders)

In that respect, the specific target audiences are: general public, technological experts (PNR results) and industry (PNR, safety and education).

# 03

## KEY MESSAGES

A set of top-level messages for all audiences, based on the programme's achievements to date, will be the cornerstone of the communication strategy. The final output of this ongoing exercise will comprise an attractive package outlining the FCH2 JU programme's role in helping the technology progress towards market readiness, and by highlighting the technology's advantages.

Finalisation of this exercise, **as regards the achievements of the FCH1 JU**, is a short-term priority.

This exercise is a continuous one as the FCH2 JU will progressively add new achievements.

# 04 PRIORITY AUDIENCES

Following concrete communication objectives, key types of target audiences can be identified, as presented in the table below.

A detailed analysis will be carried out prior to launching specific communication activities to define the target audience in order to ensure a tailor-made approach.

CATEGORY	TARGETS AUDIENCE
Policy-makers	EU level, Member States, municipal and regional authorities, councillors and scientific attachés of National Permanent Representations to the EU
New public	Public transport authorities, bus operators, renewables and energy associations, energy service companies (ESCOs), utilities, decentralised heating operators, actors in the building and renovating field
Decision supporters and multipliers	Environmental and national energy and mobility associations, NGOs
General public	
FCH stakeholders and potential applicants	IG/RG group, technological experts, new beneficiaries (SMEs and Member States which are not represented), National Contact Points (NCP)
Financial actors	EU/national and regional funding programmes and structures

# 05

## REACHING OUT TO AUDIENCES

### 5.1 THE COMMUNICATION CHANNELS

The FCH2 JU will continue to develop the following channels in support of its communication goals:

#### 5.1.1 EVENTS, WORKSHOPS AND MEETINGS

Depending on the communication objective and the priority audience targeted, events will be selected and/or organised accordingly, on a yearly basis.

Emphasis will be put on:

- Events reaching outside the FCH community to enhance the visibility of demonstration projects (policy-makers, new public);
- Workshops/events on additional financial support mechanisms to ensure synergies between various funding sources or instruments (EU, national, regional);
- Technical workshops with the FCH2 JU stakeholders to share knowledge on research projects or related topics.

#### FCH2 JU Stakeholder forum:

The Stakeholder Forum (SF) is one of the FCH2 JU advisory bodies, together with the SC and SRG, as mentioned in the Statutes. It is open to all public and private stakeholders, interest groups from Member States, Associated Countries as well as from third countries.

Established since the start of the second phase of the FCH2 JU (Stakeholder General Assembly assembly under FCH2 JU), the SF aims to invite stakeholders to give their comments on the FCH2 JU activities. In that respect,

the SF provides an overview of the major developments during the past year and seeks to define a vision for the way ahead for the sector in the coming years.



*FCH2 JU Stakeholder Forum 2014  
deputy Mayor of London, Mr Malthouse*

Considered as one of the main European gatherings in the field of fuel cells and hydrogen technologies, the SF is an opportunity for the community to align their objectives towards developing a common strategic vision for the future.

It is also an important communication channel to ensure the transparency and openness of the FCH2JU activities among both its stakeholders and the wider public.



*FCH2 JU Stakeholder Forum 2014 – mayor of Hambur, Mr Scholz*

With the JU advancing towards an even stronger public-private partnership, the **SF is also the occasion for industry and policy-makers to show how this partnership is contributing towards Europe’s energy and transport targets.**

As stressed in this strategic document, increasing the share of the technology’s potential to new publics is a key step towards the commercialisation of fuel cells and hydrogen technologies in different main target markets. In this respect, the SF’s second role (following the appropriate preparation) is as the main yearly event to which new audiences should be invited to ensure a greater outreach (media, NGOS and multipliers, PTOs, utilities, etc.), along with other similar opportunities.

**These new audiences will be invited following a specific action plan in line with the SF’s specific edition objectives (the agenda will be organised accordingly).**

The FCH2 JU SF showcases fuel cells and hydrogen technologies as credible, reliable and affordable mass market options for decarbonisation.

## 5.1.2 FCH2 JU WEBSITE

New modules have been integrated to enable newsletters to be published automatically and to enhance the visibility of media publications. More improvements are envisaged as and when appropriate



Sending “News” e-mails to target audiences attracts and increases circulation on website

## 5.1.3 SOCIAL MEDIA

Enhancing the online presence of the FCH2 JU is essential to widen its outreach to new audiences.

**LinkedIn:** The FCH2 JU already has a LinkedIn account. In view of the significant presence of both fuel cell and hydrogen communities on LinkedIn, this platform is a very useful way of reaching out to a more ‘technical’ audience.

**YouTube:** The FCH2 JU has a YouTube account. Its main purpose is to facilitate the publication of videos on the FCH2 JU website and to generate traffic across the two platforms.

**Twitter:** The FCH2 JU may consider opening a specific Twitter account. Because of the increasing political and institutional presence on Twitter, this tool may be developed and optimised to support the achievement of the FCH2 JU communication strategy objectives. Generally speaking, tweets will follow the information published on the FCH2 JU website thematically, focusing on specific information at specific times.

### 5.1.4 PRINTED MEDIA

Since November 2014, the FCH2 JU has improved its visibility in both the general and specialised media. A top priority now will be to enhance the visibility of its media clippings.

Depending on the nature of each communication initiative, the need to involve the media will be evaluated on a case-by-case basis to match appropriate pre-set targets.

The FCH2 JU will continue to expand its public relations (PR) and media contacts and will maintain links with selected journalists to prepare the ground for issuing targeted press releases around key FCH2 JU events and developments.

- Media priority focus: EU affairs, transport, energy, science and innovation, finance.
- Coverage: FCH2 JU success stories, demonstration projects, the benefits of the technology.

Specific press releases will be published for important events. If the message to be conveyed concerns a 'joint action' involving an additional actor (e.g. DG MOVE after the TEN-T days, Clean Sky after the joint workshop), a joint press release will be developed **in collaboration with all the actors involved**.

In addition, the FCH2 JU may adhere to a European Commission Framework Contract with a PR company in order to receive support in:

- Media research, including media studies and information sessions on the media;
- Media planning and strategy development, including market analysis and concept development for campaigns;
- Campaign analysis (proposing a monitoring system and preparing comprehensive reporting to document campaign achievements).

Additional tools and channels (videos, new social media accounts, etc.) may be developed to illustrate the benefits of both the technology and the PPP.



## 5.2 USING THE CHANNELS

### 5.2.1 RAISING THE FCH2 JU PROFILE/DISSEMINATION OF RESULTS

- Presence at selected events and workshops;
- The FCH2 JU website and promotional material (leaflets, brochures) as an important tool for improving the visibility of project results and key achievements;
- LinkedIn to mobilise applicants, share key information on calls and on the programme itself;
- European Commission communication channels (social media, public events, press releases, videos; H2020 website carousels);
- Once established at a later stage, Twitter for publishing key results and targeting policy-makers.

### 5.2.2 HIGHLIGHTING TECHNOLOGY READINESS AND POTENTIAL

- Selection of key events to enable outreach beyond the 'usual suspects';
- Printed media;
- Targeted newsletters;
- Digital platforms using video tools to promote the technology.

# 06

## IMPACT ASSESSMENT

Assessing the impact of communications activities will give further insight into their effectiveness and will enable their adaptation and corrective actions as required.

Tools envisaged to monitor impact:

- Website statistics (number of visits per page, per events, documents downloaded, etc.);
- Social media traffic (number of followers, number of impressions on publications, number of 'likes', number of 'shares' and 're-tweets', etc.);
- Press coverage (circulation of each publication, etc.);
- Events (feedback via online surveys for main events, e.g. SF).

# 07

## ORGANISATION OF COMMUNICATION ACTIONS

### 7.1 RESOURCES

Under the direction of the Executive Director, the FCH2 JU Programme Office communication team, which comprises three people (communication officer, knowledge manager and a stakeholder relationship manager), are coordinating the drawing up, planning and implementation of the FCH2 JU communication strategy. This team is interacting closely with many other stakeholders who are communicating on FCH2 JU-related issues. During FCH2 JU, coordination will be further improved in order to leverage the synergies being targeted.

Other **FCH2 JU staff** (project officers) will contribute to the communication activities in various ways:

- Providing news from projects for use in communication activities;
- Providing technical and strategic expertise;
- Promoting FCH2 JU via presentations;
- Identifying speakers for FCH2 JU events.

#### External communication support

The FCH2 JU will also contract out to external services providing design and proof-reading, event organisation, media reporting and the production of promotional material, as appropriate.

#### FCH2 JU project dissemination teams

To foster messaging continuity, the communication team will work closely with FCH(2) JU project dissemination teams to streamline communication activities (e.g. releasing a joint press release for a project launch or a key achievement, sharing similar material, and disseminating information linking the FCH2 JU website and social media channels).

## Joint communication task force (JCTF)

To coordinate and better align communication actions, a task force has been set up bringing together representatives of NEW-IG, N.ERGHY and the EC to meet on a monthly basis to:

- Plan and coordinate actions and messages;
- Prioritise actions;
- Share updates and exchange views on both ongoing and future communication initiatives;
- Prepare communication-related items for governing board approval/information.

## European Commission communication teams

The FCH2 JU will liaise with the EC communication teams ('R&I Family Communications Units' meetings, communication representatives from different Directorates, etc.) to ensure they are kept in the action loop, as appropriate.

# 08

## METHODOLOGY

Based on the main communication objectives and within the framework of this strategy, an annual communication action plan will be developed to identify the priorities/tasks for the year. In pursuit of these targets, key events/initiatives will be selected for strategic outreach.

As part of the annual work plan, a detailed agenda and related objectives will be discussed, developed and consolidated within the JCTF with the aim of driving FCH2 JU communication activities throughout the year.

### 8.1 PRIORITISING ANNUAL OBJECTIVES

The main criteria for prioritising annual objectives are:

- Political agendas and regulatory developments at European level (e.g. Energy Union, COP21, the EU's Heating and Cooling Strategy, discharge-related issues, etc.);
- Key outputs from FCH2 JU activities (studies, demo projects, coalition building);
- Market developments and industry commitments.

### 8.2 ALLOCATION OF ROLES TO IMPLEMENT COMMUNICATION ACTIVITIES

Please refer to the document 'FCH2 JU Communication Objectives, Roles and Responsibilities' for details.

Depending on the nature of the event, concerted efforts may be needed from various stakeholders to ensure successful delivery. This requires the timely allocation of tasks, together with setting clear objectives.

## COMMUNICATION YEARLY PLAN - TEMPLATE



FCH2 JU Communication Plan - YEAR

### INTRODUCTION

Setting up the action lines for the year.

### TACTICAL OBJECTIVES

The tactical objectives are more specific objectives suitable for more explicit and detailed implementation, audiences and targets/ goals. They should be defined in line with the directions described in the strategy. This section should allow the setting of expectations.

### KEY AUDIENCES

Specific audiences detailed in line with the tactical objectives.

### CHANNELS: USE AND DEVELOPMENT

Setting out which main tools will be used and how they will be employed in line with the tactical objectives and audiences. Mention will also be made as to whether or not new channels, new or updated materials are to be developed.

### HIGHLIGHTS

Define key tools to be developed and additional communication activities (e.g. new brochures, branding tools, etc.).

### **Annual EVENTS CALENDAR (may need to be updated during the year)**



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