EU-OSHA / OiRA

Communications Strategy & Implementation Plan 2014 -2020

August 2014

Contents

1 Introduction

1.1 Purpose of this document

In the risk assessment of the OiRA project, the "low take up of the tool by end-users" (micro and small companies) has been considered as a "high risk" for the project. So, to reach micro and small companies (basically to ensure that they know about the existence of the OiRA tools) and then to invite/encourage/convince micro and small companies to use them is a top priority for the project. For this reason it is important to set up a comprehensive OiRA promotion / diffusion strategy at two levels:

- EU-OSHA level
    - o Promote the OiRA project as a whole / at European level
    - o Support the OiRA partners in their task of promoting the sectoral/national tools

- OiRA partners level
    - o Promote the OiRA tools at national / sectoral level

Because the OiRA partners play a crucial role in the task of promoting the tools among the end-users, this document focuses on supporting and implementing promotion of tools by tool developers/partners to end-users. OiRA partners are encouraged to set up their own (national / sectoral) OiRA promotion strategy by using the information / resources included in this document. The E-fact 77- OiRA promotion and implementation strategy[1] is also intended to the OiRA partners to help them in this task.

1.2 Background

The OiRA platform features interactive risk assessment tools to help micro and small organisations put in place a risk assessment process. This document provides a communications path for the OiRA project as its focus moves on from the developers of the OiRA platform and tools towards the ultimate target audience: the end-users. Since they are spread across a number of countries and language groups, extensive use of intermediaries will need to be made to reach them.

EU-OSHA has already engaged with member state and EU-level partners in developing these tools. There are currently 33 sector specific tools available in a number of European languages and further tools under development (Please refer to the OiRA project website for a regularly

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[1] This guide (available at: http://www.oiraproject.eu/Resources/manage-an-oira-project/a-guide-on-promotion-and-implementation-strategies-for-oira/at_download/file) provides Member State policy makers, EU and national social partners, OSH-experts, researchers and other relevant networks or associations with information on the implementation strategy of sector-specific risk assessment tools for micro and small enterprises.

updated list of tools available and under development). EU-OSHA has been communicating continuously with the OiRA community and FoPs at various events (workshops and presentations) and through direct communications with the OiRA tool developers.

In addition, EU-OSHA has established an OiRA Project website (recently re-designed) to provide supporting materials for the project and a directory of available tools and those under development. The supporting materials are intended to assist the OiRA community in project management, development and promotion of OiRA tools. EU-OSHA also founded a LinkedIn group for the "OiRA Community" in late 2013 which currently has 31 members (9 internal to EU-OSHA). The group includes discussions and communications between the community members in terms of OiRA tool projects' achievements, best practices and announcements regarding new tools.

2   Overall communications objectives

(Step 1)

In the words of the OiRA business plan, "An OiRA tool remains just a tool. Its real potential to make a significant contribution to improving occupational safety and health in Europe's workplaces lies as much in its development and diffusion model as in its technical characteristics."

The communications objective now is therefore the promotion of the platform and the underlying tools as a means to encourage risk assessment within enterprises, specifically focusing on micro and small enterprises. The communications strategy and implementation plan are not intended to address the functionality & design of the existing platform & tools. It is their use and sharing by the target audiences that matters.

The plan encompasses three broad areas of activity:

- Communications activities to help OiRA community (developers & partners) to reach end-users.
- Communications support by EU-OSHA to the Focal Points and to potential and existing members of the OiRA community.
- Communications activities to inform EU and regional policy makers about the OiRA tools.

2.1   SMART communication objectives

(Step 2)

1. Support the existing OiRA community in promoting existing tools.

2. Increase use of OiRA tools by micro and small enterprises – encouraged by national authorities.

3. Encourage sharing of OiRA tools among the end-user audience.

Key Performance Indicators for each of these objectives are set out in Section 9 below.

3 Audiences

(Step 3)

This plan follows the conventional definition of a stakeholder as a person, group or organisation which affects, or can be affected by, an organisation's actions. Where the objective is to communicate with stakeholders we refer to them as audiences. Some audiences will have a higher priority than others, and some stakeholders will have a role to play in persuading others to deepen their involvement in OiRA.

3.1 Outside the OiRA Community

OiRA tool end-users

This is the key target audience. It is a broad group which stretches from micro to small sized enterprises across a wide range of business sectors. All businesses must routinely buy / use products and services that help them stay profitable, competitive, and successful. OiRA, as a free service, stands out in this respect. The businessperson is an information-seeker, constantly on the lookout for information and advice that can help do the job better and increase profits. The workers / safety representatives may also see the interest of OiRA to address health and safety issues at work, to improve the working environment,

We should also note that the business audience is not always well-disposed towards official channels:

"Government-funded advice cannot compete with private sector advisers, but it still has a role to play, mostly as an independent broker between SMEs and experts"[2].

The primary attribute of communications to this audience thus needs to be **relevant**. Micro and small enterprises must feel that OiRA has added-value for them. This requires a tone of voice for communications which will have credibility across the business community. It will also be important for the interlocutor at the point of delivery to be seen as having **credibility within the sector in question.**

MS politicians and policy makers in the OSH domain

If national authorities are to encourage the use of OiRA tools, they must first be aware of them and of their advantages. That means maintaining awareness among political decision-makers in

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[2] Schizas E:, Jarvis R., Daskalakis N:, "SMEs and their Advisers: Measuring Trust and Confidence", ACCA, Research Report 127, 2012 available at:
https://www.academia.edu/4099826/SMEs_and_their_Advisers_Measuring_Trust_and_Confidence

the EU Member States responsible for safety and health at Ministerial or Junior Ministerial level. OiRA is already on the radar of officials concerned with safety and health affairs in public administrations. But while most of the labour inspectorates of the countries in which OiRA is developed have a positive attitude towards OiRA, they are under-resourced. They need promotional tools which are easy to use and above all practical rather than theoretical.

MS senior policy makers in other relevant policy domains

OiRA crosses sector-boundaries. Awareness needs to be built among senior officials in the departments of domains which touch upon, or overlap with, safety and health: for example, Public Health, Education, Transport, Research, Innovation, Environment, Employment, e-administration. These groups also need to be targeted at national, regional and local levels. It will be important to bear in mind that the same function may have a different role, influence or level of engagement from one member state to another.

General OSH Community

EU-OSHA is already in contact with other OSH Authorities and social partners. These are existing and positive stakeholder relationships. But they must be maintained; this category will act as advocates for OiRA to other groups.

3.2   Within the OiRA eco-system

The OiRA community (OiRA partners)

This group consists specifically of institutions that have or are in the process of developing a tool, they are in effect the OiRA tool owners. OiRA partners are already assuming many different roles in their task of promoting and disseminating the tools. So far, the Agency has supported them in mainly two of these potential roles:

> - the first is that they can work to arrange OiRA information meetings at national level for companies in the sectors and countries in which some OIRA tools are already available. EU-OSHA could provide them with necessary support for these meetings.

> - the second is that they can organise OiRA training events for multipliers such as national sectoral industry associations, chambers of commerce and OSH experts.

EU-OSHA provided the OiRA community with an overview describing the promotion activities the Agency is ready to implement to help them to promote their tools (within its capabilities). It is up to the partners to decide (based on their own promotion strategy) the activities to be carried out.

Focal Points

These may or may not be active within the OiRA community itself. Where they are not specifically owners of OiRA tools, their role is to act as multipliers in attracting potential OiRA tools-owners/developers.

The actions undertaken by the FoPs should be parallel to those implemented by the developers of the tools. EU-OSHA could provide them with guidance on promotional techniques in attracting other institutions to the OiRA community.

Relays / Disseminators

As the name implies, the involvement of the relays / disseminators is sought on the basis of their capacity to promote the tool among relevant end-users.
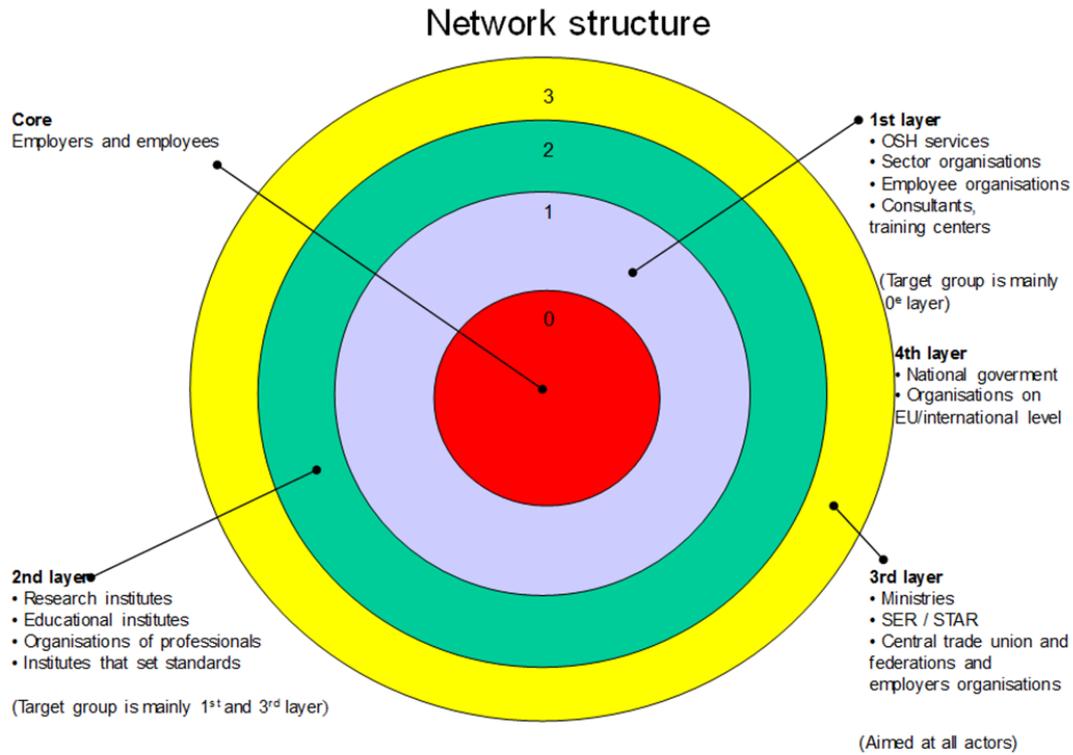
3.3   Stakeholder mapping

(Step 3)

Each company is part of a sector where several stakeholders develop, disseminate, implement and evaluate knowledge about OSH. The model below **OSH network structure**[3] is a practical tool that can be used to map out the network structure. There are five layers:

1. **Core**: employers and employees, the focus of the OSH infrastructure, this is where the knowledge should be implemented.
2. The **1st layer**: direct support to the core layer by consulting, coaching, education and provision of information. Includes: OSH services, employer and employee organisations, producers of work equipment, consultants, labour inspectorate, certifying organisations, patient organisations etc.
3. The **2nd layer**: knowledge creation for the core layer and the 1st layer and support of professionals in the 1st layer. Scientific, applied and policy research commissioned by the 3rd or 4th layer. It includes: knowledge institutes, universities, organisations for professionals, etc.
4. The **3rd layer**: initiates and finances policy research and other knowledge related activities for the general interest and policy preparation for the government. Includes: Ministries, central employee and employer organisations, advisory boards, health council, research funds etc.
5. The **4th layer**: decides on national and international policies and issues legislation and commissions national and international research. Includes national government, European governments, EU-OSHA, Eurofound, international employee and employer organisations and bi- or tri partite organisations (ILO, ISSA).

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[3] Nossent, S., Meeuwsen, J.M., Kwantes, J.H. (2000). Arbokennismanagement in branches. Een 'fototoestel' met handleiding voor werkgevers- en werknemers organisaties, overheid en hun adviseurs, TNO.

In addition there are actors that 'transport' knowledge like publishers, online discussion groups, OSH-networks, information centers, etc.. Moreover, some stakeholders may act in more than one layer.

Network structure

Core
Employers and employees

1st layer
• OSH services
• Sector organisations
• Employee organisations
• Consultants,
training centers

(Target group is mainly 0ᵉ layer)

4th layer
• National goverment
• Organisations on
EU/international level

2nd layer
• Research institutes
• Educational institutes
• Organisations of professionals
• Institutes that set standards

(Target group is mainly 1ˢᵗ and 3ʳᵈ layer)

3rd layer
• Ministries
• SER / STAR
• Central trade union and
federations and
employers organisations

(Aimed at all actors)

The following stakeholder mapping identifies the OiRA stakeholders within the EU-OSHA universe.
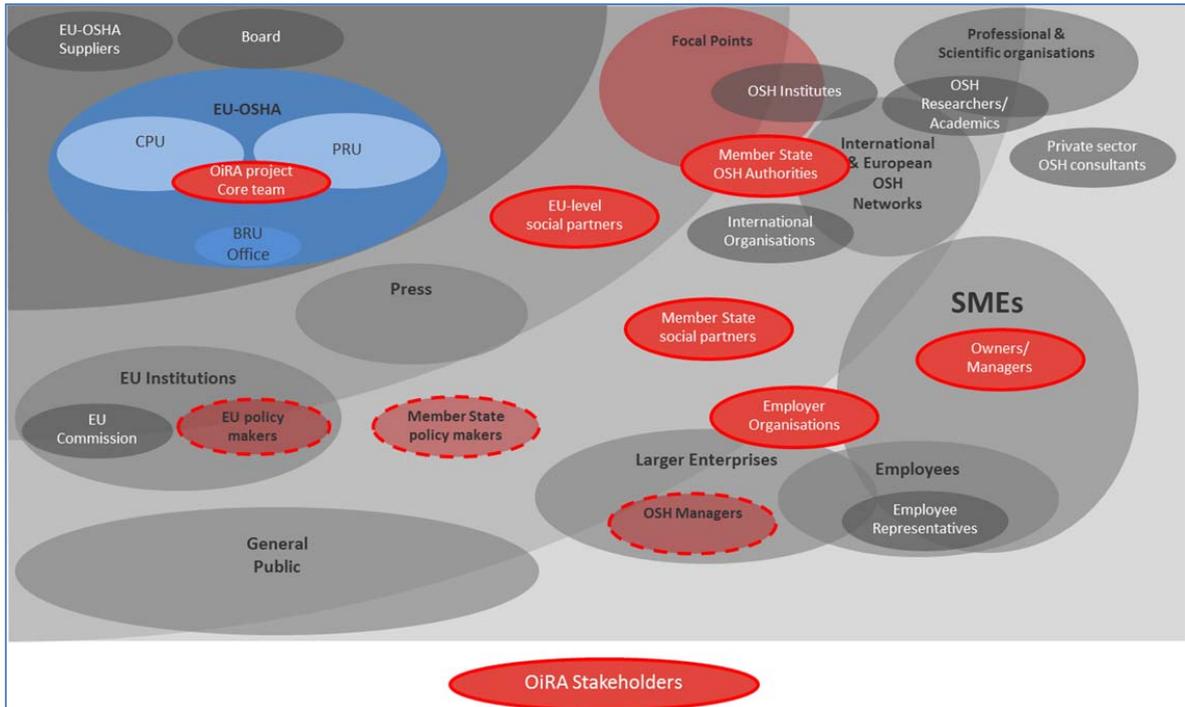
The following stakeholder mapping identifies the OiRA stakeholders within the OiRA eco-system.
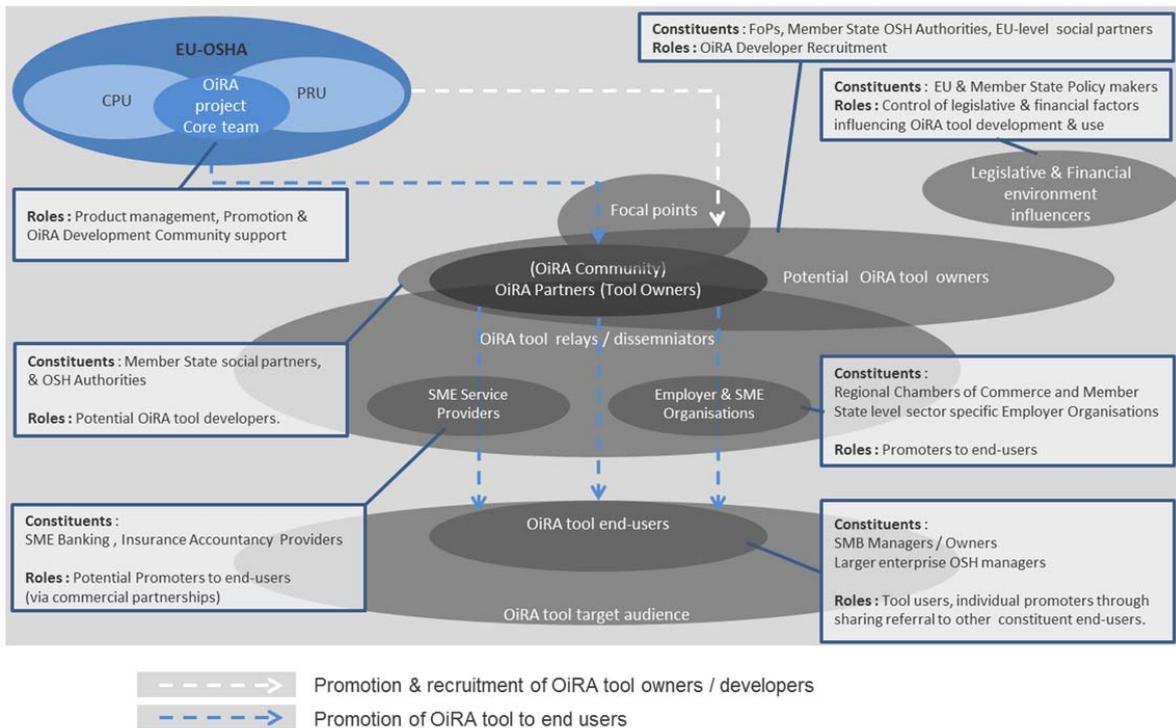
4   Messages

Carrying out a risk assessment may be a legal obligation, but that alone is not a sufficient incentive for most micro and small companies. Business owners, whatever the size of the organisation, think in terms of the bottom line. Will this cost them money or save them money? But expressing risk just in financial terms could sound hard-hearted. So EU-OSHA's narrative needs to appeal in way which touches on the financial and legal aspects, but has a human dimension as well:

4.1   Overall narrative

As a business owner, you need to manage risk. OiRA is an online risk assessment tool designed to make life easier for you and safer for your employees. Ignoring risk can harm your workforce and damage your business. Risk assessment helps you look after your workers and safeguard your business.

OiRA has been developed by the European Agency for Safety and Health at Work (EU-OSHA) and it can also ensure that you comply with the law.

4.2   Messages outside OiRA community

OiRA is an easy-to-use interactive online risk assessment tool available from the European Agency for Safety and Health at Work (EU-OSHA).

OiRA is free of charge and an effective way to look after your most valuable assets – the people who work for you.

OiRA is one of the first interactive risk assessment tools and is innovative (associated to computers/tablets/smartphones; shared perception that e-tools like OiRA are "the future" or "a step in the good direction";…).

OiRA has a– didactic / methodological dimension (it helps / guides end-users throughout the risk assessment process).

OiRA tools can be easily and at any time updated / completed, ….

OiRA tools help identify the risks but above all provide/propose preventive/protective measures ("solutions").

4.3   Messages within the OiRA community

At EU-OSHA, we have put a great deal of effort into supporting OiRA tool developers/intermediaries and encouraging them to take part in the OiRA project. Now we aim to help our national partners take the lead in promoting OiRA tools at national level and ensure that national implementation is functioning well.

5 Actions to be induced

(Step 4)

The following list outlines the key actions to be induced within the various target audiences:

<u>**Outside OiRA Community**</u>

- **OiRA tool use/application** - by micro and small enterprise end-users, encouraged by national partners.
- **OiRA tool referral** – peer to peer sharing and referral of tools by end-users.
- **Sharing of OiRA best practice** – OiRA end-users sharing best practice with respect to risk assessment/management and use of the tools
- **Awareness raising** - encourage stakeholders to promote OiRA by incorporating references to the platform within communications and presentations.

<u>**Within OiRA community**</u>

- **OiRA tool promotion to Micro and small enterprises** – OiRA tool promotion within the target end-user group & within the general OSH community.
- **OiRA community participation** – Existing OiRA tool developers continued engagement within the OiRA project and community
- **Sharing of OiRA best practice** – OiRA community members sharing best practice with respect to tool promotion & design.
- **OiRA tool enhancement –** Existing OiRA tool developers continued enhancement and updating of existing OiRA tools & addition of new tools by relevant existing tool developers
- **OiRA Tool developer recruitment** – Recommendation and recruitment of new OiRA tool developers within the general OSH community.
- **OiRA tool delivery** – successful delivery/implementation of tools by new OiRA developers

5.1 Audiences and activities by segment

The following table identifies the key actions to be induced with respect to each specific target audience segment.

Target Audience	Actions to be induced					
	Outside OiRA Community				Within OiRA community	
	Awareness raising	OiRA Tool referral	OiRA Tool Use	Tool developer recruitment	Sharing of best practice	OiRA tool promotion to micro and small enterprises
OiRA Tool end-users	X	X	X	-	-	-
EU & Member state policy makers	X	-	-	-	-	-
Press	X	-	-	-	-	-
Focal Points (Non-OiRA Community)	X	X	-	x	-	-
OiRA Community (Existing tool owners)	-		-	o	x	x
Employer & Micro & Small organisations	X	X	-	-	-	x
Micro & Small Service providers (Relays)	X	X	-	-	-	x
Potential OiRA partners/owners	-	-	-	x	-	

x – Primary action to be induced; o – Secondary action to be induced.

6   Communication channels

(Steps 6&7&8)

6.1   Channels to be employed by EU-OSHA

The following channels will be used by EU-OSHA to engage directly with the relevant stakeholders:

6.1.1   Email:

- **Direct email communications** - with the OiRA community and Focal Points (who are not tool owners)
- **OiRA community email newsletter** – messages to the OiRA community & potential tool developers promoting best practice, new documentation / guides, new OiRA Tools and other relevant OiRA news.
- **OSHmail newsletter** – messages to the wider OSH professional audience.

6.1.2   Face to face meetings:

- Meetings between EU-OSHA, OiRA team members, Focal Points (who are not tool owners) & potential, new & existing OiRA developers who demonstrate a particular interest in the project.
- Face to face meetings, in order to support OiRA Partners promotional pilots, with EU level & regional business service provider associations to elaborate sales messages & opportunities to promote OiRA tools within their membership base.

6.1.3   Social media:

- **OiRA Community LinkedIn group** - Posts and updates to the OiRA community LinkedIn group
- **EU-OSHA twitter –** Tweets linking to quarterly OiRA updates on the OiRA project website.
  These channels may be supplemented by further channels dependent on the EU-OSHA overall Communications strategy.

6.1.4   OiRA project website

News Posts and updates to guides and documentation on the OiRA project website

Redesign of OiRA project website navigation and Information architecture centred on target audience and tool development life-cycle. To be reviewed in 2015.

6.2 Channels to be employed by OiRA partners

In the first instance, EU-OSHA may engage with relays at EU level. Subsequently, OiRA partners will need to engage at national and regional level. The following groups are potential relays as they regularly engage with micro and small enterprises. EU-OSHA could provide them with promotional tools to support these contacts (See Section 7) and will also fund a number of pilot projects to further develop methodologies for working with them.

6.2.1 Relays (non –exhaustive list)

- **Banks:** most micro and small enterprises will visit their banks regularly. Bank managers are often asked for their advice. Bank branches can be encouraged to draw micro and small enterprises' attention to OiRA and their need for effective risk management. There is an incentive for the banks since this may be an opportunity for them to cross-sell insurance.
- **Accountants:** most micro and small enterprises retain a book-keeper, accountant or other similar financial advisor. Here again there is an opportunity to get the OiRA message across.
- **Insurance brokers:** there is an obvious link between safety and health on the one hand and insurance on the other. Even those micro and small enterprises who try to avoid their banks will see their insurance broker at least once a year to review their cover. Brokers can emphasise the fact that failure to comply may invalidate insurance.
- **Start-up boutiques:** in some countries, specialist financial advisers work with business people on the legal and financial aspects of starting a new business. Providing additional advice on compliance with safety regulation will allow such boutiques to differentiate themselves and add value to their service.
- **Chambers of commerce:** either at regional or sector level, they can disseminate OiRA information among their members. However, they cannot be relied on as an exhaustive source of contacts. Their membership may not include all the businesses in a particular sector.
- **Safety officers:** Some enterprises will have individual members of staff responsible for safety at the office, site or plant. They can be accessed through their professional associations and encouraged to make their business owners aware of the OiRA tools.
- **Social partners:** Business associations allow more precise targeting of businesses in particular sectors, although (like Chambers of Commerce) their lists may not be exhaustive. For their part, the trades unions have a direct interest in the safety and well-being of their members. Staff/safety representatives can be encouraged to draw business owner's attention to the OiRA tools as an inexpensive way of safeguarding employees.
- **…**

6.2.2 Press (non-exhaustive list)

We include the press here rather than among the audiences above because the press is not an audience; it is one of the routes through which OiRA partners can reach the end-user audience and also the other audiences identified above. Journalists are looking for something new, not just for information. But "new" need not mean brand new. It can be new to a country, or new to a sector, or new in the sense that it has been proved to work for the first time. The support provided by EU-OSHA could include templates for press materials to reduce the workload on OiRA partners and also to ensure consistency of messaging across countries and sectors.

- **Sector Trade press –** Most business sectors have their specialist press and the journalists much prefer stories which are specific to their readers rather than generic issues. The fact that the OiRA tools are sector specific is a great advantage here. Case studies or "success" stories would be very important in promoting the OiRA story to journalists at all levels.

- **Specialist SME Press -** The same methods would be used to target the specialist SME press, and in particular the dedicated SME websites. One common thread running through all of this is that many business journalists tend to write for a wide range of specialist titles, so one contact may be leveraged to achieve a range of coverage.

- **Regional Press -** The regional press often do not have specialist business staff in-house, and are dependent upon syndicated articles or signed pieces from outside contributors. Templates for these could be included in the materials supplied by EU-OSHA.

- **National Press -** Contact would need to be established with business and social affairs writers on the national newspapers. The aim would be to introduce selected spokesmen and case studies to the media in such a way that OiRA becomes more than just a "one-off" news story. Whenever a journalist is writing about an issue or story where risk management issues are involved, they would be encouraged to contact OiRA or a representative. These titles would also be seen by the decision makers identified in the audiences section above, and by their advisers.

- **Country campaigns -** Press conferences or briefings can be held at national or regional level when a tool is first tested and again once it has been used successfully. Ministers and high-level representatives of the OiRA developing organisations at national level should attend. In countries where the tools' EU provenance is seen as an advantage, there can be high-level presence from the Agency.

- Radio/TV media

- …

6.2.3 Piggybacking[4] on third party events (Seminars, Trades Fairs, etc.)

Trade exhibitions and such business events are regarded by micro and small enterprises as important sources of business information. The opportunity should be taken of getting the OiRA message across at such events, by leafleting, exhibition stands etc. OiRA should be positioned as facilitating the spread of good practice among the business community, and easing the burden of compliance with regulations.

Another possibility here is endorsement – if a local and popular business figure could be persuaded to attend and endorse the event, his or her presence would generate more publicity.

Other third party events: Get online week (www.getonlineweek.eu); students arena fairs, OSH expositions/exhibitions, ..

6.2.4 Online / E-marketing channels

As has been mentioned, Chambers of Commerce and business sector associations will not usually include every single enterprise in a particular sector among their membership. Online channels may provide a means of reaching more deeply into a particular sector. However, such an option may not be available in all cases. EU-OSHA can encourage the use of online channels by the OiRA partners. Key online channels for OiRA promotion to micro and small enterprises include the following:

- **Organic search engine optimisation (SEO) –** SEO optimisation both in terms of "on-page" and "off-page" SEO optimisation. "On-page" activity includes the development / enhancement of OiRA tool landing pages by OiRA partners within the OiRA platform (to be addressed within the development of OiRA 2) and within the partners own web presence. This includes structural optimisation of landing pages in terms of ensuring that the underlying code supports search engine indexation and content and keyword optimisation in order to target specific keywords that will attract suitable sector and regional specific end-users. "Off-page" activity includes the development of back-link strategies in partnership with other OSH related online websites to ensure prominent placement.

- **Paid search engine & online display advertising –** Promotion of OiRA tools at a national level utilising primarily Google AdWords but also display advertising to compliment organic search engine placement achieved via SEO techniques. Promotion should be highly targeted in terms of keyword (language & sector) & geographical

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[4] **Piggybacking** literally refers to carrying someone on one's back or shoulders. In this specific context, it may also refer to use the opportunity to promote or inform about OiRA in events not necessarily related to OSH and organised by institutions not necessarily related to OSH.

targeting for AdWords campaigns and only to specific audience segments (relevant to the tool in question) via display advertising channels. The selection of keywords, geographical and audience profile targeting will vary with each OiRA tool.

- **Organic social media promotion –** Promotion of OiRA tools via posts to relevant groups, those which are likely to attract a micro and small enterprise related audience, and on social media networks / websites in general (Facebook, Twitter, LinkedIn, Google+, Quora and any other specialist discussion groups and fora). The range of social media relevant to each tool will vary based on its sectoral and regional specificities.
Initially this will be pro-active (un-prompted) in terms of announcing new tools or promoting tools that have not already been promoted via social media channels. However, following initial pro-active social media promotion, this will be dependent upon establishing a "Veille" (a list of relevant online social media groups, users & forums to be regularly monitored) in order to identify relevant posts/activity relating to the context of each specific OiRA tool. Partners will then need to respond in a relatively timely manner highlighting the availability of the tool and its relevance.

  "The EU-OSHA Corporate social media panorama" may provide a means of assisting OiRA partners in identifying relevant channels / presences. However, establishing a "veille" for identifying and monitoring OSH related social media activity can also be established by more manual research methods and through utilising existing online tools, should this be deemed not appropriate.

- **Paid social media advertising –** Promotion of OiRA tools utilising targeted advertising based on end-user profiling on key social media networks. Targeting based on the specific audience profiles relevant to each OiRA tool.

- …

7   Communications Tools

It is clear from the information gathered among OiRA partners that what is needed most for the key messages to be delivered via the channels above is a set of promotional tools which can be used by national authorities and others to communicate the benefits of OiRA to end-users. What is less clear is which tools are needed – there is quite some variation in experience and resource across the OiRA community. Some, for example, say they would welcome guidelines of using social media; others say that while they use social media personally, it is either discouraged or forbidden in their office.

OiRA therefore needs to adopt the "tool-kit" approach. An extensive range of tools would be developed from which OiRA partners and their contacts could choose. Some would be quite basic for those who do not have a communications background or a communications unit to do the work, others more sophisticated. It would therefore need to include tools for hands-on use and advice on communications and marketing best-practice.

It should be noted that the tool-kit is intended as a source of information on technique and **not** on policy. EU-OSHA is aware how protocols for communications and marketing vary from country to country and from institution to institution. Whether they wish to engage in promotional activity on behalf of OiRA is up to them. If they are looking for guidance on <u>how</u> to do it, this will be the place.

The OiRA tool-kit would be divided into 3 parts – OiRA campaign materials, OiRA promotional materials, and OiRA press pack materials. When the relevant data is available, a fourth part – the funding guide – would be added.

7.1 Campaign Management materials

- **Effective marketing techniques for a promotional campaign –** identifying target markets, objectives for each market, positioning, range of core and support services to be offered, penetrating core markets and developing new ones, critical success factors and potential barriers.

- **Use of the OiRA logo -** the logo is designed to give a common identity to any communication about OiRA. It is designed for use on posters, brochures, leaflets, flyers, letterheads and all other printed material. Using the logo in a consistent manner on any communications material is important, both in creating a clear design message and in conveying the added-value OiRA.

- **Making best use of Trade fairs -** Trade fairs provide an excellent opportunity for prospective users to meet OiRA representatives and to discuss issues about risk management. Those with only limited experience of attending such events need to think about what to do before, during and afterwards. Before the Fair: Setting goals, research,

budgeting and planning; During the Fair: the display, promotional items, signage, literature, visitor engagement; After the Fair: follow-up.

- **Contact database management –** commercially available tools, defining criteria, setting fields, list management, privacy and data security issues.

- **Online / E-marketing Guidelines and checklists –** addressing the use of E-mail, social media and search engine marketing channels. Techniques for Search Engine Optimisation, Banner Advertising, Online Loyalty Programmes, Strategic Linking, online Sponsorships and Partnering. Sample texts and content guidelines for use online (respecting specific channel limitations and specificities e.g. Facebook, Twitter, LinkedIn). These materials should provide high-level informative introductions and checklists for: understanding the key components and activities of each online marketing channel; determining the relevance of the specific channel with respect to an OiRA tool or OiRA tool partner; do's and don'ts specific to each channel; content guidelines and restrictions for specific channels.

- **Online pilot cases -** Examples of successful implementation of online channels in the real world by the OiRA community along with statistical/analytical performance reporting. (Refer to annex 1 for detailed recommendations for pilots).

7.2   Promotional materials
Rewriting/revision of existing materials to target them towards end-users. These materials are intended to be adapted for different countries and sectors.

- **Fact sheet –** This is the base document. It should contain all the key information about the advantages of OiRA and how to use it should on one A4 sheet. Messaging should be based on the narrative developed in Section 4 above.

- **Standard presentation on ppt –** more detailed than the fact-sheet, with examples and screen shots.

- **Video presentation –** the same content as the fact-sheet and the ppt, but in a short video form and available in a manner which could allow partners to link through to it or embed it.

- **Infographics –** graphic visual representations of [information](), [data]() or [knowledge]() intended to present OiRA related information quickly and clearly.

- **Articles on OiRA –** pre-written articles, one short (+/- 200 words) and one longer (+/- 400 words) which could be used by relays (such as associations and chambers of commerce) in newsletters and on their websites.

- **Best practice case studies –** Examples of businesses which have successfully used OiRA tools. EU-OSHA could provide a model for such a case study, but it would be for partners to identify them in individual countries. Later, a wider range of case studies would be available from the pilot programmes outlined in Section 10.

- **Guidelines on sharing OiRA tools -** once micro and small companies have successfully used the OiRA tools, they should be encouraged to share them. They would need guidance on how best to go about this. Such guidance could be provided both in written form and via the software.

- **Survey tool for feedback –** it would be valuable for OiRA partners, and ultimately for EU-OSHA, to obtain feed-back from users of the tools, asking about their experience and soliciting recommendations for further improvement. To this end, a short questionnaire would be developed, which should be made available online.

7.3   Press Pack materials

- **Guidelines on handling the press and media –** many partner organisations will have their own communications departments. For those who do not have such expertise in house, EU-OSHA could provide guidance on preparing and holding press conferences and conducting interviews with the media.

- **Press release templates –** Templates for releases when a tool is tested and when it is launched. Headlines, opening paragraph and Notes to Editors should all be based on the information contained in the fact-sheet. Quotes should be consistent with the key messages developed above.

- **OiRA Q & A** – the same information as contained in the fact sheet should also be provided to journalists as a Q & A, which is their preferred format.

- **Infographics –** graphic visual representations of [information](#), [data](#) or [knowledge](#) intended to present OiRA related information quickly and clearly.

- **Articles on OiRA –** pre-written articles, one short (+/- 200 words) and one longer (+/- 400 words) Similar to the promotional articles, but with more emphasis on the newsworthiness of OiRA and written in a journalistic rather than a marketing style.

- **Case studies** – As for the promotional materials

- **Screen-shots and other illustrative materials** – Hi-resolution jpegs of screen shots. Jpegs of businesses which are using the tools and key individuals in the country concerned should also be made available for download.

- **Video clips for media use** – these will generally be shorter than the clips provided in the promotional materials. For the media, the emphasis should be on user satisfaction rather than detailed explanation.

7.4   Funding guide

Revision of the existing funding guide available on the OiRA project website to reflect funding sources and processes during 2015 and beyond.

8 Planning & timeline

(Step 9)

Please see annex 2 attached for a detailed breakdown of planning.

9 Performance evaluation and campaign monitoring

9.1 KPIs & performance measures

(Step 10)

The list below details the KPIs which will be used to evaluate and measure the success of the communications plan against the defined SMART objectives:

Objective: Support the existing OiRA community in promoting existing tools.

KPI: Monthly new users of the OiRA tools.

KPI: Number of associations etc recruited as relays,

KPI: Social media posts and interactions, extent of media coverage.

Objective: Increase Micro/Small use of OiRA tools – encouraged by national authorities.

KPI: Monthly (Year-on-Year) OiRA tools completed, average per tool.

KPI: Degree of satisfaction with tools used

KPI: OiRA Tool traffic sourced from social media and forums: Monthly traffic volumes to OiRA tools via social channels.

KPI: Engagement (likes, shares, comments, replies specific to social media posts posted by EU-OSHA and OiRA tool partners.

KPI: OiRA tool traffic sourced from providers' websites and newsletters: Monthly traffic volumes to OiRA tools via specific service provider websites and email promotion.

Dependent on OiRA partners' implementation of business services provider relay promotional activities. In addition this requires tracking of OiRA tool traffic by the OiRA community specific to referral traffic from these sources.

Objective: Encourage sharing of OiRA tools within the end-user audience.

KPI: Use of sharing/ referral functionality within the OiRA platform by end-users. Secondary metric: Monthly traffic volumes to the OiRA tools.

KPI. Degree of satisfaction among users to whom tools have been referred.

Dependent on Social sharing/ referral functionality being incorporated within OiRA 2.

10 Annexes

10.1 Promotional pilot initiatives

In order to develop case studies of promotional best practice, EU-OSHA might explore engaging in pilots with specific OiRA partners in developing promotion of tools via both traditional and online communications channels. The main funding for these pilots would come from EU-OSHA.

Particularly in the case of web-based and social network pilots, these initiatives can provide "evidence" which can be used by OiRA partners to convince their hierarchies of the value of online promotion.

In order to facilitate these pilots EU-OSHA should consider offering a series of promotional services in the same manner as those offered for the adaption and translation of OiRA tools. These services would provide for a combination of financial and/or operational support to OiRA partners by EU-OSHA in implementing and testing online promotional techniques.

The pilots should cover the use of the following specific channels and promotional partners as means of promoting OiRA tools to a wider end-user audience:

- **Business service provider promotion partnerships** - Development of cross-selling by service providers (Banking, Insurance & Accountancy) as promotional "Relay" partners.

- **Employer organisation promotion partnerships -** Development of promotional activities with micro and small organisations (Chambers of commerce, SME online tools/websites) as promotional "Relay" partners.

- **Paid social media advertising promotion -** Development of promotional activities utilising advertising on relevant social networks and websites (if OiRA partners wish to do so)

- **Organic social media promotion -** Development of promotional activities utilising monitoring and social seeding on relevant social networks and websites.

- **Search Engine Optimisation -** Development of promotional activities utilising search engine optimisation techniques to attract traffic via search engine organic results.

- **Search Engine & display Advertising -** Development of promotional activities utilising advertising on search engines and other online display advertising networks.

Selection of OiRA partners should be based on the following high-level criteria which will need to be defined specifically for each channel :

- Appropriateness of the OiRA tool(s) and associated sectoral regional audience with respect to promotion via the related pilot channel.
- Ability of the OiRA partner to execute promotion over the specific channel (ideally based on prior experience & expertise available within the organisation).