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Monitoring/Evaluation of the #InvestEU campaign

Annex 1 to the Final Report: Methodology and Data Analysis Report

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Introduction

This report is an Appendix to the Final Report of the Monitoring/Evaluation of the #InvestEU campaign.

It reports on the methodology adopted for the monitoring and evaluation activities in this study and provides detailed information of the outcoes of the quantitive and qualitative data analyses.

It is structured as follows:

- In Chapter 1.1, we present the methodology report. We first set out the methodological framework and then report on the methods for the qualitative and quantitative data collections and analyses and their implementation

- In Chapter 2, we provide the details on the outcomes of the qualitative and quantitative analyses, specifically: the outcomes of the correlation analyses, the breakdowns of the cumulative reach (by channel and country), the reported recall (by channel and country), and the interview report (summaries of the key findings per evaluation criterion)

- other organisations

The report also has the following Appendices:

- Appendix A: Monitoring framework

- Appendix B: Overview of the evaluation matrix

- Appendix C: Discussion guide for the focus groups

- Appendix D: IPSOS polling questionnaire

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1 Methodology Report

1.1 Introduction: the methodological framework

This study covered the monitoring and evaluation activities of the #InvestEU corporate campaign during its first year of activity (March 2017-2018).

In line with the theory-based approach to monitoring and evaluation activities set out in the EC Better Regulations and its Toolbox, the monitoring and evaluation activities were based upon an analysis of the #investEU campaign objectives, resulting in the mapping out of the intervention logic.

The **intervention logic** of the investEU campaign is the key concept that lies at the basis of the evaluation. A first step in this sub-task was therefore to review the intervention logic of the #investEU campaign as it was defined for the monitoring activities.

1.1.1 Objectives & intervention logic

The use of intervention logics in the structuring phase of monitoring and evaluation often adds significant value– and this irrespective of the monitoring tools chosen.

Understanding and defining the needs to be addressed, the objectives and target audiences of communication activity form the baseline of any assessment.

Adequately setting out the objectives with a breakdown of objectives at different levels (outputs, outtakes/results, intermediary outcomes and impacts), the identification of assumptions and external factors which may impact the intervention, and specification of target audiences provides the basis for identification of what should be measured.

The following aspects of the communication intervention would typically be described:

- **Needs / Target group:** Who are the activities aimed at, and what are their characteristics and needs? Which information problems were expected to be addressed by the communication activities?

- **Objectives:** What are the objectives that the communication activities are intending to achieve? How relevant and consistent are these with the identified needs and target audience? Have objectives been modified at any stage?

- **Context and evolution:** What is the context within which the communication activities operate?

- **Activities and Rationale:** What activities will take place to address needs within this context in order to achieve the objectives? How was it decided that this was the most effective way to achieve the objectives? It will be useful, for example, to consider the role of different activities and the types of formal outputs and the informal by-products and influences that are expected.

- **Results, Outcomes and Impacts:** What results, intermediary outcomes and impact are expected? Why would these be expected to follow from the activities and outputs?

A critical feature of the intervention logic is the identification and description of assumptions and key contextual factors external to the intervention and not under its control that could influence its success either positively or negatively. It is important to examine the external conditions under which a programme is implemented and how those conditions affect outcomes. Typically, a comprehensive monitoring framework will contain context indicators – as development in the context is likely to significantly impact the results and outcomes of the programme.

In broad terms, European Union related communication aims to ensure that citizens and stakeholders are aware of, and understand, the main EU policies, they know their rights, they are familiar with EU issues of relevance to them, and they know the opportunities that the EU provides.

We defined the specific objectives of the #InvestEU campaign as listed in the table below and shown in the intervention logic (Figure 1).

The intervention logic was the basis for both the monitoring and evaluation frameworks.

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Objectives	Description
High-level objective	• To generate a measurable **public recognition (perception)** of the EU action to boost jobs, growth and investment, so as to build common ownership of key challenges for the EU. • To help restoring European **citizens' confidence** in the European project
Specific objectives	• To improve European citizens' **perception and knowledge** of EU actions to boost job and growth. • To communicate a positive message of the **concrete benefits** of the EU, showcasing concrete impacts of the EU at a local level
Operational objectives	• The Commission wants to achieve this through a sustained information and communication campaign across all EU Member States - but concentrating activities on **selected target countries**. • The communication activities in Member States have to be **tailored to the national context** of each country as a one-size-fits-all approach would turn counterproductive. • The right balance will have to be struck between consistency of the top-level message and addressing the needs of the target audience at the national, regional and local level in Europe. • This also has to work alongside existing actors, for example in close collaboration with the European Commission Representations in Member States (Reps). • The Reps are instrumental in providing the national/regional/local context so that the communication activities can capture the right needs of the target audiences. • Europe Direct Information Centres also play an important role, more so in some Member states than others, in introducing European issues to the citizen, **providing information and promoting debate**.

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Figure 1 #InvestEU intervention logic

PREPARATION	ALIGN OBJECTIVES		PLAN, SET TARGETS & OTHER INPUTS	
	Organisational objectives	**Communication objectives**	**Target audience**	**Strategy**
	Improve growth & increase the number of jobs without creating new debt, with investment to drive economic recovery and boost job creation	Improve knowledge and perception of EU and its policies for growth & job creation, in particular the Investment Plan	population segments directly or indirectly impacted by specific projects, with a focus on national and local audiences	Integrated communication campaign: 14 Core countries Support by EC communications in all 28 MSs

IMPLEMENTATION / MEASUREMENT & INSIGHTS	IMPLEMENT ACTIVITY	MEASURE ACTIVITY	AUDIENCE RESPONSE & EFFECTS		STAKEHOLDER EFFECTS
	Inputs	**Outputs (Reach)**	**Outtakes (Recall)**	**Outcomes (Perception)**	**Impacts**
	2 levels of communication actions: • Core communication campaign in 16 MSs,: ○ Media plan, PR & social media. • Local supporting communication activities in 28 MSs: ○ EC Reps & EDICs ○ Citizens' Dialogues ○ A web app "EU Budget for Results" ○ Social media communication ○ Public events organised by the EC services.	Reach among target audiences of: Bought: • Media ads • Social media ads • Exhibition stands Owned: • Website(s): • unique visitors • page views • EC/Campaign social media accounts • impressions • In-house publications • circulation • EC Conferences • Citizens Dialogues • Reps • EDICs Earned: • PR storytelling: • no's. articles (& circulation)	Among target audiences: • Recall in post-campaign survey data Bought Digital: • Clickthroughs Earned media/social: • Mentions Owned Social media: • Likes, follows, shares, retweets, pins, clickthroughs Owned websites: • Pages per visit • Time on site • Return visits • Subscribe/conversion Owned events: • Comments • Post-event survey data • post-campaign survey data	Among target audiences: Bought • Improved perception of EU in: • Survey data • Focus groups • Improved perception of EU policies on growth and jobs • Survey data • Focus groups Owned: • Social media • Fan engagement rate • New followers/fans • Web • Survey	Among stakeholders: • Improved perception of EU • Improved perception of EU policies on growth and jobs

1.1.2   Monitoring framework

Our monitoring framework covered three aspects:

- **Reach** – **outputs**, overall, per channel and per activity

- **Recall** - **short-term result** indicators, the extent to which the target audience recalls the campaign: its subject – The Investment Plan, its success stories, its messages

- **Perception change** – **long-term result** indicators, for the core campaign and other communication actions. Extent to which the campaign has an impact on citizens' perception of the EU's contribution to jobs and growth and on citizens' general perception of the EU..

Furthermore, building on the intervention logic, we tested the underlying assumptions of the campaign via focus groups.

Data was collected for all 28 MSs, covering activities of the EC centrally, the EC REPs, EC networks (e.g. EDICs) and activities undertaken by the core campaign contractor (WPP). However, as requested by DG COMM, the monitoring system focused on the 14 core countries.

We used data collected by the various EC actors, EU networks and the WPP – and especially:

- WPP – Reach data and polling results

- REPs – data from actions and events

- Social media – data from owned accounts of DG COMM, including:
  - Central accounts
  - REPs' social media accounts (including outreach regarding Citizens' Dialogue events)
  - EDICs' social media accounts

- Citizens' Dialogues (CDs) – Reach and engagement figures from CD reporting template

- Web – data from both the EC (existing) and Campaign (launching mid-March) websites

- Media – data on earned coverage from both the EC and WPP (or their partner, Kantar).

The monitoring framework as it was defined in the inception report is attached as Appendix XXX to this report.

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1.1.3 Evaluation framework

The intervention logic sets the framework for the development of the evaluation framework. The first step consists in a detailing down of the evaluation questions into sub-questions or 'topics for investigation', taking into account amongst other the intervention logic assumptions. The evaluation criteria and the key topics also constitute the main structure of this final report.

The subsequent matching of the relevant indicators addressing the questions and sub-questions with the most adequate sources and methods for the data collection and analysis gives way to the **'evaluation matrix'**, defining the sources and methods for the collection of data and evidence related to each of the topics.

In line with the Better Regulations, a *mix of qualitative and quantitative methods* is used in this study (Table 1). The key concept is that the evaluation results should build upon triangulation of data collected, deriving from multiple sources, in order to reach a proper understanding of the context, the needs and the potential chain of effects.

- The quantitative data entailed the data collected in the monitoring assignment, including three waves of polling in the 14 core countries by the #InvestEU campaign contractor Kantar Public (baseline, midterm and ex-post in April 2018), two waves of polling conducted by the study team (pre- and post-campaign, the latter in June/July 2018), monitoring data related to the attainment of the expected reach and recall in the paid, earned and owned media channels, web analytics conducted by the study team, and the analysis of secondary Eurobarometer and Eurostat data

- The qualitative assessment is based upon desk research, an extensive interview programme including 148 interviews out of which 52 face-to-face (conducted in April-May 2018); 18 focus groups in nine 'core' countries (May 2018), and ten case studies (May/June 2018). The main purpose of the 'qualitative' data collection and analysis activities in the evaluation is to verify the assumptions underlying the logic and to collect evidence on facilitators or barriers for the attainment of the expected results.

Appendix 102Appendix Bto this report provides a more detailed view on the evaluation questions, sub-questions and

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Table 1 Evaluation matrix – overview of evaluation questions, topics for investigation, indicators and sources

Relevance

Evaluation question	Judgement criteria	Indicators	Sources
EQ 11 To what extent has the campaign proved to be relevant in each country?	Has the campaign helped to achieve the objectives of message recall and a perception change?	• Share of population reached by campaign • Share of reached population with improved knowledge and understanding • Share of population with improved perception about the EU (see approach in EQ2 for analysis vs Eurobarometer)	Primary sources: • Phone Interviews with REPs & EDICs • F2F interviews with EC internal stakeholders (steering group DGs) • Ipsos-Mori polling Secondary sources: • Standard Eurobarometer
EQ 12 Is there evidence that the message is being passed on through word of mouth or sent to other interested parties?	Have the messages of the campaign been discussed in private and been circulated	• Degree of relevant social media activity • Increase in social media activity following main campaign period (per country) from non-EU origin	Primary sources: • Social media monitoring data • Phone Interviews with REPs & EDICs • F2F interviews with EC internal stakeholders (steering group DGs) • Phone interviews with campaign stakeholders (project beneficiaries, journalists, endorsers) • Ipsos-Mori polling
EQ 13 Has this communication campaign implemented the recommendations of the evaluation of the pilot corporate communication campaign 'EU working for you?'	How far were previous recommendations implemented in the Investment Plan campaign?	• Degree of implementation of previous recommendations	Primary sources: • WPP campaign • Evaluation of "EU working for you" • Phone Interviews with REPs & EDICs • F2F interviews with EC internal stakeholders (steering group DG
EQ 14 To what extent were the chosen content and channels relevant for the target audience in each country?	What was the extent that the messages and channels of the campaign were relevant for the target audiences in each country?	• Share of reached population indicating degree of relevance of main topics • Comparison of reach per channel per country with national profile of channel use per country	Primary sources: • Kanta Public polling data • Ipsos MORI polling data • Interviews

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Effectiveness

Evaluation question	Judgement criteria	Indicators	Sources
EQ 1 What is the reach, recall and perception-change effect of the campaign?	How effective was the implementation of the campaign on the audience?	• Share of population reached by type of channel. Breakdown by age group if possible • Share of the reached population recalling the message, breakdown by age group if possible • Share of the reached population indicating a change of perception, by age group if possible	Primary sources: • Monitoring data from WPP • Monitoring data Technopolis Group • Polling data Kantar Public • Polling data Ipsos MORI • Focus group data Ipsos MORI Secondary sources: • Standard Eurobarometer
EQ 2 Was the campaign, its content and its messages understandable and credible to the audience?	How credible was the campaign in each country? Hypothesis: if it was credible, lasting positive results should be measurable	• Perception on the credibility of the campaign • Comparison of perception change before and after campaign and overall Eurobarometer data • Eurobarometer data on key questions such as trust in EU institutions (e.g. QA15) or on attitudes to public investment (QC2.5) or the economic outlook (QA1a.1) can be mapped onto the demographic patterns known for positive/neutral/negative perceptions of the EU and therefore (indirectly) to the target audiences of the campaign.	Primary sources: • Phone Interviews with REPs & EDICs • Ex-post polling results Secondary sources: • Standard Eurobarometer
EQ 3 Did the campaign improve the understanding and opinion of the audience on the EU's investments in their country and in Europe?	Was the campaign effective in passing the intended message to the audience?	• Share of reached population indicating a better understanding on what the EU Investments achieve in their respective country • Share of reached population indicating an opinion change	Primary sources: • Monitoring data from WPP (Kantar Public) • Polling data Ipsos MORI • Focus group data Ipsos MORI Secondary sources: • Standard Eurobarometer
EQ 4 Did the internal stakeholders feel sufficiently involved in all the phases of the campaign?	Was the campaign planning effective in terms of internal satisfaction?	• Degree of satisfaction of internal stakeholders with campaign planning	Primary sources: • F2F Interviews with internal stakeholders from EC steering group DGs

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Evaluation question	Judgement criteria	Indicators	Sources
		• Degree of satisfaction of internal stakeholders with campaign implementation	
EQ 5 How did the campaign complement internal activities?	Was the campaign complementing other internal activities or not?	• Degree of agreement that campaign was complementing/non-complementing	Primary sources: • Interviews with internal stakeholders
EQ 6 What are the key benefits of the campaign to the internal stakeholders? What are their recommendations for future campaigns of a similar set up?	What are the key benefits of the campaign to the internal stakeholders? E.g., efficiency gains, organisational benefits, reaching internal KPIs? What are their recommendations for future campaigns of a similar set up?	• List of benefits and their degree of relevance (high/medium/low). • List of recommendations	Primary sources: • Interviews with internal stakeholders

Efficiency

Evaluation question	Judgement criteria	Indicators	Sources
EQ 7 Were the effects/benefits achieved at a reasonable cost?	Amount spent for perception changes – comparison to costs/effectiveness of similar campaigns	• Average cost of reach compared to benchmark campaigns • Cost per citizen having indicated a change in perception	Primary sources: • Financial data of WPP (spending per channel broken down by country) • Monitoring data
EQ 8 What factors influenced the efficiency of the observed results?	Which factors had an influence on the efficiency? Where were extra efforts needed and where were efforts possibly too high?	Indicators to be developed comparing the outputs of the campaign by country and channel and the inputs (campaign and activities), for example: • Cost per OTS • Cost per contact • Cost per Reach (social media: organic & paid) • Cost per impression (social media: organic & paid)	Primary sources: • F2F Interviews • Phone interviews with REPs & EDICs • Phone interviews with campaign stakeholders (project beneficiaries, journalists, endorsers)
EQ 9 Were the WPP communication activities cost effective in comparison to their results?	How much was spent per channel/activity compared to the individual reach per channel/activity? How many were reached at what cost?	Indicators to be developed based on financial data for the campaign in comparison to similar campaigns. Comparison of costs spent per reached audience, for example:	Primary sources: • Financial data of WPP • Monitoring data WPP Secondary sources:

		• Cost per OTS	• Comparable campaign(s) data
		• Cost per contact	
		• Cost per Reach (social media: organic & paid)	
		• Cost per impression (social media: organic & paid)	
EQ 10 Which of the channels and activities used in the campaign proved most cost-efficient?	Which individual channels or activity has obtained the highest reach per euro spent	Indicators to be developed based on individual costs per channel and country (if available), for example: • Cost per OTS • Cost per contact • Cost per Reach (social media: organic & paid) • Cost per impression (social media: organic & paid)	Primary sources: • Financial data of WPP (spending per channel broken down by country)

Coherence

Evaluation question	Judgement criteria	Indicators	Sources
EQ 15 Did the various InvestEU communication activities work well together and with other EU communication activities?	Were the #InvestEU communication activities coherent with other contemporaneous EC communications activities?	Indicators to be developed analysing the monitoring data (inputs) and the polling data (ex ante and ex post), controlling for individual channels/combination of channels by country for impacts, for example: • No. social media posts cross-posting #InvestEU in combination with other EC hashtags (e.g. #EUDialogues) • Reach of social media posts cross-posting #InvestEU in combination with other EC hashtags • Comparison with other contemporaneous campaigns • Comparison of core group with non-core MSs (treated versus semi-treated group)	Primary sources: • All monitoring data • Ex-post polling data: Kantar Public & Ipsos Mori • Phone Interviews with REPs & EDICs • F2F interviews with EC internal stakeholders (steering group DGs)

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Sustainability

Evaluation question	Judgement criteria	Indicators	Sources
EQ 16 Are the effects of the InvestEU communication actions likely to last after the communication intervention end?	Will the targeted and reached population have a sustained knowledge and positive perception about what the EU is doing?	Indicators to be developed based on interviews/focus group perceptions. • To what extent do perception changes as indicated in polling, correspond to general Eurobarometer perceptions about the EU? • To what extent does increased engagement (if true) continue after campaign peak activity in different MSs?	Primary sources: • Phone Interviews with REPs & EDICs • F2F interviews with EC internal stakeholders (steering group DGs) • Ex post polling data: Kantar Public & Ipsos Mori • Focus groups Secondary sources: • Eurobarometer
EQ 17 To what extent do the issues addressed by the communication activities require continuous communication effort?	Do results suggest that continuous communication efforts are needed? Are there alternatives?	• High share of reached population with a (continuously) poor knowledge about the (particular) EU activities	Primary sources: • Polling data: Kantar Public & Ipsos Mori • Phone Interviews with REPs & EDICs • F2F interviews with EC internal stakeholders (steering group DGs) ▪ Phone interviews with campaign stakeholders (project beneficiaries, journalists, endorsers)

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1.2   Qualitative data collection and analysis

1.2.1   Desk research

A document review was undertaken during the inception period. The following types of documents and information related to the communications campaign, and its monitoring, were received, assembled and reviewed:

Contractual documents

- DG COMM, TOR for InvestEU campaign phase 1 'Stakeholders'
- DG COMM, TOR for InvestEU campaign phase 2 'Citizens'
- DG COMM, Modification of the contract with WPP (amendment 1), 22 November 2016
- DG COMM, Amendment to the contract with WPP signed 15 July 2016
- DG COMM, Modification of the contract with WPP (amendment 2), 15 March 2018
- DG COMM, Amendment to the contract with WPP signed 8 May 2018

Strategy/context documents

- EC, Communication the Investment Plan – Draft Options Paper, 23 September 2015
- DG COMM, Standard Eurobarometer 84 – Public opinion in the European Union: communicating the Juncker Plan, February 2016 (Annex II of the TOR for InvestEU campaign)
- EC & EIB, Factsheet 1 – Why does the EU need an investment plan?
- EC, Communication to the Commission from President Juncker and Vice-President Georgieva - Corporate communication action in 2017-2018 under the Multiannual Financial Framework 2014-2020, 25 October 2016
- DG COMM, Annual Activity Report 2016, 6 April 2017
- DG COMM, Management plan 2015, 2016, 2017, 2018
- DG COMM, Strategic Plan 2016-2020, 19 April 2016
- DG COMM, Annex to the Commission decision concerning the adoption of the 2017 work programme in the field of Communication, serving as a financing decision, 19 December 2016
- DG COMM, Annex to the Commission decision concerning the adoption of the 2018 work programme in the field of Communication serving as financing decision, 18 December 2017
- DG COMM, Communicating the Investment Plan and other Jobs and Growth initiatives – REGIO network of communication officers, 30 May – 1 June 2016
- DG COMM, EU Delivers – Communicating EU results to boost jobs, growth and investment
- EC, Evaluation of the corporate communication campaign, 7 July 2015
- DG REGIO, TOR for an EU that delivers in the regions, 2015
- EC Digital Scoreboard, Digital Economy and Society Index, 30 May 2018

WPP documentation

- WPP-DG COMM Weekly Meeting minutes (123 versions from February 2017 till March 2018)
- WPP additional offer and budget, December 2016
- Campaign's key features, November 2016
- Campaign overview, 29 March 2017
- Strategy Brief for EC REPs and WPP network
- WPP Third Interim Report, March 2018

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- KPIs report monitoring data (excel file)
- Benchmark overview update, March 2018
- WPP budget repartition by social media platform (date unknown)

Work documents
- Flagship projects list of 07.12.2016, 13.01.2017, 22.03.2018 15.06.18
- WPP Social media status update Phase 1, Meeting #49 on 26 July 2017
- WPP Local activities status update, Meeting #37 on 3 May 2017
- WPP Local activities status update, Meeting #38 on 10 May 2017
- WPP Local activities status update, Meeting #49 on 26 July 2017
- WPP Local activities status update, Meeting #50 on 2 August 2017
- WPP Local activities status update, Meeting #65 on 22 November 2017
- WPP Local activities status update, Meeting #66 on 29 November 2017
- WPP Local activities status update, Meeting #68 on 13 December 2017
- WPP Local activities status update, Meeting #71 on 17 Janurary 2018
- WPP Local activities status update, Meeting #76 on 21 February 2018
- WPP Local activities status update, Meeting #78 on 14 March 2018
- WPP Local activities status update, Meeting #80 on 21 March 2018
- Campaign retroplanning August 2017 – April 2018 (core countries) 5 updated versions
- Production status overview, 8 May 2017
- Production status overview, 25 July 2017
- Media briefing, 8 February 2017 – all countries
- Media briefing, 8 February 2017 – BE
- Media collaboration, 28 March 2017 – AT, BG, EL, FR, FI
- Local market plan, March 2017 – BG, FR, IT, PT
- Local market plan, core countries (winter 2016)
- Immediate launch plans (BE, DE, FI, FR, HU, LV), 2017
- Implementation plan for BE, EL, HU, FI, LV
- Media plans for AT, BE, BG,DE, EL, FI, FR, HU, IT, LV, NL, PL, PT, ES
- Paid social media timeline, 24 July 2017
- Paid social promotion – Global awareness phase on Facebook – AT, BE, DE, EL, HU, LV

Other partners
- Mindshare, Media recommendations for 2nd projects in AT, BE, BG, FR, EL,IT, LV, NL, PL, PT, ES, 20 July 2017
- Social.Lab, Campaign overview template
- Social.Lab, Campaign report template
- Social.Lab, 52 Dashboard, one for each flagship project (core countries)
- Audience mapping for social media communication (core countries)

Focus groups and polling
- Kantar pre-test focus groups March 2016

- Kantar polling Baseline (June 2017), Interim (November 2017) and Final (April 2018)
- Ipsos Mori polling June 2017
- Ipsos Mori post-test focus group July 2018

DG COMM and internal stakeholders

- InvestEU campaign budget consumption, April 2018
- InvestEU campaign user guide
- Campaign timing, January 2017
- Country Briefing sheet – AT, BE, BG,DE, EL, FI, FR, HU, IT, LV, NL, PL, PT, ES
- Press trips event reports
- Press trip "social inclusion" detailed agenda, June 2017
- Citizens' Dialogue reports (Issue 12, 13, 15, 20, 26)
- Citizens' Dialogue social media report (IT)
- Citizens' Dialogue sessions report (ES, RO), 2016
- Citizens' Dialogue survey questions rationale and potential alternatives
- Citizens' Dialogue questions (FI, SE)
- EDICs guidelines for Eworx for the set-up in the reporting tool on the ED network intranet
- EDICs Investment Plan Call interim reporting (BG, FR, EL, LV, RO, CY, SK, UK, NL, ES, IT)
- EDICs events survey outline
- EDICs events survey (FI)
- EDICs user satisfaction results (all countries), 2016
- EDICs call for proposal, 2016
- List of EDICs projects as in interim report, 2017
- EDICs projects budgets (all countries)
- French EDIC reporting on events
- List of EDICs events, May 2017
- Europe Direct Contact Centre, Annual activity report for 2016, 20 April 2017
- Mid-term evaluation of Europe Direct Information Centres (2013-2017), Consultation Strategy
- REPs Annex IV, national strategy (all core countries)
- Survey for Representations for events organized relative to the corporate campaign
- REPs guidelines for Events and Actions platform, January 2017
- DG REGIO, Consolidated feedback on country strategies

1.2.2   Interviews

Definition of the interviews

Interviews were the main source of information complementing available input data, as well as a complement to the different qualitative outcomes based on the polling and focus groups. They allowed to obtain more detailed information on the functioning of the campaign, its reach, outtakes and prospective outcomes. The interviews were semi-structured, using an interview guide with questions, topics and sub-topics that needed to be covered..

The interviews were categorised in two main groups in order to fit the design of the campaign and its level of governance, comparing the narratives of the various involved stakeholders' answers in regards to the different evaluation criteria. The methodology of the interviews had to take into account the large

number of involved stakeholders, in the design, planning and implementation of the campaign. Following a structured approach, interviews have been held in all EU Member States with a difference in terms of coverage for the core and non core countries, but also in regards to the relative weight of each stakeholder. Identification of the relevant interviewees has been organised in collaboration with DG COMM which acted as facilitator with the stakeholders and endorsed the evaluation through an introduction letter. In order to ensure their representativity and an higher level of potential generalisation of the claims, the interviews were structured as follow:

- At the EC level interviews addressed campaign designers and data providers (EC central services and the contractor WPP)

  Interviews with WPP and the various EC services representing the Steering committee have been carried out to answer the evaluation questions. These interviews included a forward-looking perspective in the sense of learning effects and potential improvements. These will be face-to-face interviews, of around 40 minutes, including:

  o Key EC staff in DG COMM: the purpose was to mainly discuss and hear the opinion and the evolution of the views. The processes to collaborate and coordinate with the DGs and WPP. Opinion on the service delivery. The Future use of campaign material and the potential of sustainability.

  o Key EC staff in steering group DGs: the interviews allowed to assess the overall satisfaction and if they gain as policy makers. Opinion on the strategy, level of involvement, and collaboration to the development of the narratives

  o Key campaign staff in central WPP coordination team: They allowed to understand the context and needs of the InvestEU campaign. The background researches they conducted, what was the core of the strategic intelligence for the definition of their strategy. It allowed also to gether their impression on the implementation in regards to the strategy and identify the gaps.

- At the local level, the interviews were conducted with local stakeholders responsible for implementation and local tailoring, and adressees.

  o EC REPs and EDICs : These interviews allowed to further understand the rationales for choices in communication strategy, and assess the relative awareness of the objectives of the campaign. As key stakeholders, it was important to observe the satisfaction of the REPs and EDICs with the effects & processes (DG COMM support), the key benefits of the campaign and the value of WPP & EC support. It was also valuable to gather different point of view on the quality of campaign website, the external influencing factors, and the likelihood sustainability of effects in the local context. The processes for collaboration, coordination were also addressed as well as the internal coherence, sufficiency resources, and the communication actions by MS.

  o WPP local offices: as the local contractor, the interviews aimed at understanding the rationale & criteria used/sources for choices in communication strategy as well as the alignment between strategy and implementation. Their point of view were valuable on processes for collaboration/coordination, quality of campaign website, external influencing factors. They were also asked about the likelihood sustainability of effects, and the coherence of their action.

  o Project beneficiaries, third-party endorsers and journalists: this category of stakeholders, seen as external of the campaign allowed to assess its impact as well as facilitators and barriers for communication activities. Moreover, they were asked about the key benefits they gained from the campaign.

For each of the levels identified and the stakeholders interviewed within those levels, different sets of questions are defined, tailored for each of the stakeholder groups. All questions were standardised, with probes and background researches to assist the interviewer in each country and ensure the consistency of the answers. In this regard, semi-structured interviews allow to delve deeply into topics of interest. Each interviewer received a briefing sheet before the interview, including the key information on the activities implemented in the country and the emerging results. They have been conducted in the native language of the interviewee in order to facilitate the discussion.

Interviews were held either face-to-face or by phone depending on the type of the category of the interviewee. Face-to-face interviews have been the option for interviews taken more time, especially with stakeholders seen as the most precious source of information for the assessment of the relevance and effectiveness, with a strong focus on facilitators and barriers during the campaign. These stakeholders

are represented at the local level by the EC REPs, the EDICs and WPP local teams. EU level interviews were also conducted face-to-face with an experienced evaluator.

The phone interviews were priviledged for journalists because of their capacity to give a professional assessment of the communication material in terms of message and form. This media has been chosen also for third-party endorsers and project beneficiaries that were able to provide a view on the broader benefits of the campaign.

Distribution and outputs

The tables below give an overview of the interview distribution as discussed and agreed upon during the meeting. In total **187 interviews** were planned, out of which **60 interviews face-to-face**. In total, **148 interviews were effectively done**. In regards to the country segmentation and the cases of Sweden and Romania which integrated the campaign later, Sweden has been included in the core-country category in regards to the advancement of the campaign while Romania remained in the non-core country category. Accordingly, Netherland is also included in the core-country category in regards to the advance stage of the campaign in the implementation.

Table 2 Interviews conducted at the EU level

	Phone	F2F			
		DG COMM	Other DGs	WPP Central	TOTAL
EU level		**5**	**3**	**5**	**12**

Table 3 Interviews conducted within core-countries of the InvestEU campaign

	Phone			F2F			
Core countries	Project beneficiaries	Journalists	Third parties	REPs	EDICs	WPP local agencies	TOTAL
AT	2	2	1	1	2	1	**9**
BE - FR	0	0	0	1	0	1	**2**
BE - NL	2	0	0				**2**
BG	2	2	1	1	1	1	**8**
DE	2	2	1	1	1	1	**8**
EL	2	2	1	1	1	1	**8**
ES	1	2	1	1	1	1	7
FR	2	1	1	1	1	1	7
FI	2	2	1	1	1	1	**8**
HU	1	1	1	1	1	1	**6**
IT	2	2	1	1	1	1	**8**
LV	2	2	1	1	1	1	**8**
NL	2	1	0	1	1	1	**6**

PL	1	1	0	0	1	1	**4**
PT	2	2	1	1	1	1	**8**
SE	2	2	1	1	1	1	**8**
TOTAL	**27**	**24**	**12**	**14**	**15**	**15**	**107**

Table 4 Interviews conducted among non-core countries of the InvestEU campaign

Non-core countries	Phone			TOTAL
	REPs	**EDICs**	**Journalists**	**TOTAL**
CY	1	1	0	**2**
CZ	1	1	1	**3**
DK	1	1	0	**2**
EE	1	1	0	**2**
HR	1	1	0	**2**
IE	1	1	0	**2**
LT	1	1	0	**2**
LU	1 (written)	1 (written)	0	**2**
MT	0	1	0	**1**
RO	1	1	0	**2**
SK	1	0	1	**2**
SI	0	1	2	**3**
UK	1	1	2	**4**
TOTAL	**11**	**12**	**6**	**29**

Coding and analysis

In order to proceed with their analysis, the interviews have been centrally coded in Atlas.ti. Following the principles of a coding tree, two main treatments were applied to the interviews:

- A categorisation of groups of interviews by attributes, reflecting the profile of the interviewee. Attributes convey information as the geographic situation, the type country (core or non-core country), the type of stakeholders.

- A substantive coding of the interviews, reflecting the content of their content. The substantive coding described in the codebook below, consists in applying a code to portion of interviews relevant to a theme. Each theme are then further explore in subthemes and topics, representing mainly the topics of investigation of the campaign.

The codes are determined on a deductive base, and then tested against the data to see whether the codes can be applied to the whole set of interviews and reflect them adequately. Accordingly the code tree have been tested by multiple analysts in order to ensure that the interpretation of the codebook is correct for everyone. Following the 6 code groups determined in regards to the evaluation criteria, the coding tree is compounded of 19 core group codes representing main thematic. Overall 69 codes have been identified which represent sub-themes and topics of investigation for the campaign.

The coded interviews provided data that can be analysed and manipulated with queries. Queries allow to cross-analyse the coded quotations between them and between attribute categories. three main queries are used to analyse the interviews:

- o Intersection query: allowing to inquire about any text and quotations coded by by more than one code, or by attribute groups
- o Union query: Allowing to link several codes, or attribute groups together and observe the output
- o Less query: allowing to analyse all quotations coded by one or several specific codes as well as one or several attribute groups but not coded by another or part of another.

On this basis several outputs can be generated in order to further analyse the narratives developed through the interviews, observing concordances and correlations.

Table 5 InvestEU interviews codebook

Code	No of Quotations
Relevance	**601**
A.1.1 Needs, problems, issues	85
A.2.1 Alignment of the objectives of the campaign	87
Alignement on the communication strategy	**285**
A.3.1 Rationale for the use of different channels/comm.mix	55
A.3.2 Criteria core countries	11
A.3.3 Target audience for individual communication activities	58
A.3.4 Rationale/criteria for selection of projects	70
A.3.5 Rationale/criteria selection of multipliers/ambassadors - involvement of third party endorsers	33
A.3.6 Criteria on decision-making on the portfolio of activities	11
A.3.7 Satisfaction of key internal stakeholders with the campaign	2
A.3.8. Extent to which the campaign can be considered timely	45
Sutability of content	**144**
A.4.1 The overarching narrative is relevant across countries	30
A.4.2 Message/information responds to the needs	76
A.4.3 Content relevant and of interest to journalists/ambassadors/project participants	38
Effectiveness	**790**
Effects on key stakeholders	**111**
B.5.1 Improved understanding and opinion of the EU's investments in their country	31
B.5.2 Added value of the campaign for the external stakeholders' activities	52
B.5.3 Satisfaction of key intnernal stakeholders with the key benefits of the campaign for them	28
Communication strategy	**320**
B.6.1 Adequate selection of core countries	55
B.6.2 Appropriate definition of the target audience	9
B.6.4 Communication strategy: Qualitative research to identify themes, concepts and ideas	10
B.6.6 Sufficient/approrpiate multi-channel approach	84

Code	No of Quotations
B.6.10 Adequate segmentation of the media (type, journalist profile, geographical scope)	8
B.6.11 Extent to which project stories have been exploited as appropriate	102
B.6.12 Adequacy of tools and channelsto reach the targeted audience in each country	52
Quality of content and messages	**176**
B.7.2 Federating claim of campaign passed the intended message	3
B.7.3 Usefulness and relevance of the content	6
B.7.4 Content and message understandable and easily memorable	19
B.7.5 Message recognisable	3
B.7.6 Message perceived as credible and convincing	2
B.7.7 Content had right level of information	9
B.7.8 Salience of the content	2
B.7.9 Suffiecient and adequate tailoring of the content and messages to the local and national context	27
B.7.10 Message/information sufficiently tailored to the sensitivities, concerns and needs of target audience	22
B.7.13 Projects selected as basis for the storyline are perceived as newsworthy	15
B.7.14 Quality of TV/print adverts and video clips in terms of content and style	13
B.7.15 Quality of owned channels (website as an effective gateway to more info)	55
Effective involvement of internal stakeholders	**112**
B.8.1 Sufficient involvement of internal stakeholders in all the phases of the campaign (planning/implementation/sharing of the objective)	53
B.8.2 Degree of satisfaction of internal stakeholders with campaign planning	2
B.8.3 Degree of satisfaction of internal stakeholders with campaign implementation	44
B.8.4 Effective support by the WPP local offices	13
Effective involvement of external stakeholders	**28**
B.9.1 Third party endorsers are perceived as trustworthy and add credibility to campaign	17
B.9.2 Flagship project owners add credibility to campaign	11
External factors influencing the campaign	**43**
B.10.1 Key stories positive or negative on EU funded projects of EU in general	5
B.10.2 Political developments and country related external factors	38
Efficiency	**359**
Efficiency in implementation	**208**
C.1.1 How were the budget allocations decided/by whom/why/expectations	27
C.1.2 Sufficiency of resources and skills	35
C.1.3 Adequacy of the budget distribution over actors and channels	26
C.1.4 Task division between WPP/DG COMM/REPs/EDICs	41
C.1.5 Process for collaboration and coordination among WPP/DG COMM/REPs/EDICs	79

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Code	No of Quotations
Support delivery	**151**
C.2.1 Perceived value of WPP support	57
C.2.2 Alignment between WPP national communication strategies and the effective implementation	3
C.2.3 Potential/capacty of WPP & DG COMM to influence local communication strategy	3
C.2.4 Satisfaction with campaign materials and support from the EC	52
C.2.5 Satisfaction with EC support and guidance reveiced for communication with press	36
Sustainability	**106**
Sustainability of the effects	**56**
D.1.1 Extent to which the campaign material can be used, at low/no cost, beyond the campaign implementation	43
D.1.2 Extent to which any of the involved parties expects to undertake follow up communication	13
Sustainability on third-party endorsers	**50**
D.2.1 Availability, interest, evidence to share/spread their knowledge in their professional and private circles	17
D.2.2 Likelihood of lasting effects on external/internal stakeholders	14
D.2.3 External stakeholders will share/spread their kowledge in their professional and private circles? Evidence they already did so?	19
Coherence	**130**
Coherence within the campaign communication mix	**45**
E.1.1 Efforts taken to ensure coherence within the portfolio of communication activities (planning and implementation)	8
E.1.2 Evidence of duplication of effort or conflicting activities within the portfolio	13
E.1.3 Efforts taken to ensure coherence between the messages being communicated by different activities and via different tools	17
E.1.4 Evidence of unnecessary duplication or conflicting messages between different activities and tools	7
Coherence with other EC communication activities	**47**
E.2.1 What other EU communication activities are relevant	34
E.2.2 Efforts taken to ensure coherence between the messages being communicated	5
E.2.3 Evidence on the campaign complementing other EC communication activities	8
Coherence with other communication activities of EC REPs/EDICs	**30**
E.3.1 What other REP/EDIC communication activities are relevant?	13
E.3.2 Coherence with other contemporaneous/ongoing communications activities	17
Coherence with MSs communication activities	**8**
E.4.1 Coherence with communication actions by MS	8
EU added value	**132**
F.2.1 Added value of an EC centralised campaign vs a national independent one	132

Source: Technopolis Group

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1.2.3 Focus groups

Background and fieldwork locations

Ipsos MORI was commissioned by Technopolis to conduct focus groups in nine European countries (Belgium, France, Germany, Italy, Finland, Latvia, Greece, Poland and Bulgaria). The aim of the research was to explore reactions to the InvestEU Campaign and understand the attitudes and awareness of participants towards EU investments in each country.

Ipsos MORI worked with collaborating offices in each country. Our partners were local Ipsos offices, with the exception of Finland and Latvia where the research was conducted by Ipsos approved suppliers that work to the same standards as Ipsos governed by the Ipsos MORI Services Supplier Agreement.

Table 6 fieldwork locations and dates

Country		Name of collaborating Agency	Scheduled fieldwork date
Poland, Warsaw		Ipsos	10 May
Belgium	Brussels	Ipsos	14 May
	Antwerp	Ipsos	15 May
France, Paris		Ipsos	15 May
Greece, Athens		Ipsos Opinion	16 May
Finland, Helsinki		Taloustutkimus Oy	17 May
Bulgaria, Sofia		Ipsos	21 May
Italy, Milan		Ipsos	23 May
Germany, Berlin		Ipsos	24 May
Latvia, Riga		Latvian Facts	29 May

This report is based on findings from eighteen focus groups (two in each country), each lasting 90 minutes. Each focus group contained 8 participants with the exception of group two in Bulgaria where there were seven participants. Ten people were recruited by telephone for each group to allow for drop out. Fieldwork was conducted between 10th May and 29th May 2018.

In Belgium, the first group was held in Brussels in French, and the second group was held in Antwerp in Flemish. The groups in the remaining eight countries took place in the capital city, in the local language as set out in the table above.

Each focus group tested three stimulus materials in the local language, all promoting local, regional or national businesses and initiatives that the EU has invested in. The same stimulus materials were tested in both focus groups in each country, including in Belgium.

Ipsos MORI viewed groups in three countries – Belgium, France and Germany - for quality assurance purposes.

Recruitment

Each country office was responsible for recruiting participants according to the criteria specified in the recruitment screener, as set out in the table below. Groups were recruited to encompass a mix of ages, gender, and income. In addition, all participants held positive attitudes towards the EU and were unfamiliar with EU investments.

Group	Location	Date/Time	Age	SEG	Other
1	Country, City	TBC	25 – 55	BC1C2	All groups will include:
2	Country, City	TBC	25 – 55	BC1C2	

					- all will feel positive about the EU / identify as European - all will have low levels of awareness about EU investments - a range of family status - all participants will be in work

Analysis and reporting

The report is structured by the main themes identified in the discussion guide: attitudes towards the EU, awareness of EU investments and InvestEU campaign.

To support analysis, the team held debriefing sessions after each group with the lead moderator in each country. In addition, we held several analysis sessions to interrogate the data and disaggregate our key findings. The team also scheduled clarifications phone calls with country offices to ensure clarity and a good understanding of the data ahead of the analysis and reporting stage.

When considering these findings, it is important to bear in mind what a qualitative approach provides.

- It explores the **range of attitudes and opinions** of participants in detail
- It provides an insight into the key **reasons underlying** participants' views
- Findings are **descriptive** and **illustrative**, not statistically representative
- Often individual participants hold somewhat **contradictory views** – 'cognitive dissonance'
- Participants are provided with detailed information and thus become **more informed** than the general public.

Throughout the report, the term '*participants*' is used to refer to insights from the groups.

All quotes have been drawn from the discussion groups and have been anonymised. The selected verbatim comments do not necessarily represent the views of everyone in the group, but illustrate a perspective shared during the discussion.

1.3   Quantitative data collection and analysis

As outlined and discussed during the inception stage, we are using data collected by the various EC actors, EU networks and WPP – and especially:

- WPP – Reach data and polling results
- REPs – data from Events and Actions database of DG COMM.B
- EDICs – interim reporting from projects funded to support the InvestEU campaign
- Social media – data from owned accounts of DG COMM, including:
  o Central accounts
  o REPs' social media accounts (including outreach regarding Citizens' Dialogue events)
- Citizens' Dialogues (CDs) – reach and engagement figures from CD reporting template, and in one case (Helsinki) from survey implemented by this contractor
- Web – data from both the EC (existing) and campaign (launched mid-March) websites
- Media – data on earned coverage from both the EC and WPP (or their partner, Kantar).

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1.3.1 Polling

InvestEU Technical Note: Quantitative survey research

Ipsos conducted two waves of online fieldwork using our online panel provider; Ipsos Interactive Services. With more than 4.5 million panellists in 45 countries, the Ipsos Online Panel has one of the strongest coverages in the world, with panels in all the major markets in Europe, North America, Latin America, Asia-Pacific and the Middle East. Ipsos began conducting online surveys in 1999, and have been running online panels for over 10 years. We have conducted almost every type of research online including campaign testing, sensitive topics, voter exit polling, and public opinion. Ipsos has the capability to conduct online research anywhere in the world where Internet penetration and usage allow. To broaden our network, we work with trusted partners to access markets not covered by the Ipsos Online Panel. As a member of ESOMAR, Ipsos and its partners subscribe to the ICC/ESOMAR International Code on Market and Social Research.

For the InvestEU project, Ipsos conducted a pre-campaign baseline survey and a post-campaign survey run online with members of the general public using a quota sample. Nationally representative quotas were set on age, gender and region with a soft quota on education. The final data was weighted according to nationally representative statistics from Eurostat. A sample size per country of 1000 interviews was set and achieved, or slightly exceeded, in each country of interest in each wave. A 10-minute questionnaire was fielded in both waves to allow for measurement of changes, with additional questions that focused on the specifics of the campaign fielded in the second wave, which ran after the launch of the campaign. The master questionnaire in English was translated into the national language/s of each country. The pre-campaign baseline survey was conducted in fourteen EU Member States; Austria, Belgium Bulgaria, Finland, France Germany, Greece, Hungary, Italy, Latvia, the Netherlands, Poland, Portugal and Spain. Fieldwork took place between 3rd and 23rd May 2017. The post-campaign survey was conducted in the same fourteen EU Member States listed previously, plus Sweden. Fieldwork took place between 21st June and 6th July 2018.

The data was processed, quality controlled and reformatted into data tables. Verbatim from the open-ended responses was coded and included in the tabulations. The data tables display the responses by country, key demographic variables e.g. age, gender and variables relevant to the InvestEU campaign e.g. favourability towards the EU, campaign recall. These data tables were the central tool used in the analysis of responses of the pre and post campaign surveys. Following an analysis of the data, which focused on baseline data in the first wave and any changes in awareness, attitudes and perceptions of the EU between the pre and post campaign surveys in the second wave, the findings were summarised in a PowerPoint presentation. Where sample sizes allow, statistical tests were applied to the data to highlight differences that are statistically significant (or unlikely to be attributable to chance). Sample size is one of the factors impacting on the level of confidence we can have in survey findings. The data for this study was based on a sample, rather than the entire population in each country so the percentage results will be subject to sampling tolerances. The sampling tolerances, that apply to a 1,000 sample size are shown in the table below.

Table 7 Sampling tolerances

Sample size on which survey result is based	Approximate sampling tolerances applicable to percentages at or near these levels		
	10% or 90%	30% or 70%	50%
1,000 adults (e.g. when looking at the views of the whole sample in each country, if a 1,000 sample size is used)	±1.9	±2.8	±3.1

Another common use of confidence intervals is the comparison of two samples, either as sub-groups in the same sample, or as a comparison of two measurements, such as between two countries in an international survey. The table below shows the minimum difference in percentages required to demonstrate that the change is significant at 95% confidence level.

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Table 8 Confidence intervals comparing two samples

Compared sample sizes	Example	Value %	Required difference in values %
500 and 500	Comparing the views of men and women within a country, if a 1,000 sample size is used	50	6.2
		30 / 70	5.7

Whilst it is important to note that, strictly speaking, the above confidence interval calculations assume an unbiased random sample, the sampling tolerances are still valid theoretical concept for this type of survey research because they help us to understand that amongst the entire population their might be some variance in the responses.

1.3.2   *Methodology for the calculation of deduplicated reach*

The deduplicated Reach figure is used to take into account the possibility that one person may be reached multiple times by different opportunities to see and different channels. We expect this figure to be more representative of the number of actual people reached by the campaign.

To calculate the deduplicated Reach, we followed an adaptation of a media planning methodology known as the Sainsbury formula, which BBC has been using to calculate its Global Audience Measure. The Sainsbury formula is based on probability theory, which calculates an adjusted value of Reach based on the probability that an audience member is reached more than once via any particular channel. We apply this method based on 2 assumptions:

- There is negligible overlap between countries' campaigns, so that once deduplicated Reach is calculated for each country, it can simply be summed to give the overall figure.

- Based on media planning practices, the Sainsbury method assumes that exposure is a Bernoulli process (hence it follows a binomial distribution).

The formula is expressed as:

$$R_m = 1 - (1 - p_1)(1 - p_2)(1 - p_3) \dots (1 - p_m)$$

Where:

R_m = *reach of "m" vehicles with one 'insertion' in each vehicle*

p_i = *the audience of vehicle "i" expressed as a percentage of the target market size*

To apply this to the InvestEU campaign, we take the Reach figure for each media channel and express this as a percentage of the "target market size", defined as:

- For online media, the population of the country that consumes media online (based on 2016 Eurostat survey data)

- For social media, the population of the country that has a social networking account (based on 2016 Eurostat survey data).

So, for each country:

- For media, the potential reach of each article is deduplicated to give an adjusted reach figure

- For social media, the potential reach of each channel (Twitter vs Facebook) is deduplicated

- We then calculate the proportion of each country's population not reached by either media articles or social media channels (same method)

- Take this percentage away from the total population to give an adjusted deduplicated total Reach.

The same procedure has been also applied to the cumulative Reach month-on-month and to the paid advertising channels.

1.3.3   Methodology for the advanced statistics

We used methods of correlation and regression to analyse the extent and the nature of relationships between different variables. The adopted approaches combine aggregated country-level data from WPP, Ipsos Mori and Kantar polls.

Correlation Analysis

Correlation analysis is used to understand the nature of relationships between two individual variables. For example, if we aim to study the impact of the Reach of the campaign on the level of Recall or Awareness in each country, then two variables can be specified as the amount (or share) of population potentially reached by the campaign and of the population recalling the same campaign. The product-moment correlation coefficient used in our analysis is the Pearson product-moment correlation coefficient. The Pearson product-moment correlation is calculated by taking the ratio of the sample of the two variables to the product of the two standard deviations and illustrates the strength of linear relationships. The estimate of the product-moment correlation coefficient r is calculated through the following formula:

$$r = \frac{n\Sigma xy - \Sigma x \Sigma y}{\sqrt{(n\Sigma x^2 - (\Sigma x)^2)(n\Sigma x^2 - (\Sigma y)^2)}}$$

where x and y are values of variables, and n is size of the sample. The value of correlation coefficient ranges between 1 and -1, where r=1 means that there is perfect positive correlation between two values, r=-1 means that there is perfect negative correlation between two values. If r=0, then there is no correlation between the two values.

Linear regression model

We use regression to estimate the unknown effect of changing one variable over another (Stock and Watson, 2003). When running a regression, we are making two assumptions:

1)   there is a linear relationship between two variables (i.e. X and Y)

2)   this relationship is additive (i.e. $Y = X_1 + X_2 + \cdots + X_N$).

Technically, linear regression estimates how much Y changes when X changes of one unit. The regression model used in this study is a simple multivariate ordinary least squares (OLS) model, which can be summarised by the following general formula:

$$Y_i = \beta X_i + \varepsilon_i \text{ with } i = 1, \dots, n$$

where Y_i is the dependent (outcome) variable representing the effect of the campaign in country i (for example changes in Recall, Awareness or Perception), X_i represents the time-invariant $1 \, x \, k$ (where k is the number of independent variables) regressor matrix (which is our predictor variable and can change depending on the research question, but which essentially represents campaign's outputs, e.g. Reach figures), β is the coefficient for the dependent variable, and ε_i is the error term. We used a simple multivariate linear regression model for cross-sectional data (data collected at a particular point of time), since we explored the effects of a change in perception/opinion/recall between the beginning and the end of the campaign.

Scatterplot with regression line:

A scatterplot is another effective tool for examining the relationship between two quantitative variables. One variable is designated as the Y variable and one as the X variable, and a point is placed on the graph for each observation at the location corresponding to its values of those variables. The closer the data comes to making a straight line, the stronger the correlation. When analysing scatter plots, the viewer also looks for the slope and strength of the data pattern. Slope refers to the direction of change in one variable when the other gets bigger. Strength refers to the scatter of the plot: if the points are tightly concentrated around a line, the relationship is

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strong. To find the line that best fits these points and shows the general trend of data, we plot a regression line or "linear fit" on the scatterplot.

2 Data analysis report

2.1 Outcomes of the correlation analyses

2.1.1 Correlation between Spontaneous Recall and Reach

The first relationship that we want to explore is the one between the variable Recall, which is the change in percentage of people who recall "seeing, hearing or reading anything about investments in companies and projects" (Q17 of the Ipsos MORI poll) and the overall Reach figure (presented in percentage of the population potentially reached, deduplicated), by country.

The scatter plot shows a positive relationship between the recall and the reach figure, meaning that a similar pattern has been detected for the two variables in almost all the 14 countries observed. Belgium and Poland behave as outliers, with a low change in recall but a high reach figure.

Figure 2 Scatterplot: Spontanous Recall and Total Reach
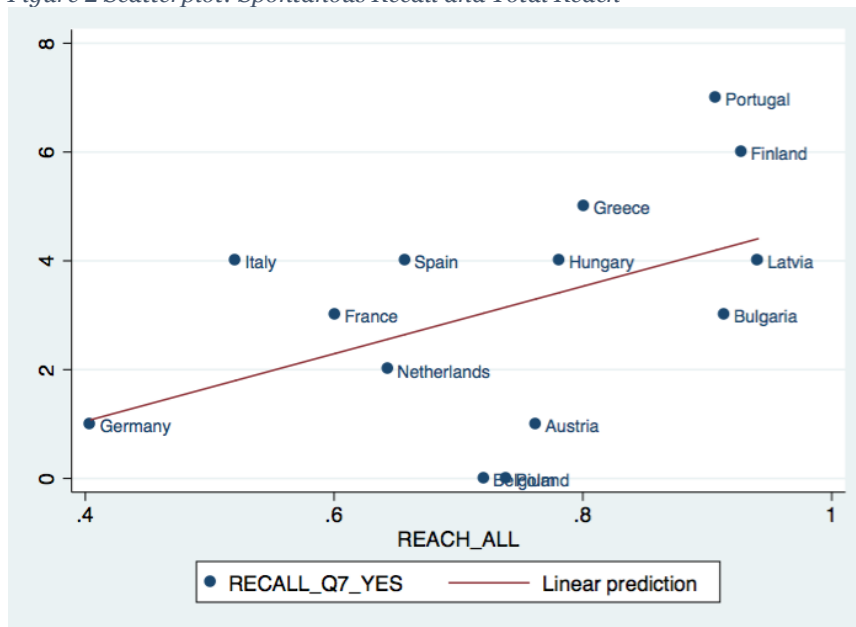
To validate the results from the scatter plot, we run a regression analysis. The results of the regression, as summarized in the table below, present a positive significant correlation between Recall and Reach.

The coefficient is positive (+6.2 means that at the variation of one percent of the reach figure, we obtain a variation of 6.2% of the recall figure) and the relationship is significant since the p-value is lower than 0.10. Finally, observing the R-squared, we see that the variable Reach by itself explains 22% of the variation in the Recall figures.

Figure 3 Regression outputs: Spontaneous Recall and Total Reach

Variables	Spontaneous recall
Overall deduplicated reach	6.202* (3.404)
Constant	-1.430 (2.565)

| N observations	14
R-squared	0.217

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

To understand which of the various component of the overall Reach variable influence the Recall figure, we decompose the Reach indicators into its various components.

Firstly, we look at the type of media, if Owned, Earned or Payed.

The first scatter plot we present is the one plotting the variable Recall together with the variable Reach of the owned social media channel of the campaign. Also in this case, the two variables seem to have a similar pattern.

*Figure 4 Scatterplot: Spontaneous Recall and Reach of social media owned*
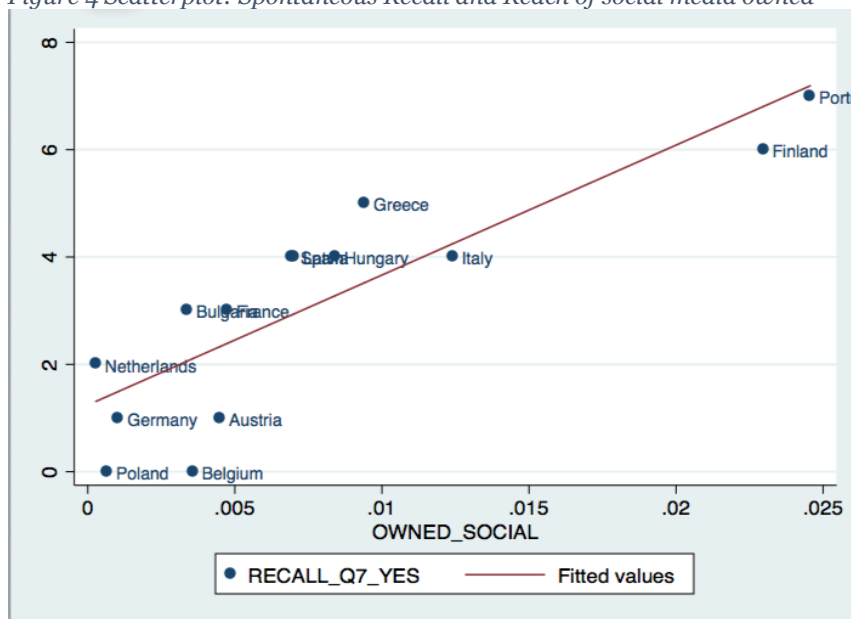
The second scatter plot present the correlation between the change in Recall and the Reach of earned media. In this case, the two variables seem to be less correlated, with a flatter regression line and the data points diverging from the fitted values.

Figure 5 Scatterplot: Spontaneous Recall and Reach of Earned media
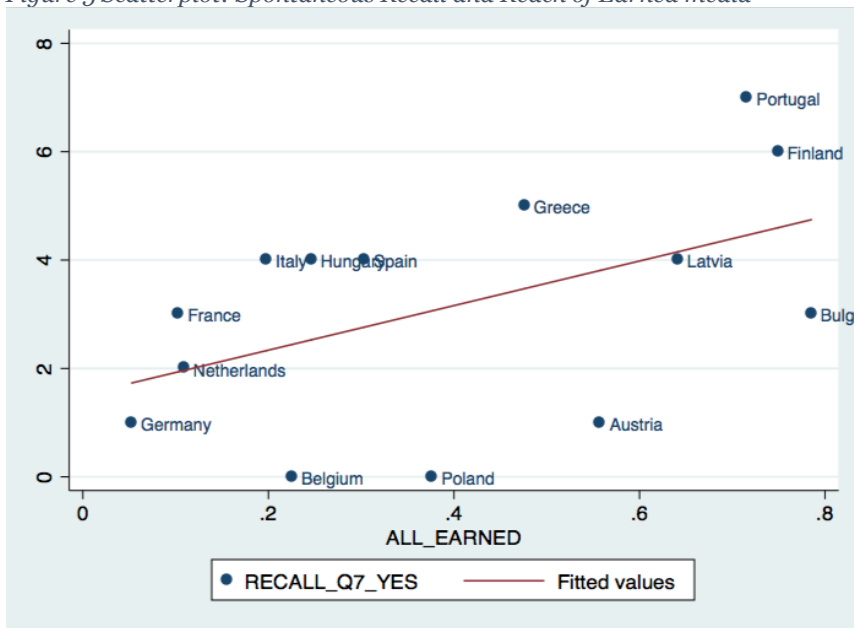
Finally, we check the scatter plot with Recall and paid media. As in the previous case, the values for the paid media are dispersed, not following the fitted values.

Figure 6 Scatterplot: Spontaneous Recall and Reach of Paid media
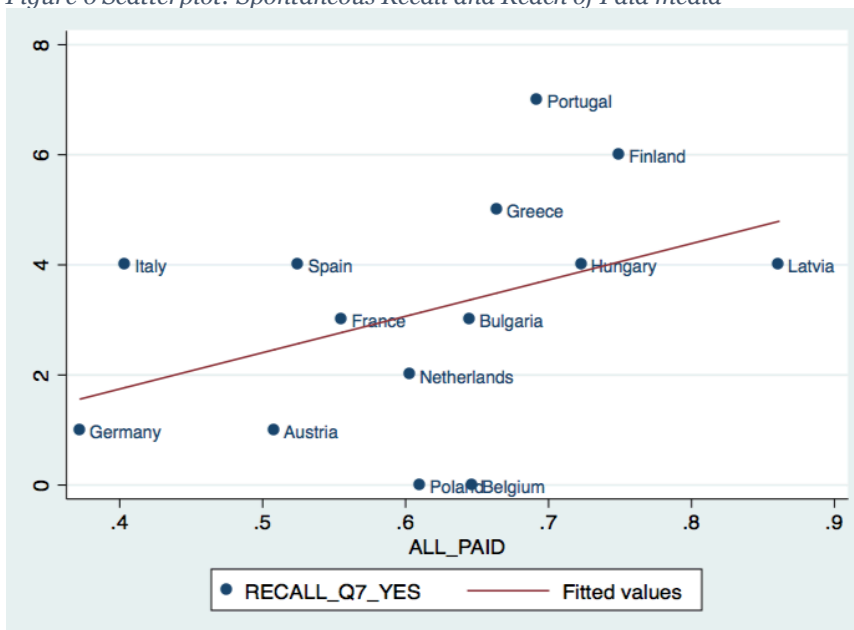
To validate our results, we run a regression with Recall as dependent variable and the three different reach figures (paid, earned, owned) as independent variables, to see which one of them has an effect on the change in Recall.

From the regression's results, it seems clear that the Reach figure for Owned social media has the biggest (positive) impact on the change in Recall, statistically significant at 1%, while the other two variables have no impact at all. This can be an effect of the fact that the people following the social media are already engaged and involved in the campaign. Morevoer, the R-squared is considerably high, with a value of 0.75, which represents the proportion of the variance in the dependent variable that is predictable from the independent variable.

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*Figure 7: Regression outpus: Spontaneous Recall and Types of media*

Variables	Spontaneous recall
Reach of social media owned	234.914*** (53.155)
Reach of earned media	-0.417 (1.841)
Reach of paid media	2.511 (3.197)
Constant	-0.072 (1.683)
N observations	14
F(3, 10)	10.02
R-squared	0.75

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

A third check that we can do is on the **effect of the different media channels**. We will present the results of the effect of the reach of print press, online media, social media, TV and radio, on the change in recall.

The scatterplot presenting the correlation between Recall and Reach of Print shows that data is dispersed, meaning that the correlation between the two variables is likely to be weak.

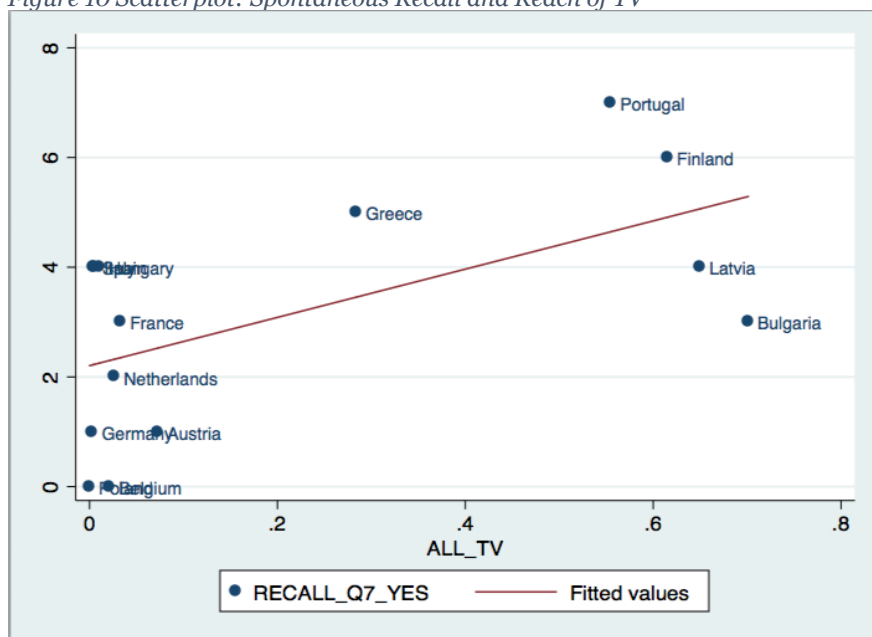*Figure 8 Scatterplot: Spontaneous Recall and Reach of Print press*
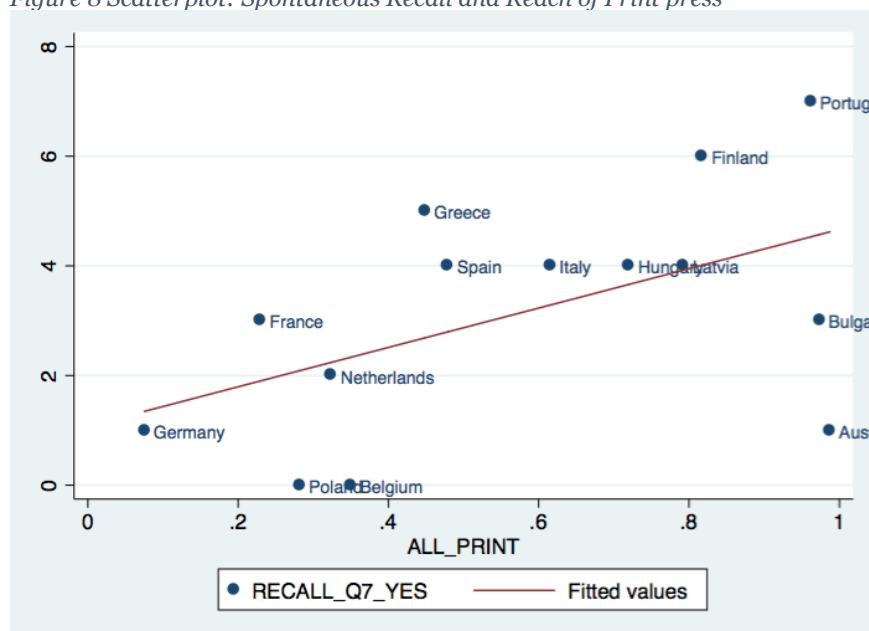
The correlation between Recall and Reach of Radio presented in the scatterplot below shows clearly that there is no correlation at all between the change in recall and the reach figure of the radio.

Figure 9 Scatterplot: Spontaneous Recall and Reach of Radio
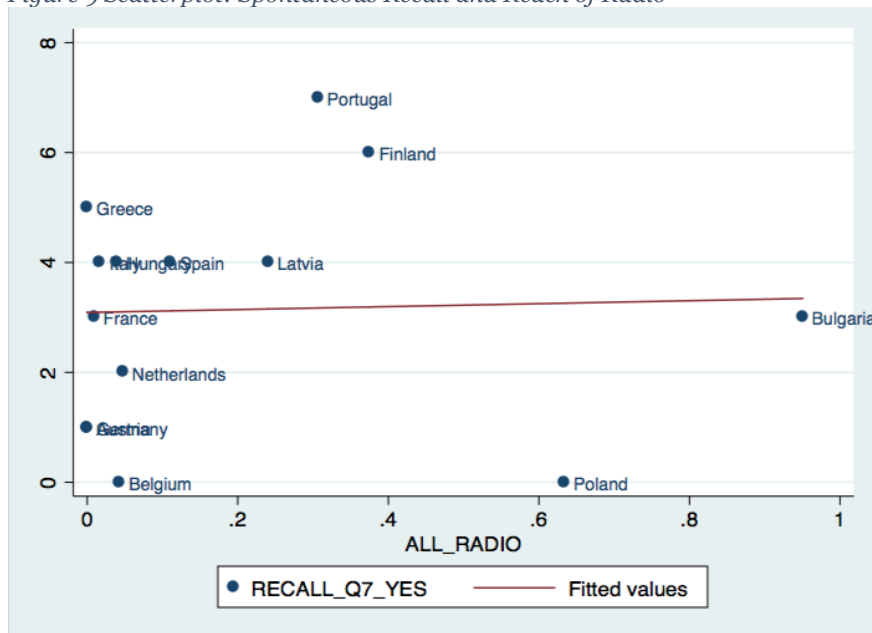
The scatterplot between Recall and Reach of TV presents a positive correlation between the two variables, showing clearly two groups of countries. Netherlands, Germany, Austria, Poland and Belgium having low reach in television and low changes in recall, while Portugal, Finland and Latvia present high reach figure in television and high change in recall.

*Figure 10 Scatterplot: Spontaneous Recall and Reach of TV*

The scatterplot between Recall and Reach of online media presents no clear correlation between those two variables, as shown by the dispersed data and the flat fitted line.

Figure 11 Scatterplot: Spontaneous Recall and Reach of Online media
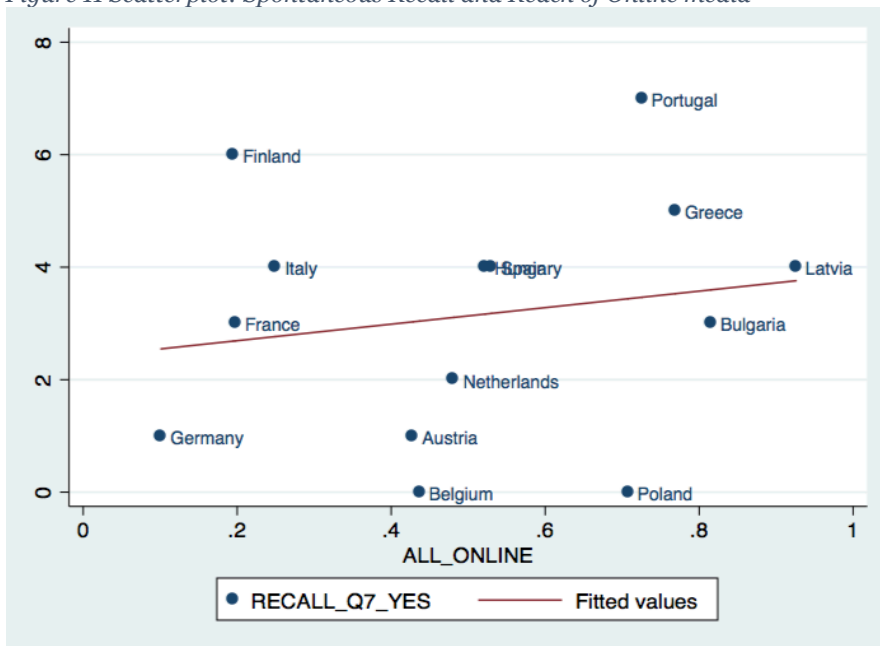
Looking at the scatterplot presenting the relationship between Recall and Reach of social media, even if for some countries data is dispersed (Poland and Belgium, for example), a possible similar behaviour can be seen between recall and social media for the rest of the countries.

Figure 12 Scatterplot: Spontaneous Recall and Reach of Social media
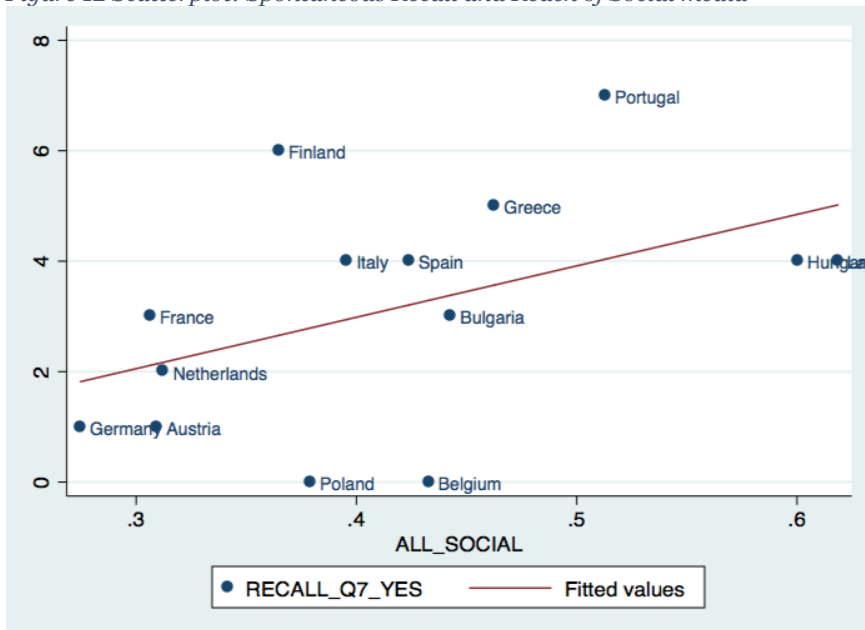
To validate our results, we run a regression to analyse the relationship between the recall variable and the reach of the different media channels.

The results of the regression, presented in the table below, show that only one variable is significantly (and positively) correlated to the change in recall, and this variable is the reach of television, with a coefficient of 5.26 and a p-value lower than 0.1. These results could suggest that the people who remember the most about the campaign are the people who heard about it through the television channel.

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Figure 13: Regression outputs: Spontaneous Recall and Reach of different media channels

Variables	Spontaneous recall
Reach of print	0.872 (2.286)
Reach of radio	-2.524 (2.454)
Reach of TV	5.260* (2.798)
Reach of online media	-2.557 (3.124)
Reach of social media	7.320 (7.317)
Constant	-0.789 (4.095)
N observations	14
R-squared	0.57

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

2.1.2   Correlation between Recall (of Videos and Posters) and Total Reach

A positive and significant correlation between Total Deduplicated Reach (percentage) and Recall of **Video** (Q18a: "Do you recall seeing this video?") from IPSOS MORI poll has been found looking at the regression analysis results and at the behaviour of the data points in the scatterplot. In particular, the regression presents a coefficient of 16.28 at a significance level of 5%, and an R-squared of 0.43.

Figure 14 Regression outputs: Recall of Video and Total Reach

Variables	Recall of video
Total deduplicated reach	16.280** (5.435)
Constant	-0.789 (4.095)
N observations	14
R-squared	0.43

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1
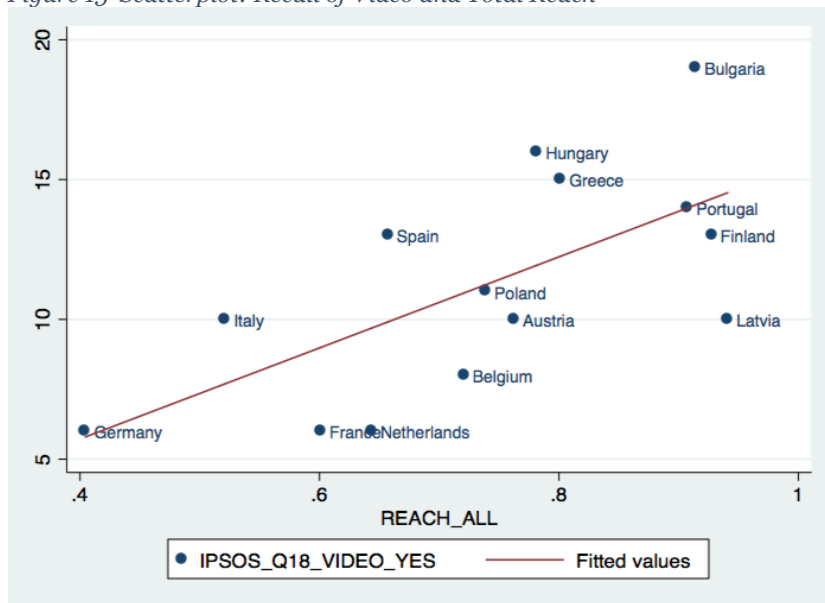
Figure 15 Scatterplot: Recall of Video and Total Reach

But no significant correlation between Total Deduplicated Reach (percentage) and Recall of **Poster** (Q18: "Do you recall seeing this poster?") from IPSOS MORI poll, as confirmed by both regression and scatterplot. In fact, the table presents a p-value higher than 0.10, while the plot shows dispersed data points and a flat regression line.

Figure 16 Regression outputs: Recall of Poster and Total Reach

Variables	Recall of poster
Total deduplicated reach	12.400 (8.936)
Constant	0.857 (6.733)
N observations	14
R-squared	0.14

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Figure 17 Scatterplot: Recall of Poster and Total Reach

2.1.3 Correlation between Recall (of Videos and Posters) and Social Media Reach

A positive and significant correlation between Social Media Users Reached (percentage) and Recall of **Video** (Q18a: "Do you recall seeing this video?") from IPSOS MORI poll has been found using both regression and scatterplot, as presented below. The regression table presents a coefficient of 2.218 for our variable of interest, statistically significant at 10%, but an R-squared which is of only 0.24, meaning that the relationship between recall of video and social media reach does not explain much of the variation in the data.

Figure 18: Regression outputs: Recall of Video and Social Media Reach

Variables	Recall of video
Social media users reached	2.218* (1.139)
Constant	7.007 (2.368)
N observations	14
R-squared	0.24

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

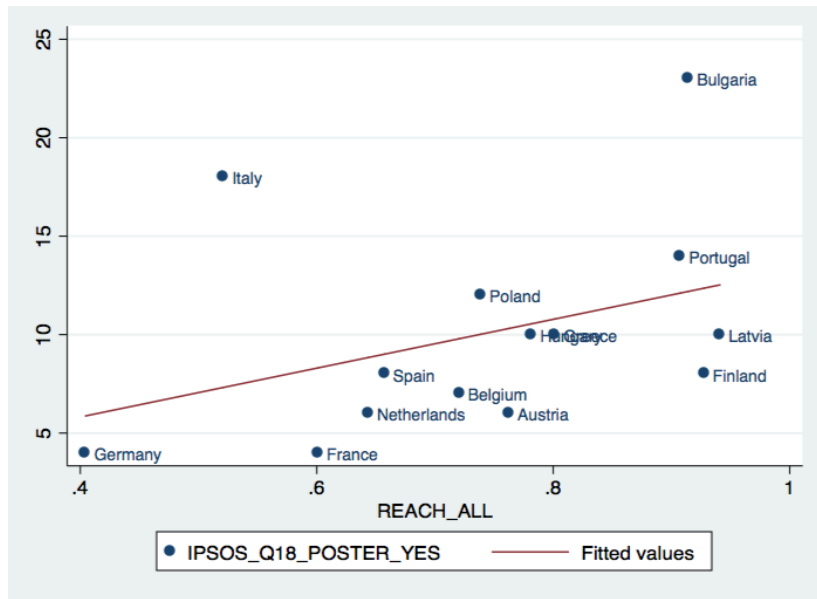*Figure 19 Scatterplot: Recall of Video and Social Media Reach*
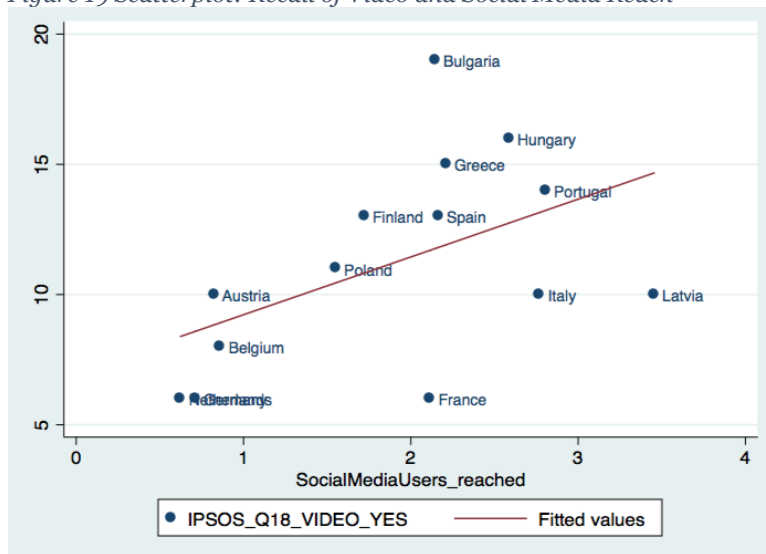
A positive and significant correlation has been found also between Social Media Users Reached (percentage) and Recall of **Poster** (Q18: "Do you recall seeing this poster?") from IPSOS MORI poll, as shown below in the regression table and in the scatterplot. However, even if the regression presents a coefficient of 3.08 for the variable of interest, at a significance level of 10%, the R-squared is still considerably low, with a value of only 0.26.

Figure 20 Regression outputs: : Recall of Poster and Social Media Reach

Variables	Recall of poster
Social media users reached	3.074* (1.509)
Constant	4.169 (3.137)
N observations	14
R-squared	0.26

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

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Figure 21 Scatterplot: Recall of Video and Social Media Reach
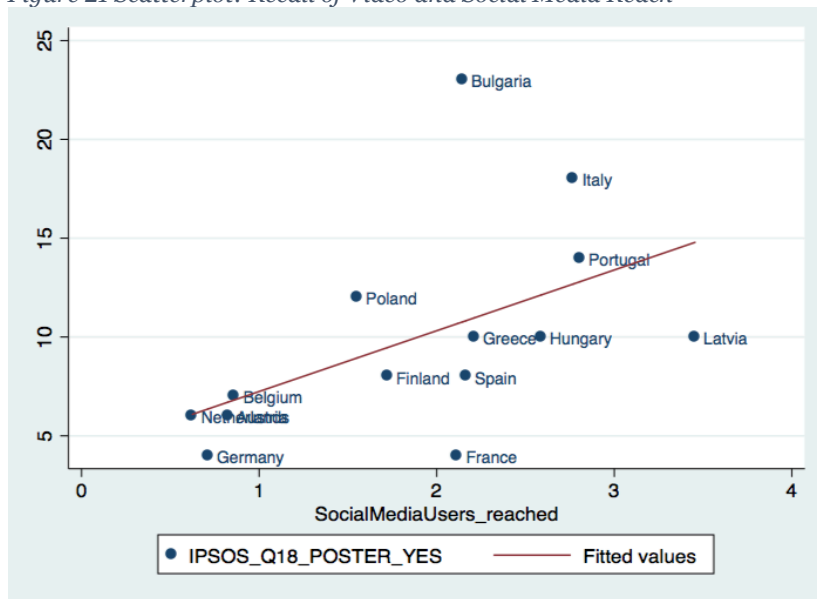
2.1.4 Correlation between Budget and Reach

A high positive correlation between has been found between the budget spent and the Reach of paid media. This is true for the overall figures, but also for each of the channels analysed (print, digital, OOH, and social).

Correlation matrix

The correlation matrix shows how the various reach and budget figures are correlated with each other. It is interesting to notice how, not only each of the channel presents a high positive correlation between Reach and Budget, but also how the overall reach figure is correlated with almost all the budget figures, except for the OOH one.

Figure 22: Correlation matrix: Budget and Reach figures – by channel

Correlation	Reach Paid - All	Reach Paid - Social	Reach Paid - OOH	Reach Paid - Digital	Reach Paid - Print
Budget per 1000 - Print	0.59*	0.27	0.60*	0.34	0.70*
Budget per 1000 - Digital	0.66*	0.70*	-0.44	0.84*	-0.09
Budget per 1000 - OOH	0.09	-0.4	0.88*	-0.39	0.52
Budget per 1000 - Social	0.65*	0.69*	0.49	0.53	0.18
Budget per 1000 - Total	0.72*	0.48	0.64*	0.57*	0.46

Scatterplots

A positive and clear correlation can be observed also using scatterplots. The graph below shows the behavior of the budget of the InvestEU campaign in each country, compared with the Reach figures for paid media in the same countries.

Figure 23 Scatterplot: Total Budget and Total Reach of Paid media
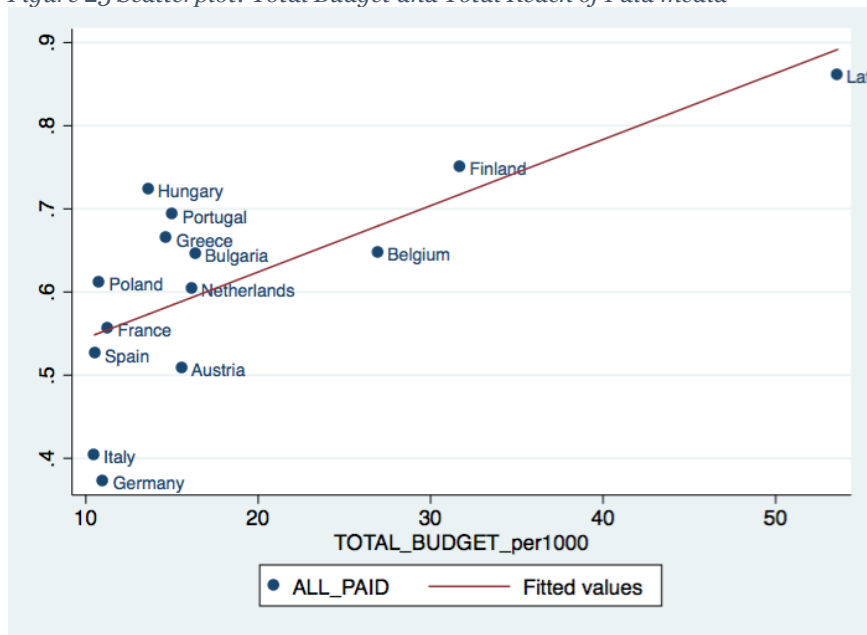
The following scatterplots below, present even a stronger (still positive) correlation within budget and reach figures for each media channel:

Figure 24 Scatterplot: Print Budget and Reach of paid print media
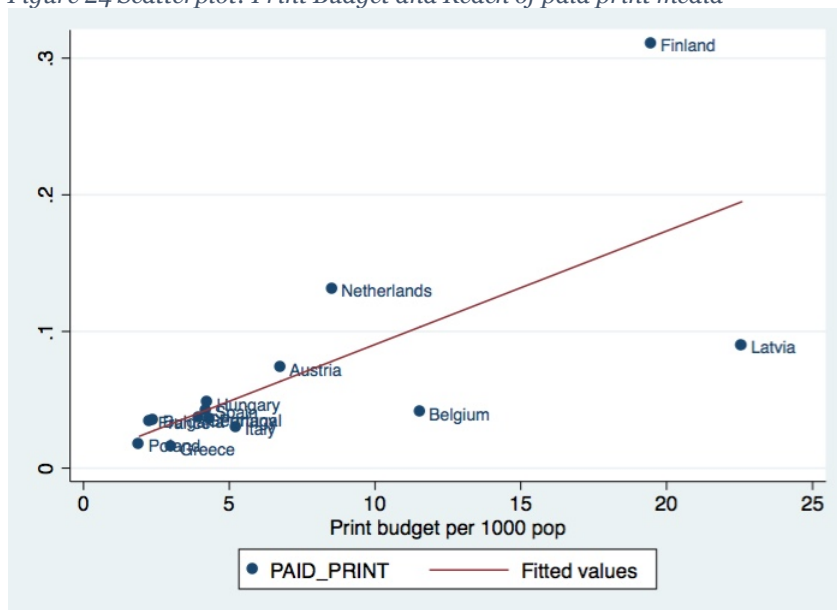
Figure 25 Scatterplot: OOH Budget and Reach of paid OOH
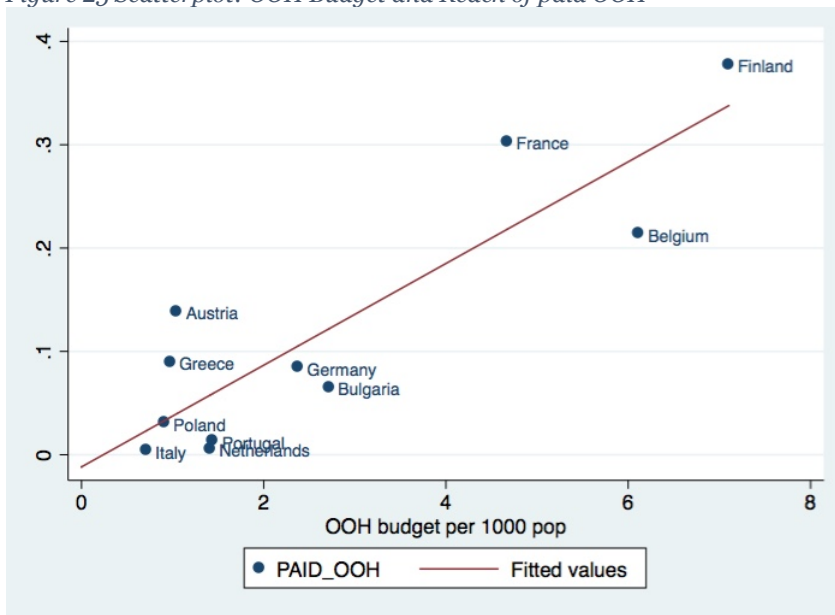
Figure 26 Scatterplot: Social Media Budget and Reach of paid social media

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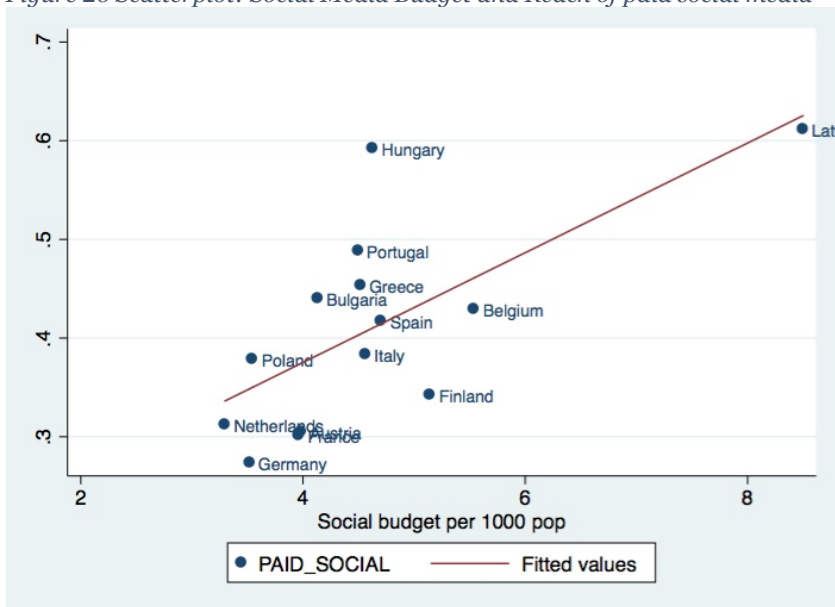
Figure 27 Scatterplot: Digital Budget and Reach of paid online media
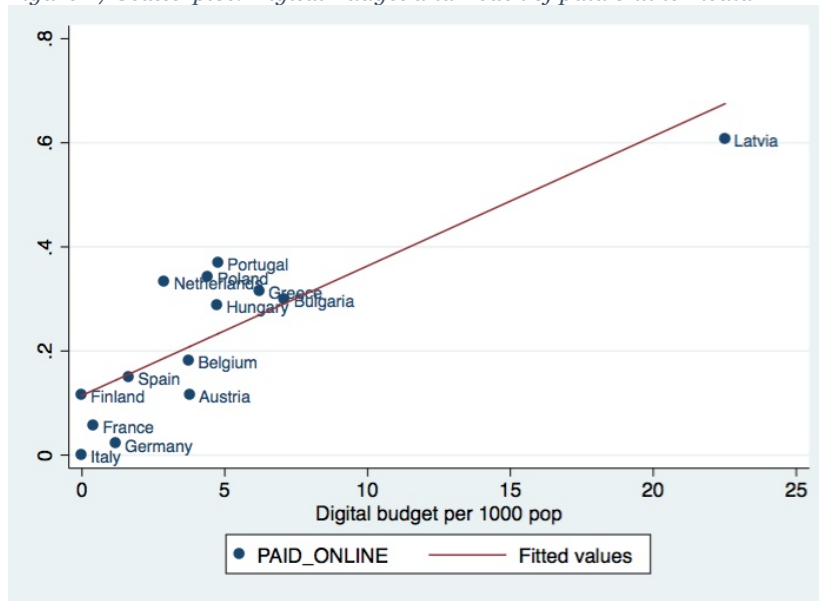
2.1.5   Correlation between Perception and Recall

High positive and significant correlation between Perception (Q15) and Spontaneous Recall (Q7) from IPSOS MORI data result from both the regression analysis and the scatterplot, as presented below.

Figure 28 Regression outputs: Spontaneous Recall and Positive perception – Ipsos MORI

Variables	Perception change
Spontaneous specific recall	2.541*** (0.531)
Constant	-5.342** (1.996)
N observations	14
R-squared	0.656

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Figure 29: Scatterplot: Spontaneous Recall and Positive perception – Ipsos MORI
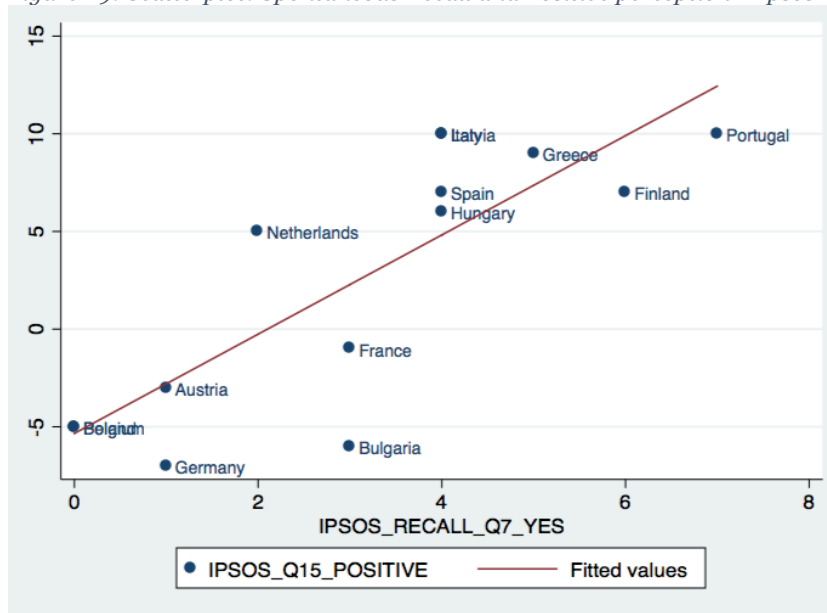
The same positive and significant correlation between Perception and Recall is the result of both regression and scatterplot analysis using Kantar data. The two variables used are the average of the Perception questions, for the Perception variable, and the spontaneous recall from the answers to QA1: "Have you seen, heard or read adverts, publicity or other types of information in the last couple of months that focused on the EU?", for the recall variable, from the final Kantar poll.

Figure 30 Regression outputs: Spontaneous Recall and Positive perception - Kantar

Variables	Perception change
Spontaneous specific recall	0.147* (0.080)
Constant	-4.566 (4.184)
N observations	14
R-squared	0.22

Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

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Figure 31: Scatterplot: Spontaneous Recall and Positive perception - Kantar
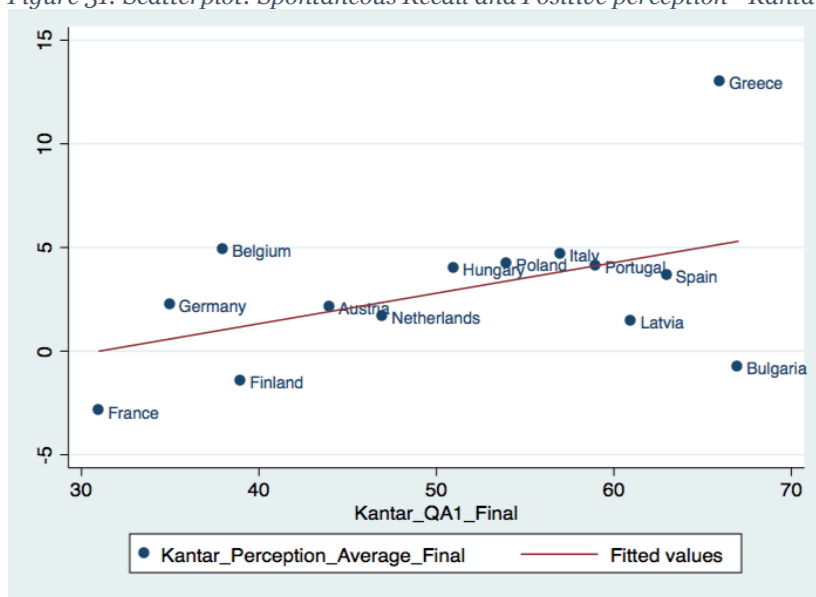
2.1.6 Correlation between change in Perception of the EU and change in Employment

High positive and significant correlation has been found also between the change in Perception of the EU (Q15 from Ipsos MORI poll: "In general, would you say you have a very positive, fairly positive, neutral, fairly negative, or very negative image of the European Union (EU)?") and Change in Employment (calculated as the rate of change from 2017 Q1 to 2018 Q1) using Eurostat data. Below we present the results from the regression and the scatterplot.

Figure 32: Regression outputs: Change in Employment and Positive perception of the EU

Variables	Perception change
Spontaneous specific recall	5.723** (2.387)
Constant	-6.760 (4.212)
N observations	14
R-squared	0.32

Robust standard errors in parentheses
*** $p<0.01$, ** $p<0.05$, * $p<0.1$

Figure 33: Scatterplot: Change in Employment and Positive perception of the EU
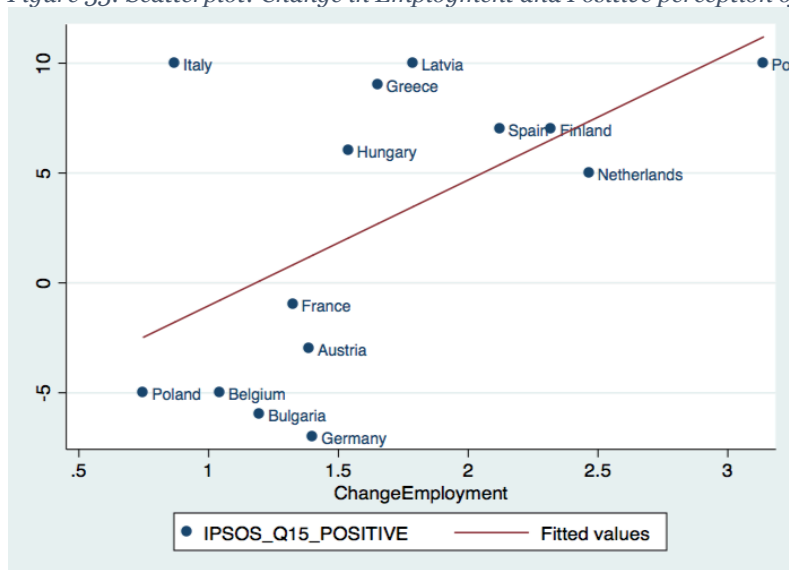
2.1.7   Limitations

The correct use of the coefficient of correlation depends heavily on the assumptions made with respect to the nature of data to be correlated and on understanding the principles of forming this index of association. Correlation is a central measure within the general linear model of statistics. It can be employed for measurement of relationships in countless applied settings. However, in situations where its assumptions are violated, correlation becomes inadequate to explain a given relationship. These assumptions mandate that the distributions of both variables related by the coefficient of correlation should be normal and that the scatter-plots should be linear and homoscedastic. Another limitation of the model to take into account can be the low number of observations. In fact, since the observations in our analysis can only be presented at country level, the total number of observations is only 14, which the number of core countries participating in the campaign since the beginning. However, we do not consider the small number of observations a major problem, since the overall figures by country are based on a large amount of data, making the overall figures by country sufficiently robust.

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2.2 Country and channel breakdowns of the cumulative reach

The following charts provide breakdowns of the cumulative reach achieved by the campaign over time, broken down by channel and by country. This is followed by the reported recall per country, in terms of the channel via which the polled respondents said they saw the campaign.
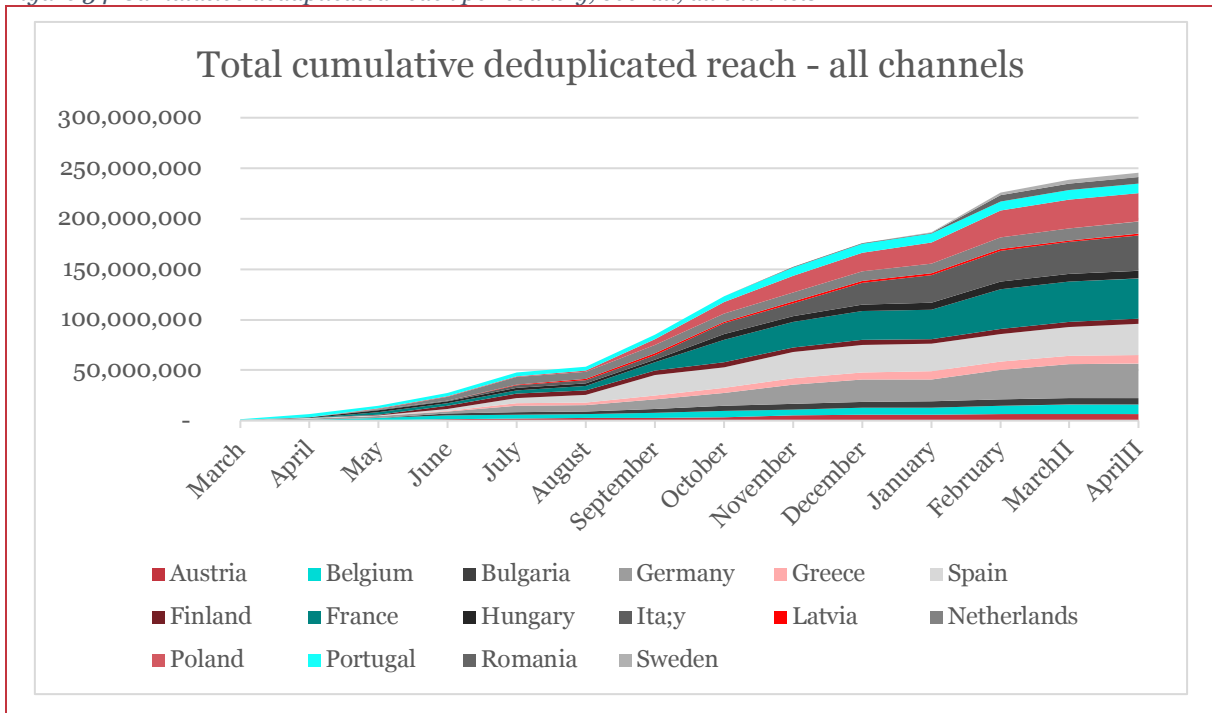
2.2.1 Reach per country by channel

The following charts show the evolution over time of the cumulative reach achieved in each country via each channel. This measure is calculated for each country, taking into account the growing probability of individuals being exposed to the campaign more than once (and hence the repeats are not counted). The overall reach via all channels is not the same as the sum of the reach via each channel, because the deduplication calculation takes account of the overlap between channels. The total per country is then summed across all countries, based on the assumption that there is little overlap between audiences in different countries. This deduplication results in a total estimate of reach which is less than half that of the aggregated total reach calculated by WPP.

Within channels, the deduplication is calculated as follows:

- For print media, the reach of each article or ad (in terms of WPP's circulation/readership figures for the media) is deduplicated against the total number of people in the country reading print media (Eurostat figures).

- For radio media, the reach of each item (in terms of WPP's listener figures for the media) is deduplicated against the total number of people in the country listening to radio regularly (Eurostat figures).

- For TV media, the reach of each item (in terms of WPP's viewer figures for the media) is deduplicated against the total number of people in the country watching TV regularly (Eurostat figures).

- For online media, the reach of each item (in terms of WPP's estimated daily visitor figures for the media) is deduplicated against the total number of people in the country watching TV (Eurostat figures).

- For OOH, the reach of each poster campaign (in terms of WPP's estimated visitor figures for the location) is deduplicated against the total adult population of the country (Eurostat figures).

- For owned social media, organic posts by the REPs are deduplicated in terms of their share of the account's total number of followers. The reach of EC central accounts is assigned to countries based on the share of followers based in those countries. For boosted posts on the EC central account, this is deduplicated against the total number of social media users in the country. Hence, the numbers of followers reached tends to plateau quickly but then the reach grows when boosted posts reach beyond the account's follower base.

Figure 34 Cumulative deduplicated reach per country, overall, all channels

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 35 Cumulative reach per country, print channels (paid ads, earned coverage & collaborations)

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

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Figure 36 Cumulative reach per country, radio channels (earned coverage and paid collaborations)

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 37 Cumulative reach per country, TV channels (earned coverage and paid collaborations)
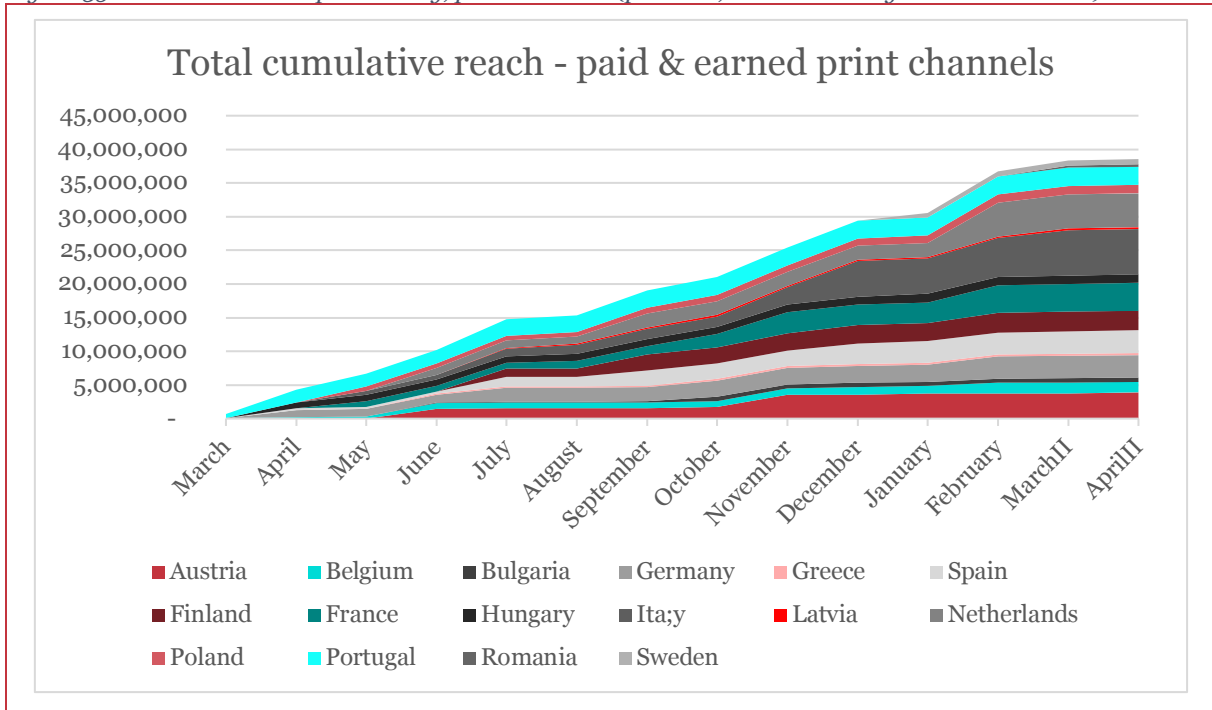
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 38 Cumulative reach per country, online channels (paid ads, earned coverage & collaborations)

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 39 Cumulative deduplicated reach per country, social media (paid ads and owned posts)

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

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Figure 40 Cumulative deduplicated reach per country, OOH channels (paid ads only)

Total cumulative reach - OOH (paid only)

Legend: Austria, Belgium, Bulgaria, Germany, Greece, Spain, Finland, France, Hungary, Ita;y, Latvia, Netherlands, Poland, Portugal, Romania, Sweden
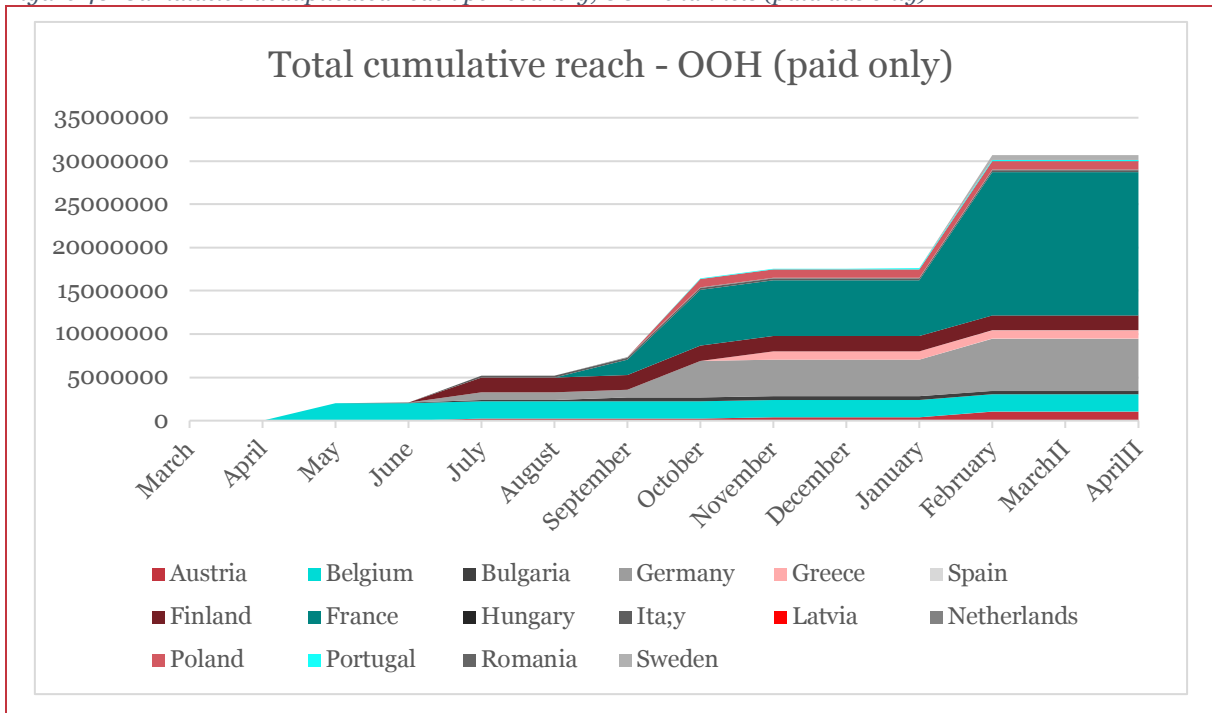
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 41 Cumulative deduplicated reach per country, all paid ads (digital, OOH, social media and print)

Total cumulative reach - paid ads (all channels)

Legend: Austria, Belgium, Bulgaria, Germany, Greece, Spain, Finland, France, Hungary, Ita;y, Latvia, Netherlands, Poland, Portugal, Romania, Sweden
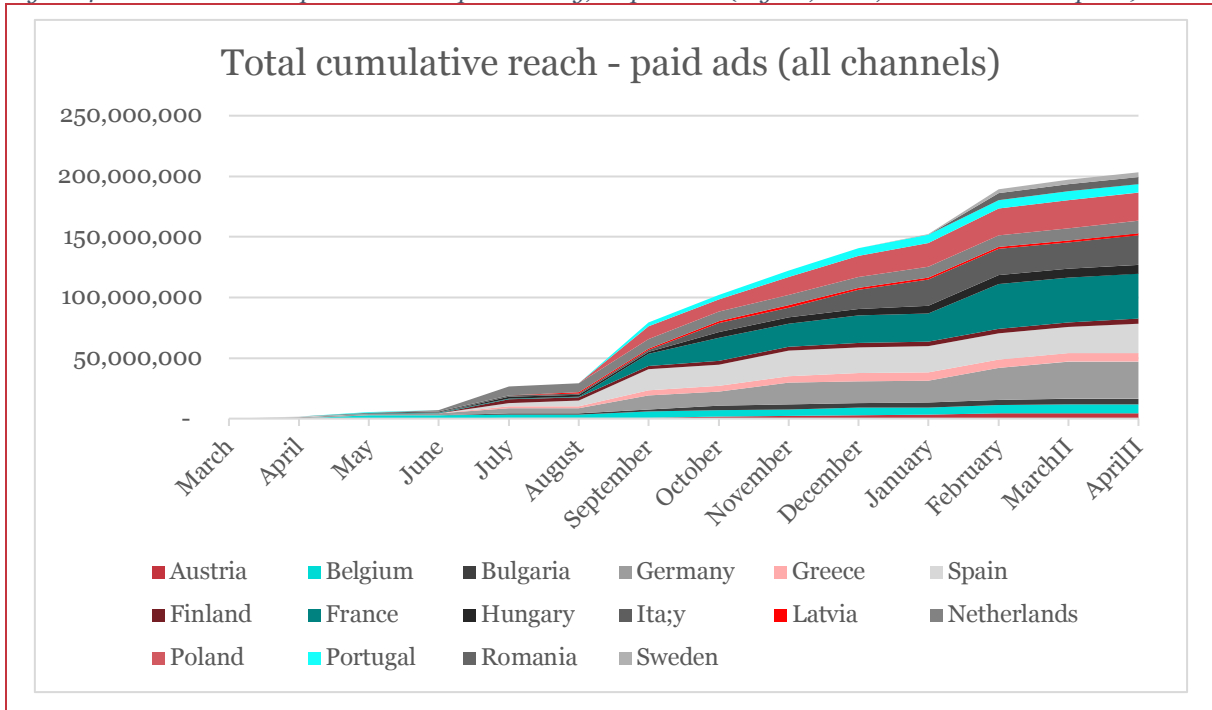
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 42 Cumulative deduplicated reach per country, paid collaborations only (TV, radio, online and print)
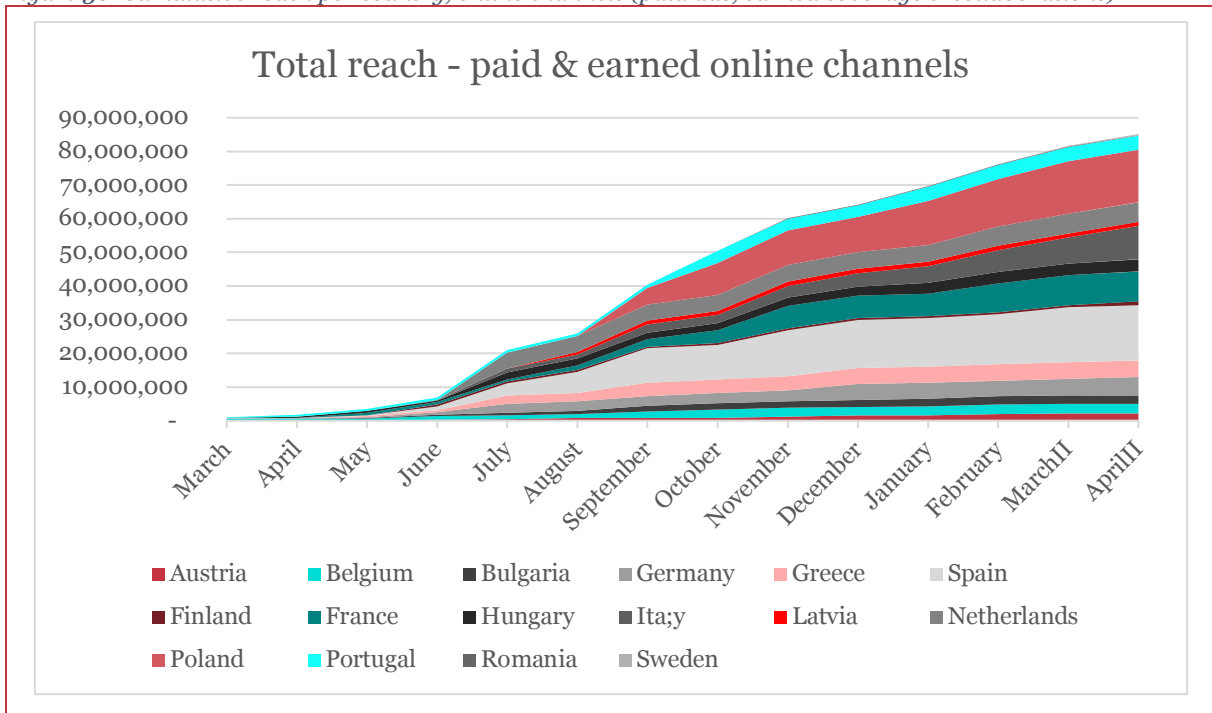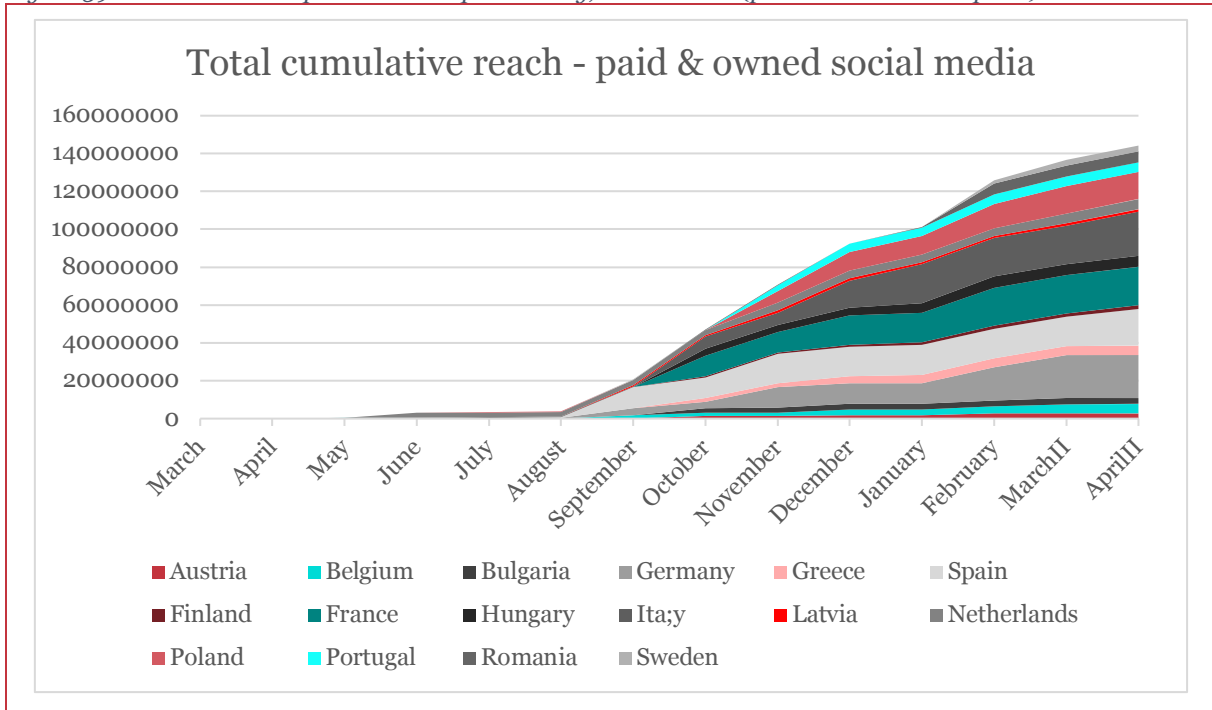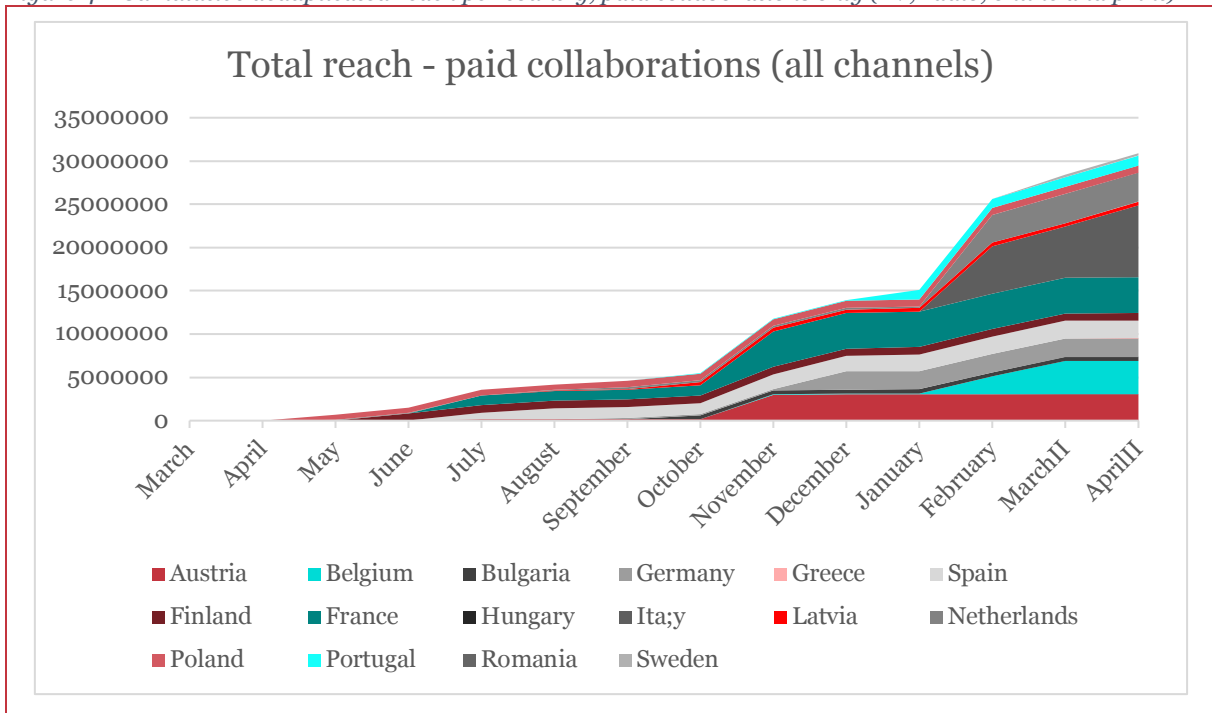

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 43 Cumulative reach per country, earned coverage all channels (TV, radio, print & online)
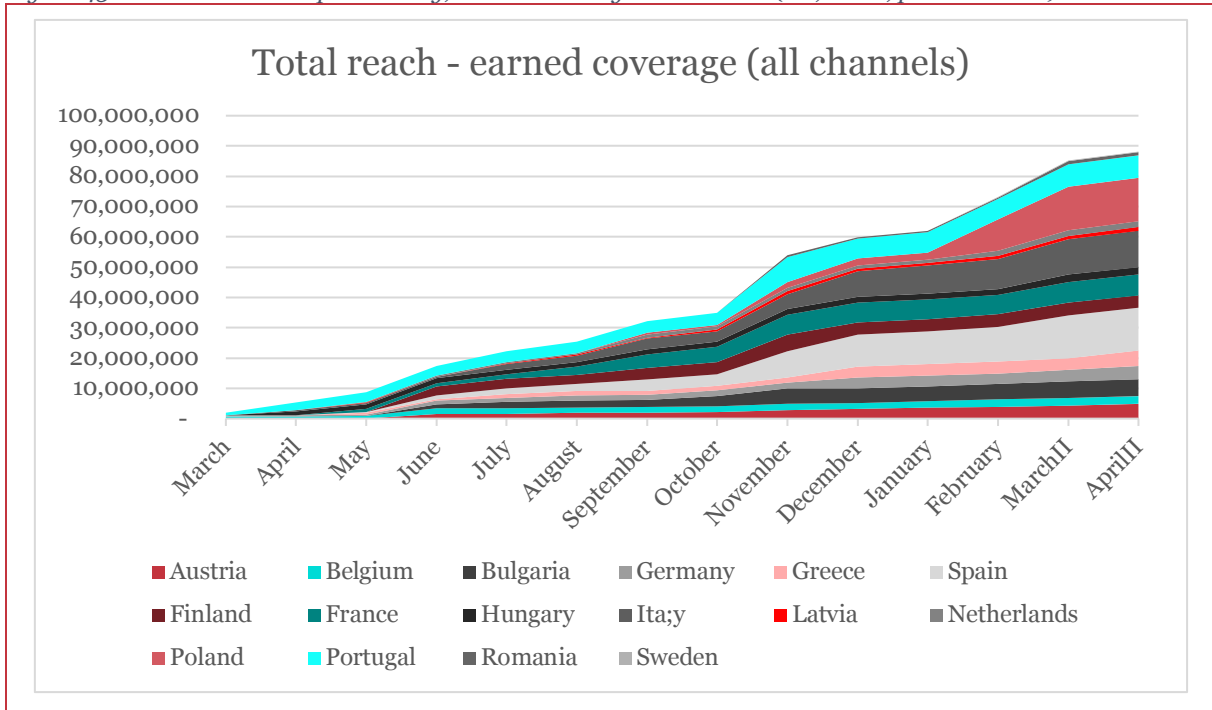
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

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Figure 44 Cumulative deduplicated reach per country, owned social media channels
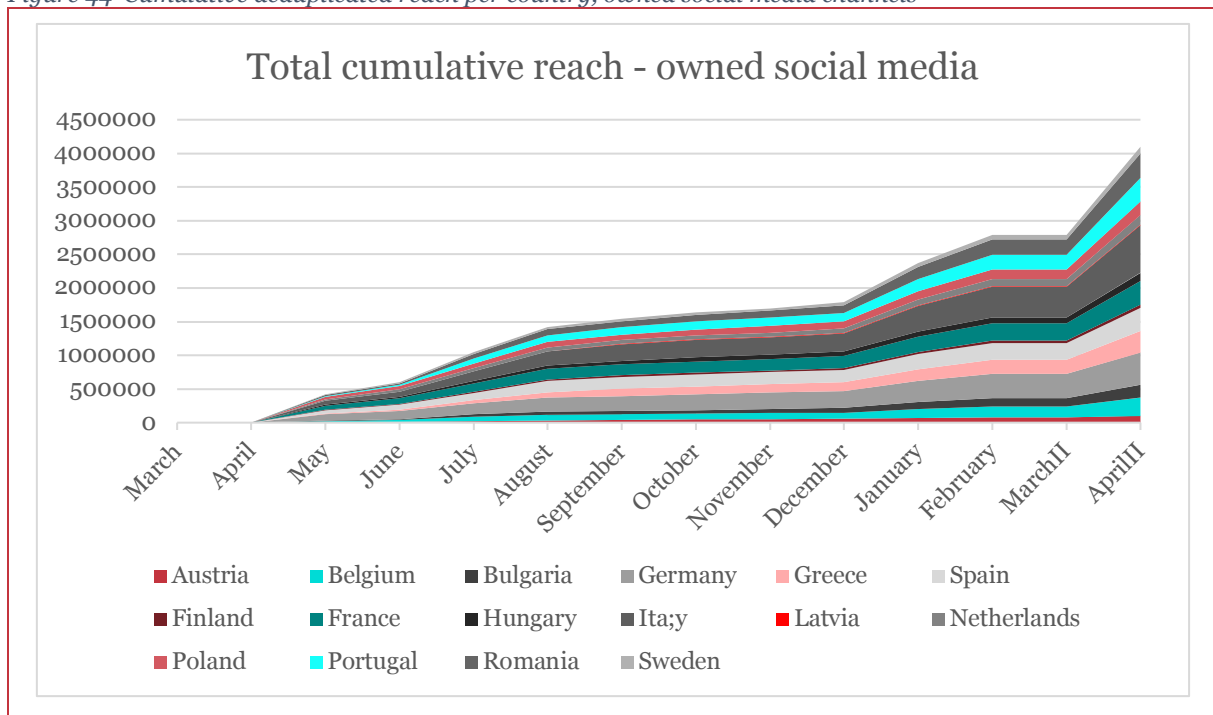
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

2.2.2   *Reach per channel, by country*

The following charts show the evolution over time of the cumulative reach achieved in each country – i.e. the calculation to estimate how many people have been reached *at least once* via each channel. This measure gradually grows as the campaign progresses, with some striking patterns:

- The overall reach via all channels is not the same as the sum of the reach via each channel, because the deduplication calculation takes account of the overlap between channels, i.e. that some individuals would be reached more than once via different channels.

- The cumulative reach tends to plateau after a significant rise, as a growing proportion of the campaign's ongoing efforts tend to reach people already reached in the previous wave.

- This plateau effect is true within channels as well as for the total reach overall.

- This plateau effect is more dramatic in smaller countries (e.g. Austria and Bulgaria, which saw little growth in overall reach after December, or Finland and Latvia, which saw little growth after August) than larger ones (i.e. Germany and Italy, where the larger population means that the chances of repeat exposures to the campaign remain relatively low even as the campaign progresses).

Figure 45 Reach by channel, all zoom-in countries together

All zoom-in countries

Legend: ALL, ALL PRINT, ALL RADIO, ALL TV, ALL ONLINE, SOCIAL MEDIA, PAID OOH
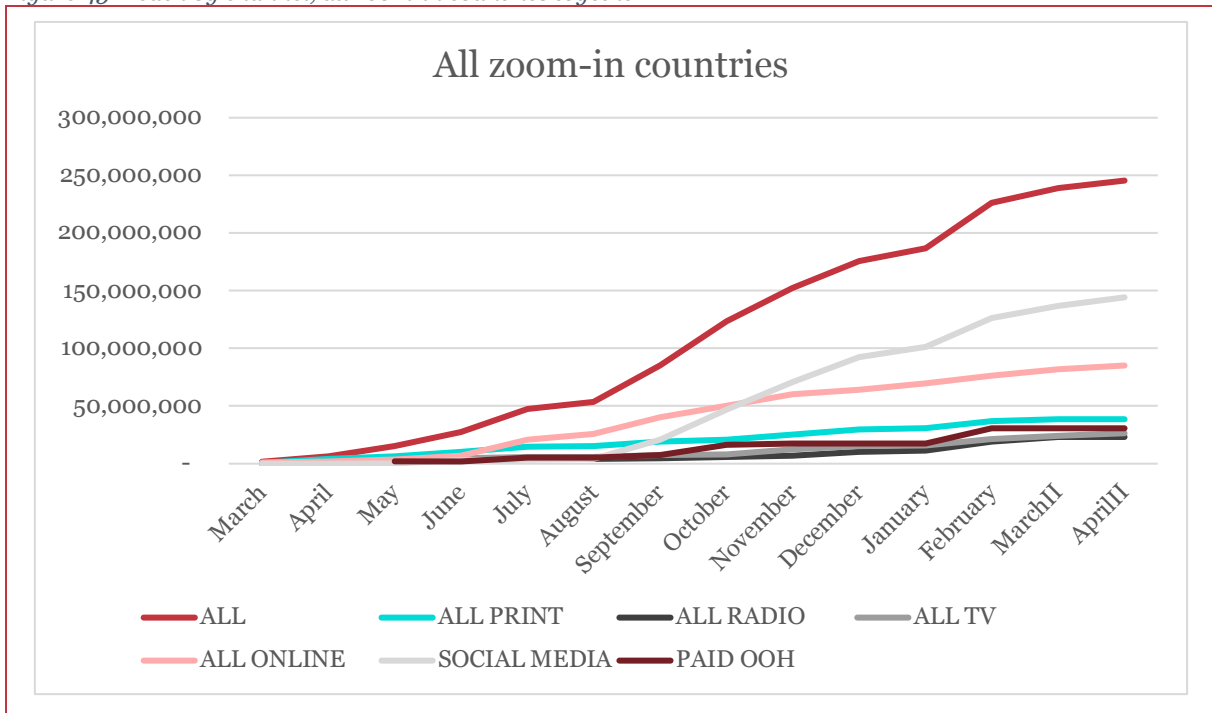
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 46 Reach by channel, Austria

Austria

Legend: ALL, ALL PRINT, ALL RADIO, ALL TV, ALL ONLINE, SOCIAL MEDIA, PAID OOH
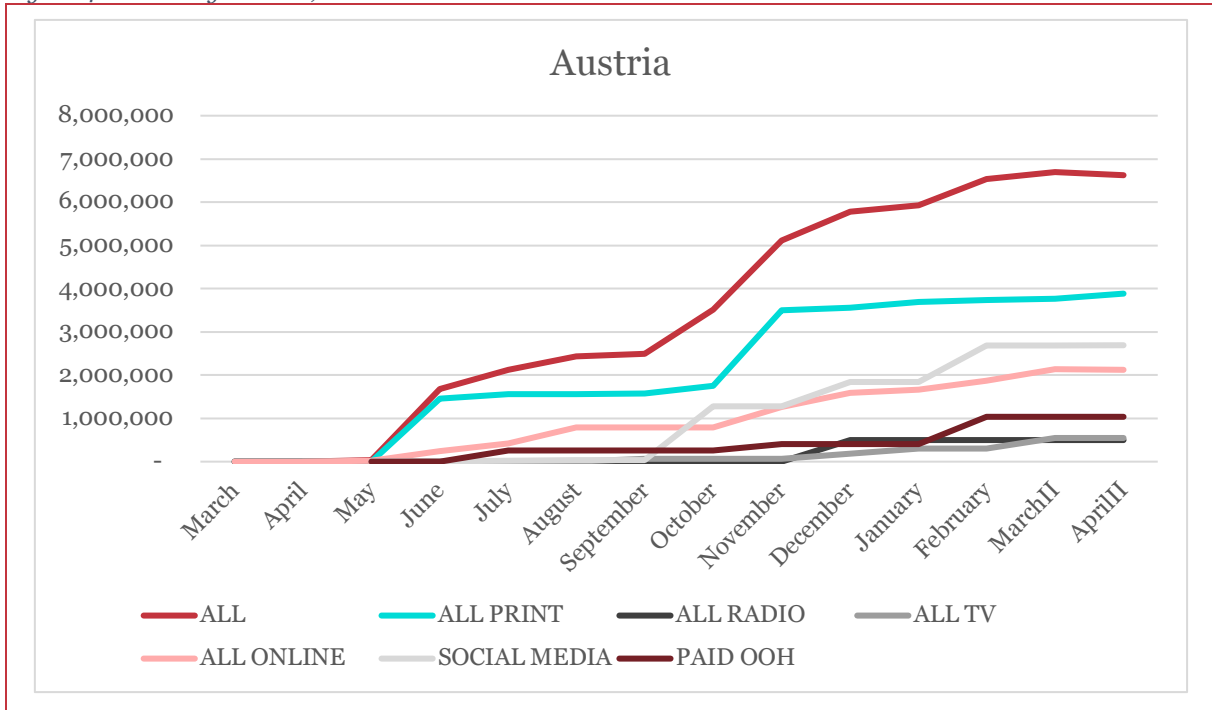
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 47 Reach by channel, Belgium

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 48 Reach by channel, Bulgaria

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

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Figure 49 Reach by channel, Germany

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 50 Reach by channel, Greece

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 51 Reach by channel, Spain

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 52 Reach by channel, Finland

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

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Figure 53 Reach by channel, France

France
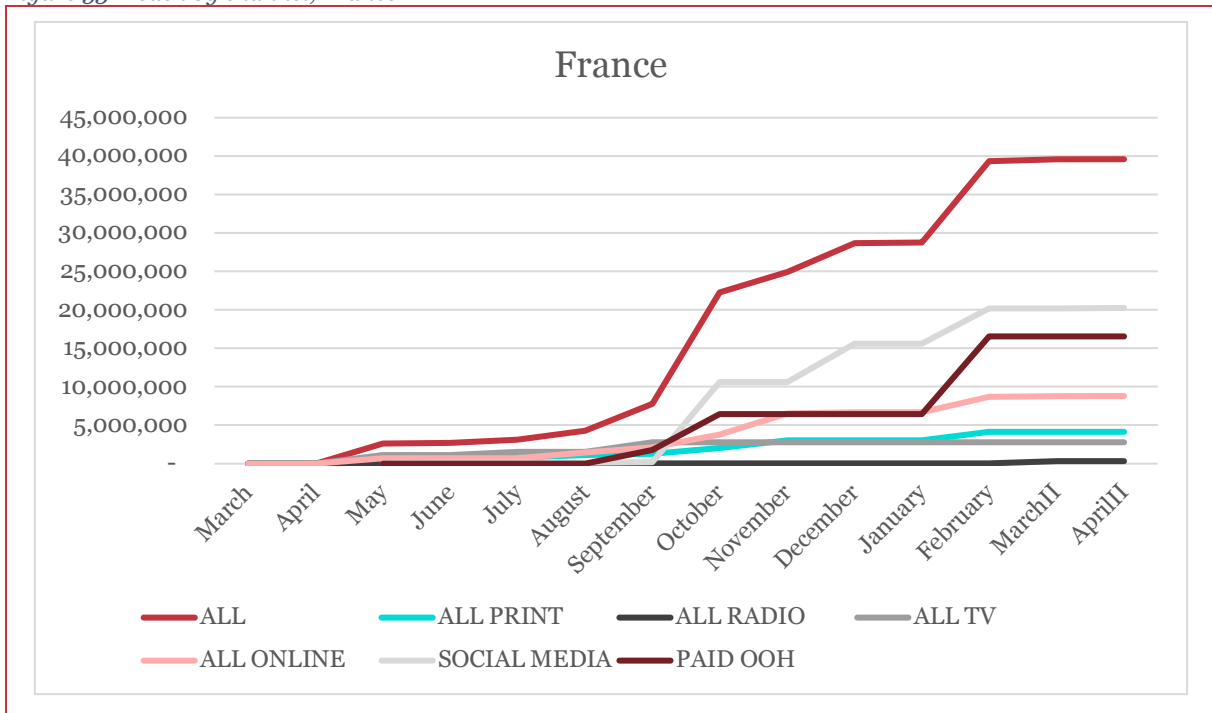
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 54 Reach by channel, Hungary

Hungary
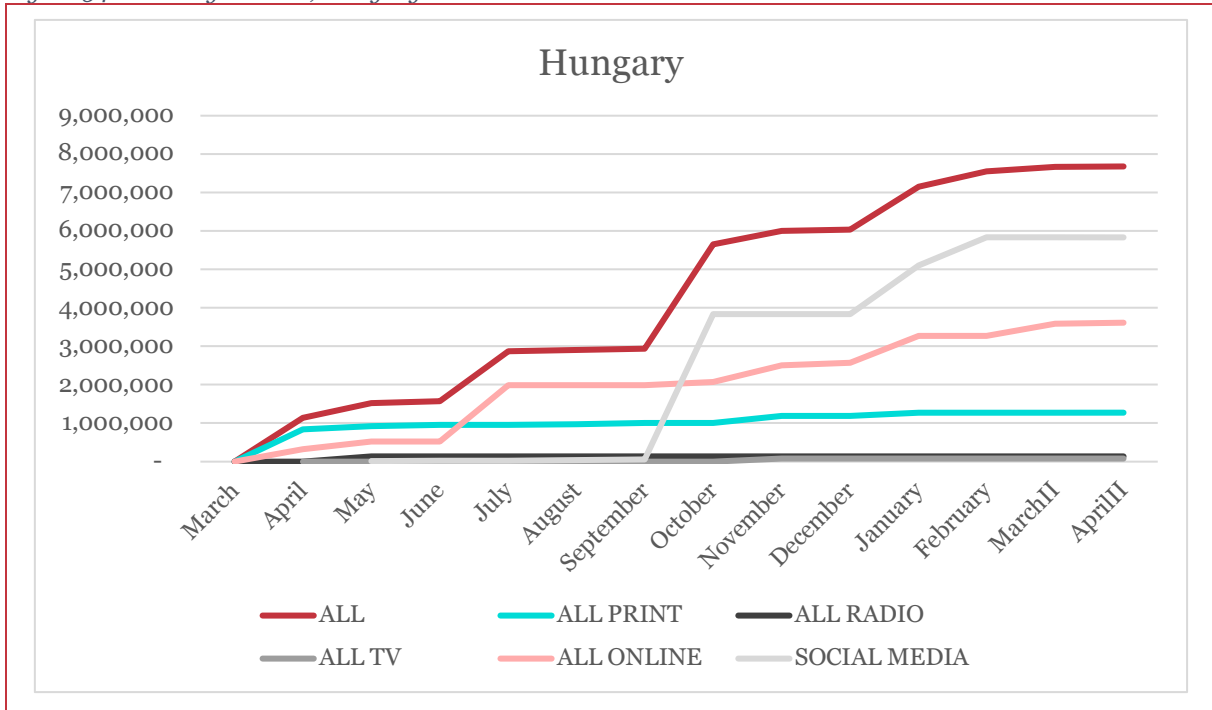
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 55 Reach by channel, Italy

Italy
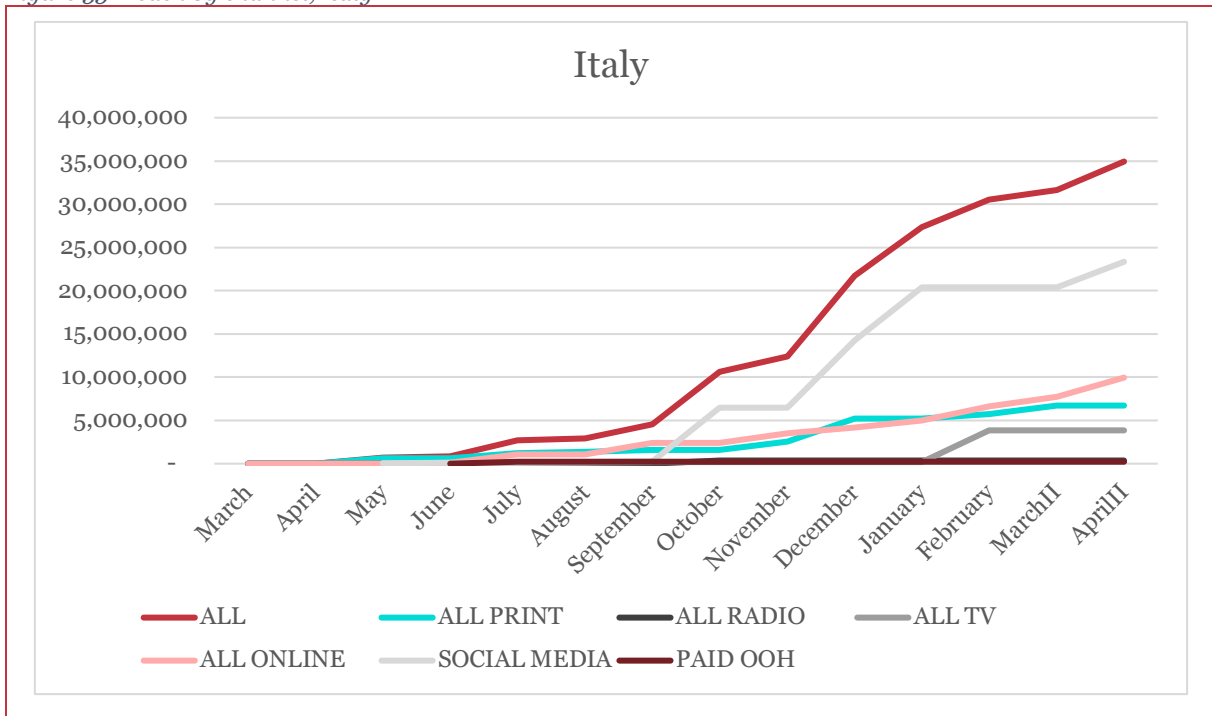
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 56 Reach by channel, Latvia

Latvia
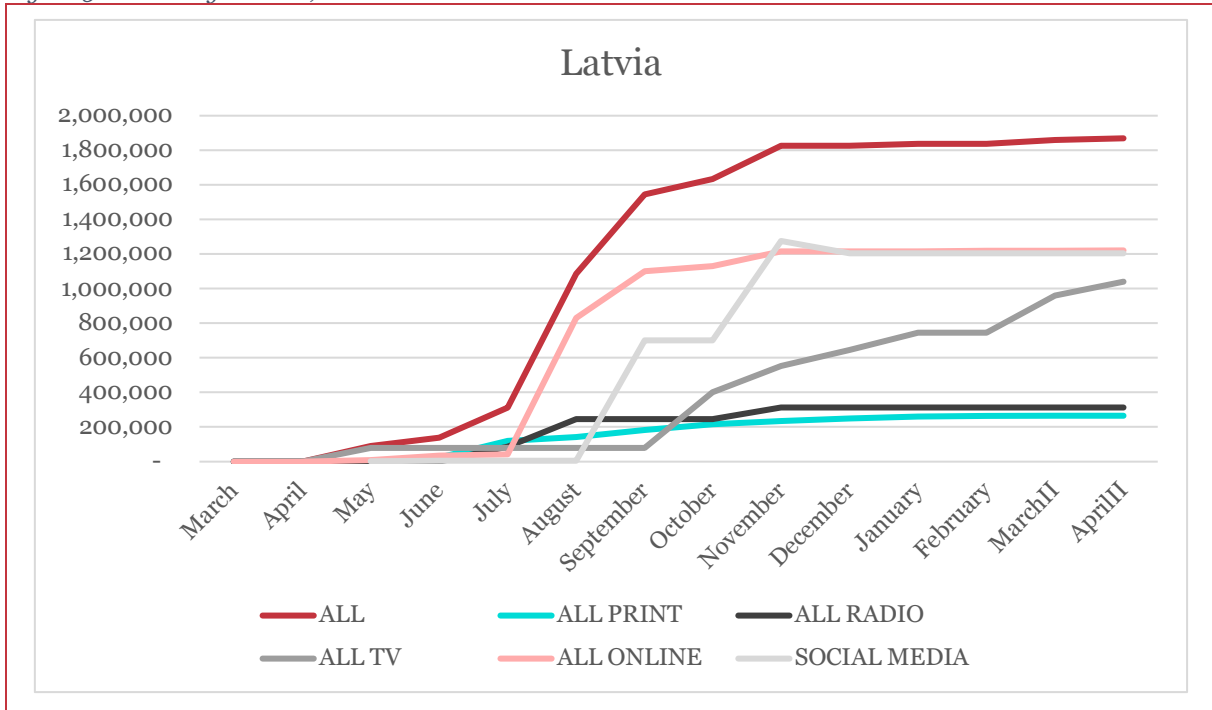
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

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Figure 57 Reach by channel, Netherlands
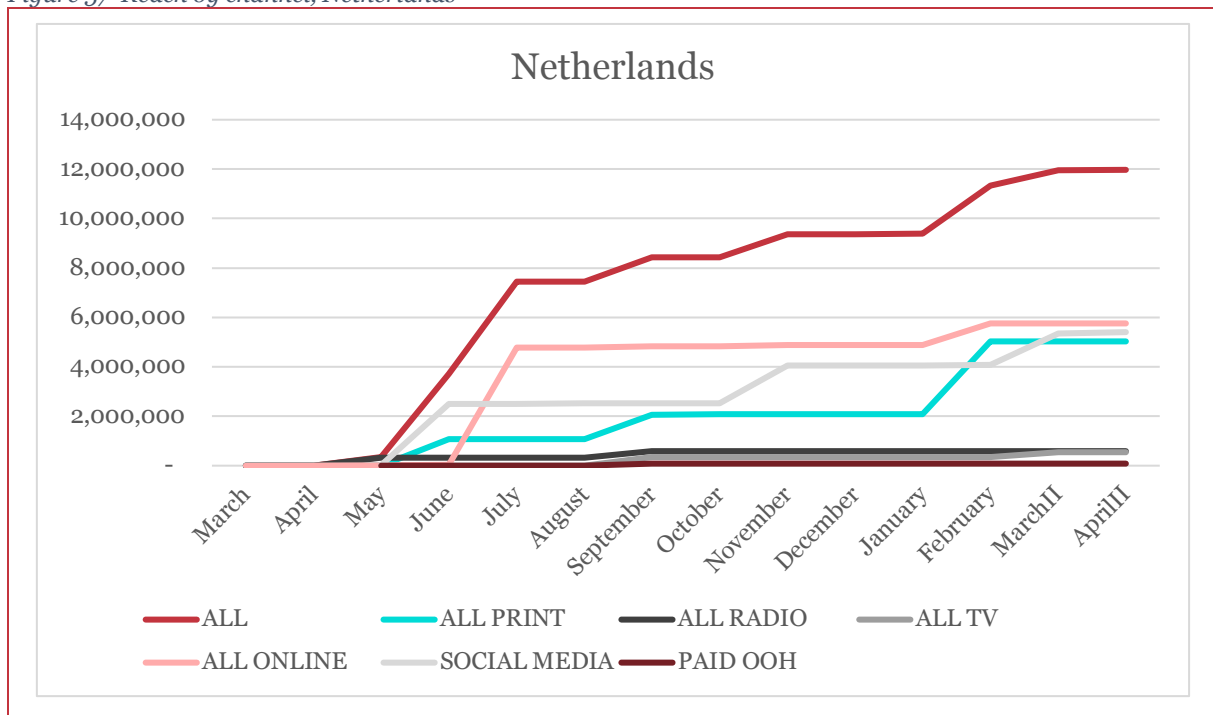
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 58 Reach by channel, Poland
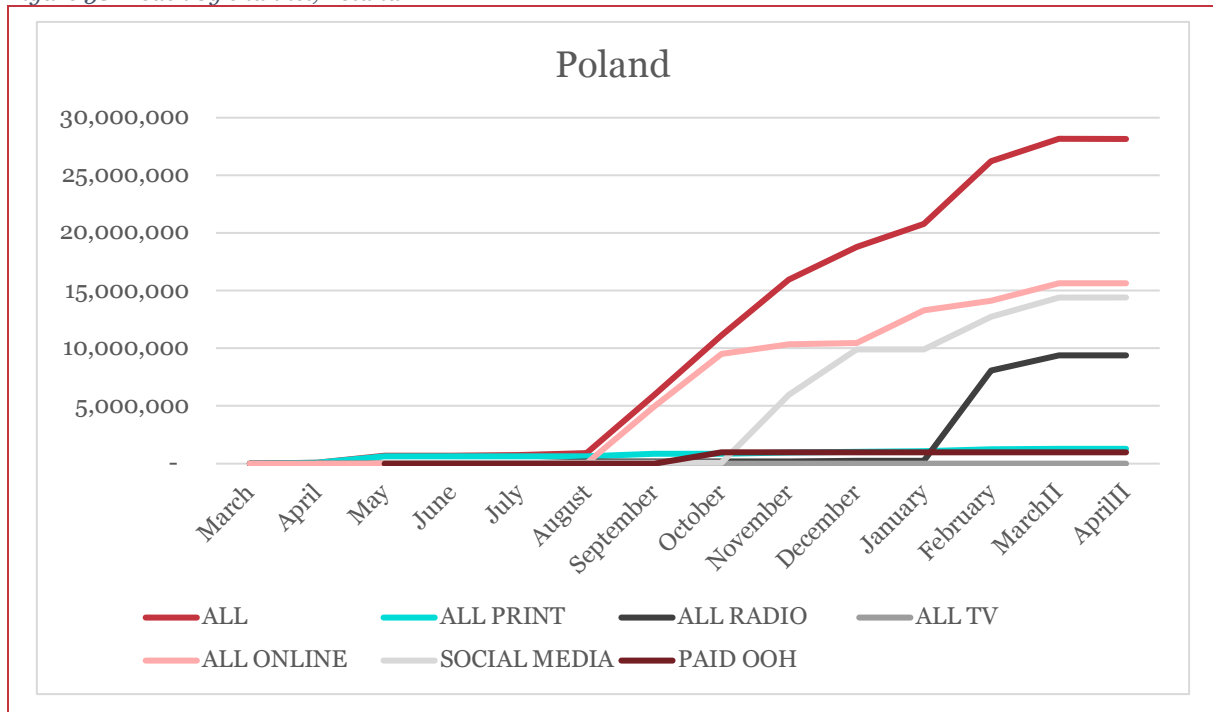
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

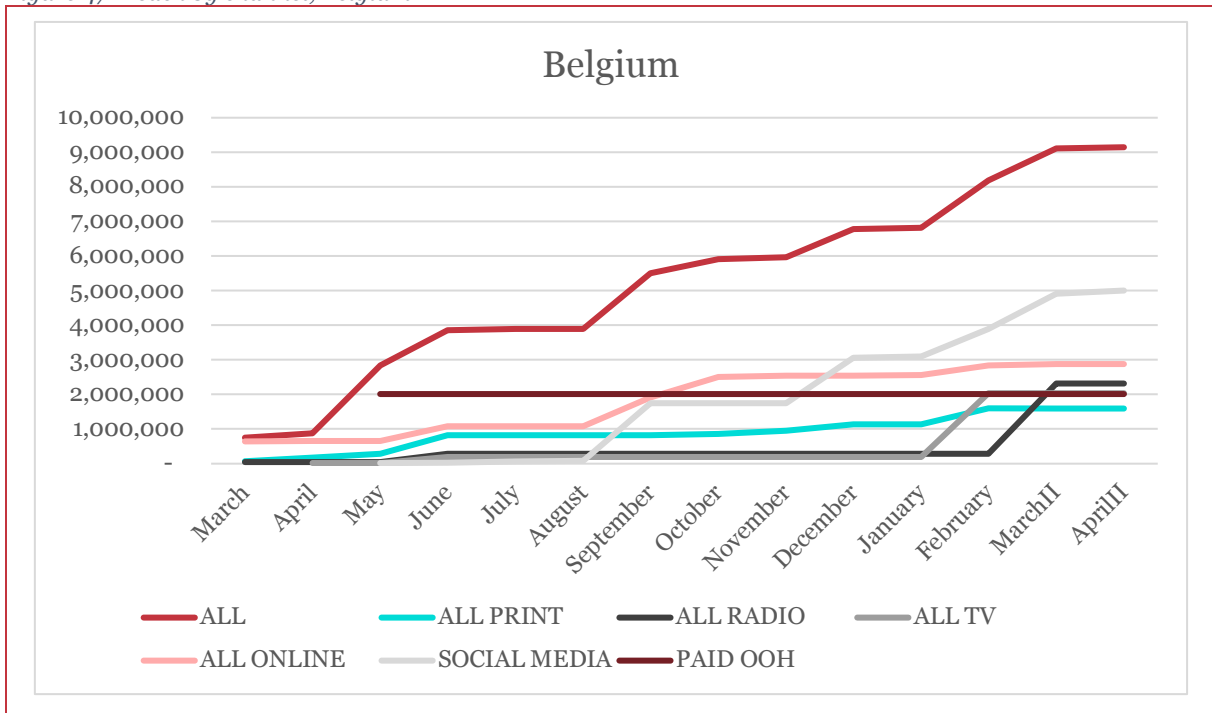*Figure 59 Reach by channel, Portugal*
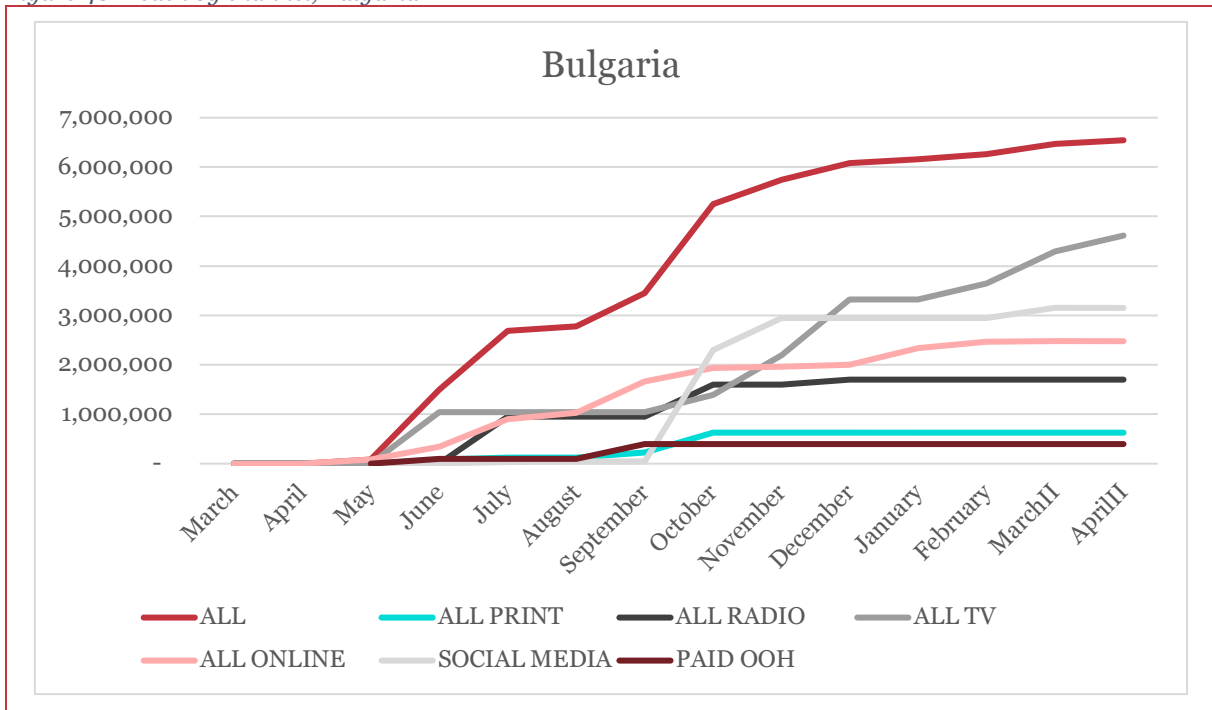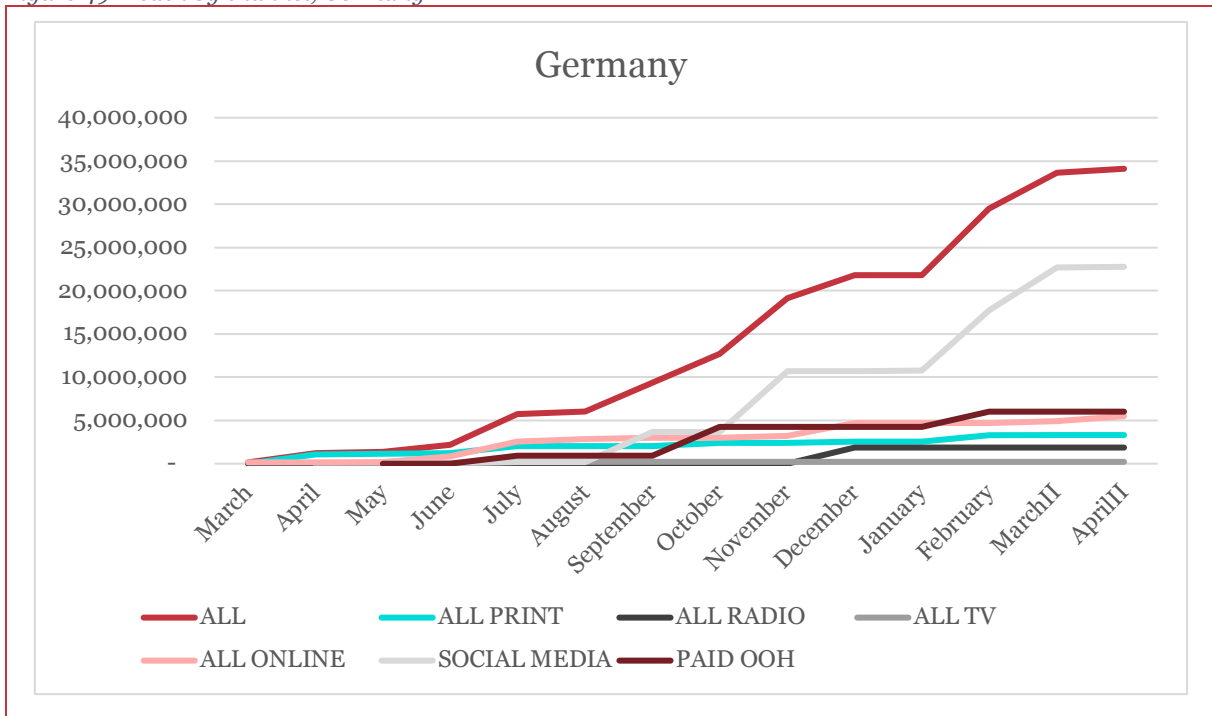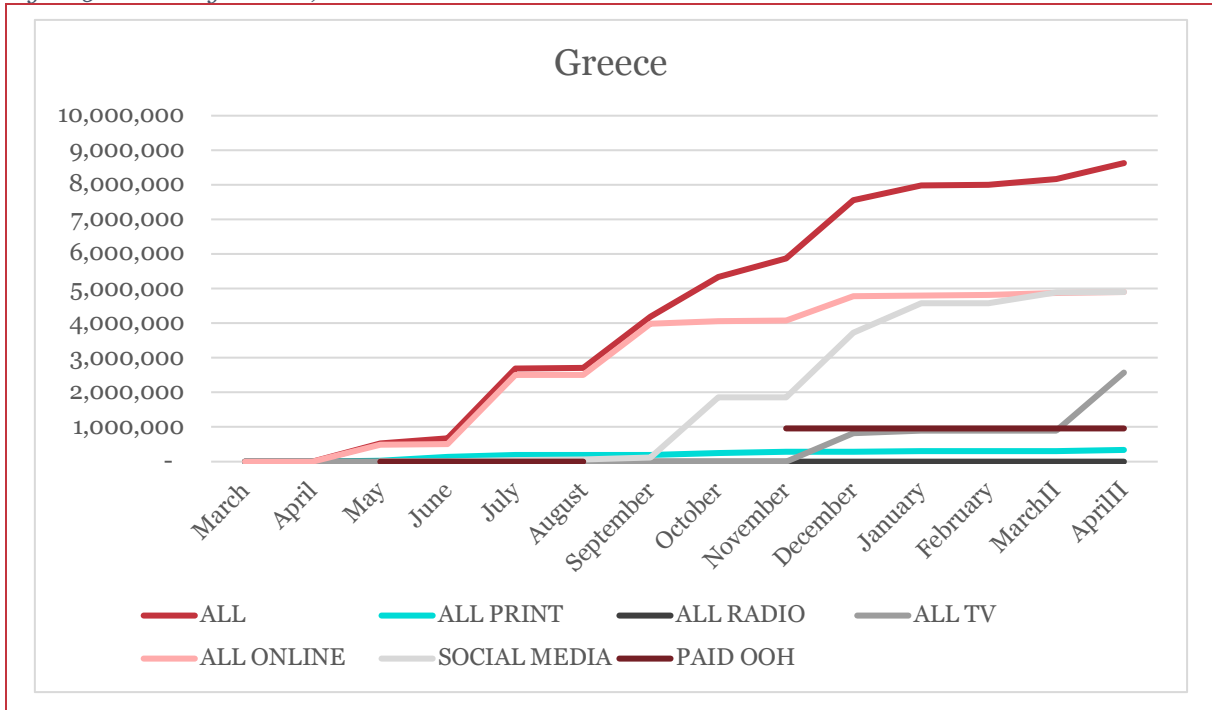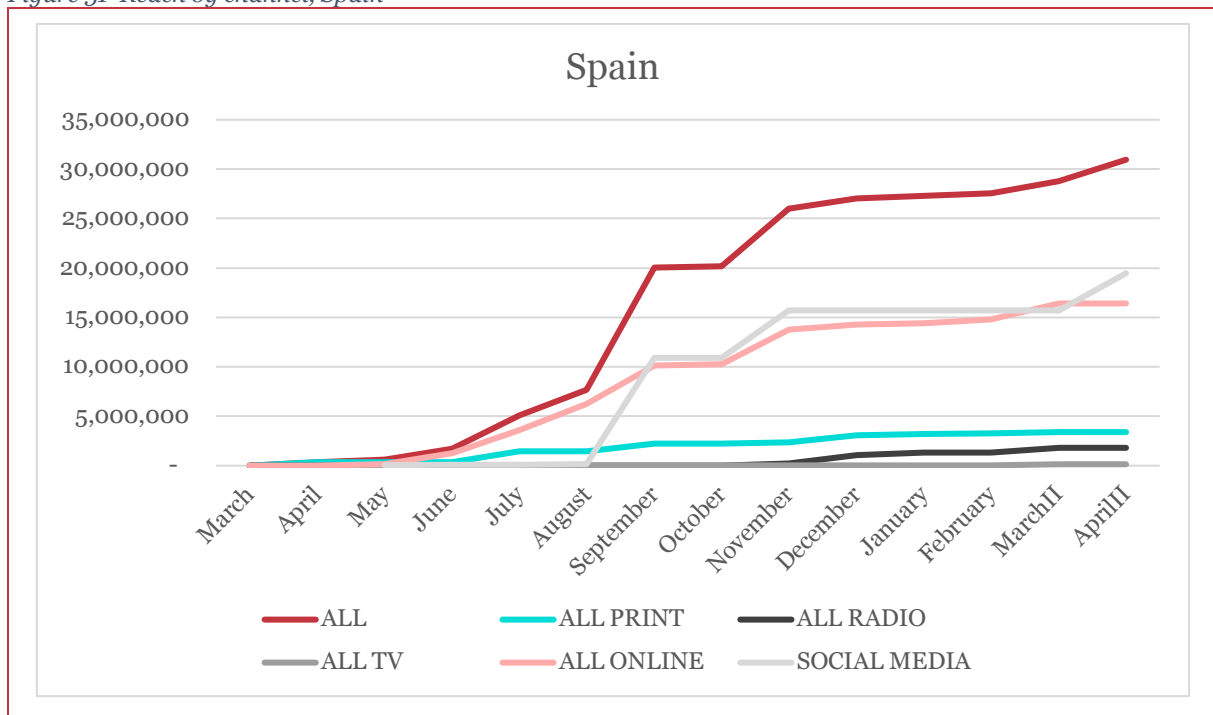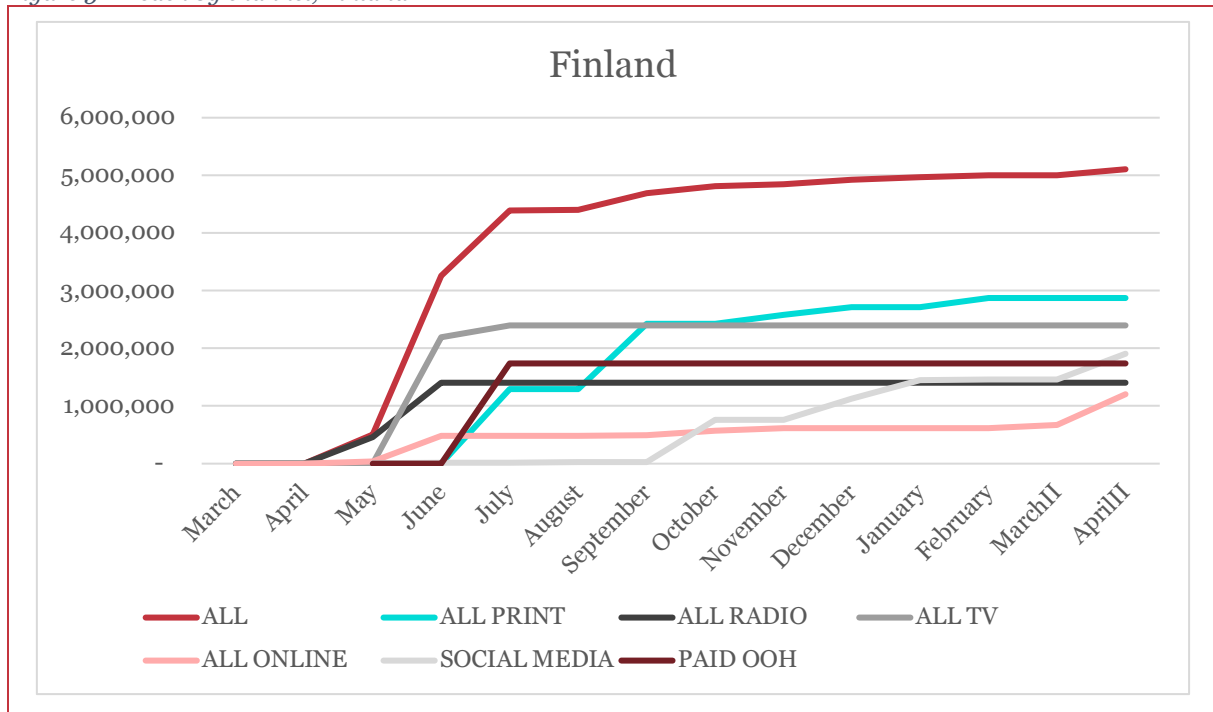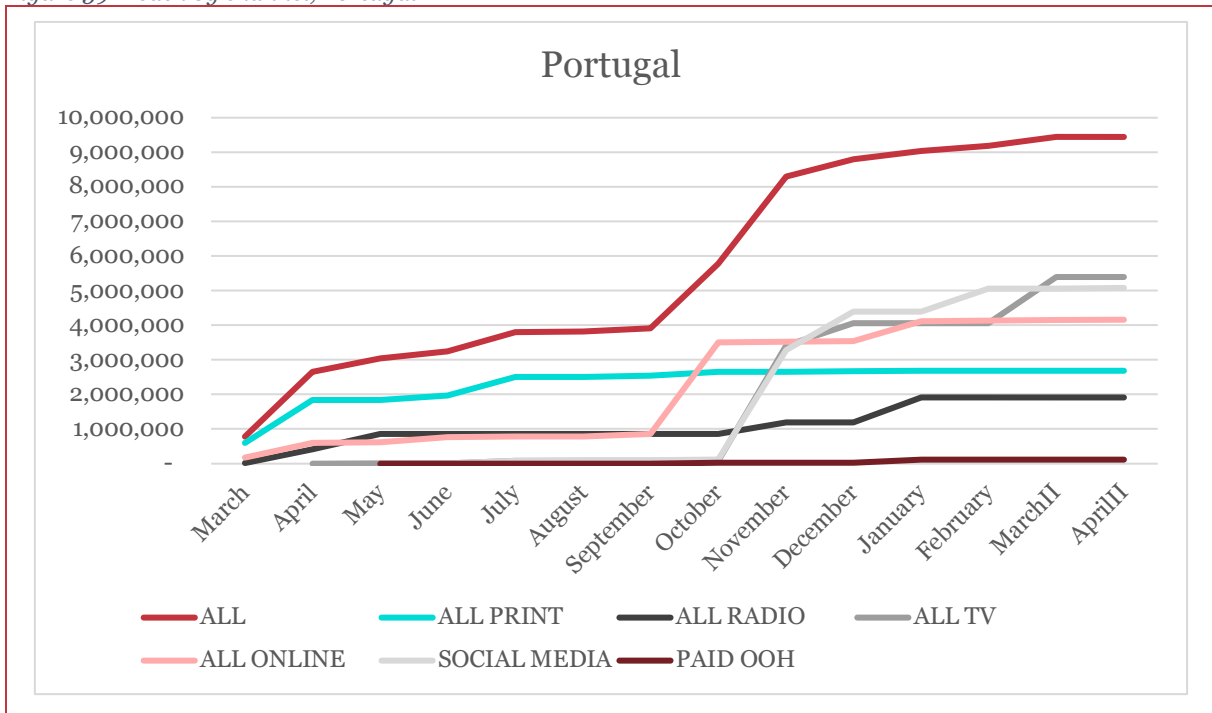

Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

Figure 60 Reach by channel, Romania
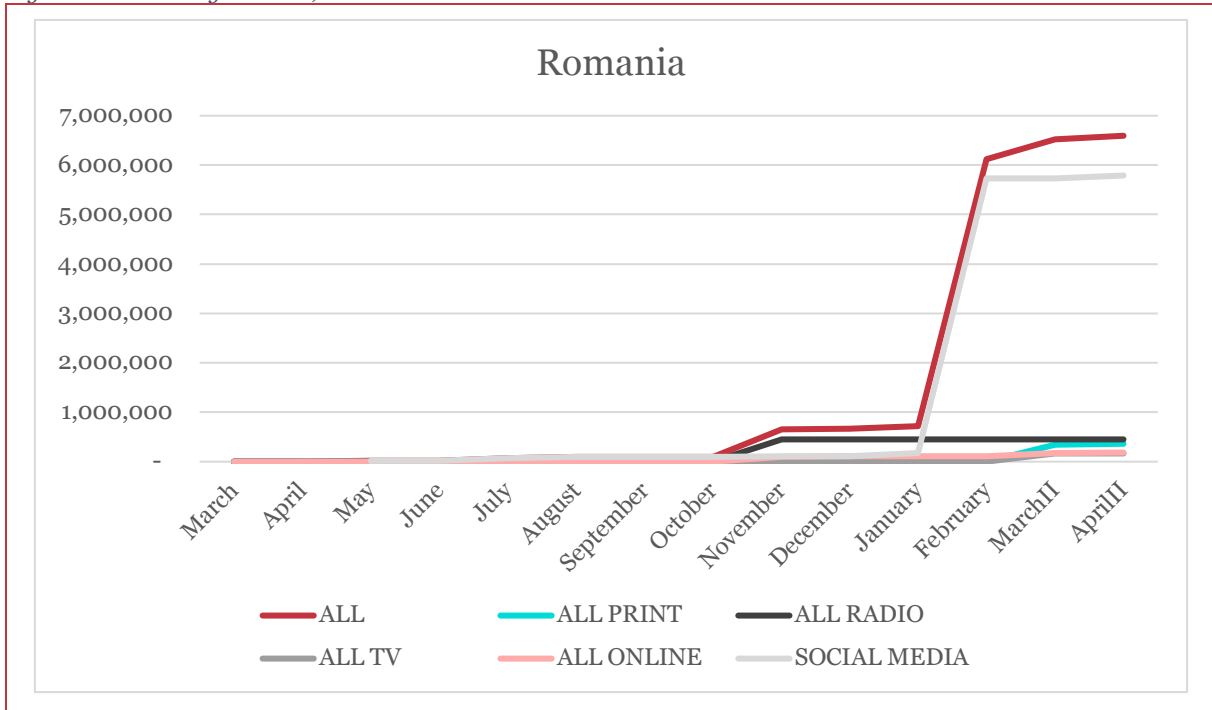
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

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Figure 61 Reach by channel, France

Sweden
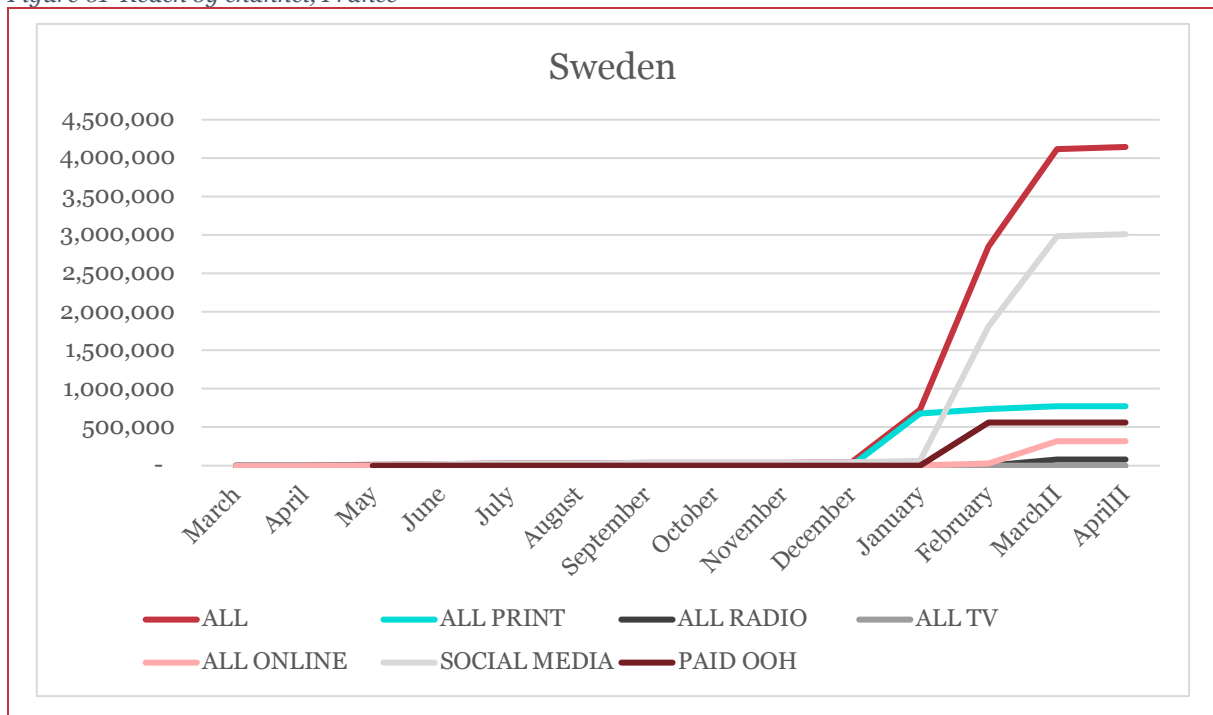
Source: WPP KPI data, May-June 2018, treatment by Technopolis Group

2.3   Reported recall per channel, by country

The recall of the campaign was measured through two different questions in the Ipsos Mori polling:

- 'Spontaneous specific recall' – a question on whether respondents had seen/heard/read about EU investments in their country recently – asked in the baseline and the final survey
- 'Specific prompted recall' – where people were asked whether they had seen a specific ad shown to them as part of the survey. The sample was split into two groups:
    - one was shown a video ad used in social media, and
    - one was shown a still image used in print/digital or OOH ads.

Correlations with reach in the country are difficult to spot, especially at the channel level, so regression analyses were made, leading to three specific correlations:

- Positive correlation between overall reach and 'spontaneous specific recall' – i.e. the share of people who recall seeing/hearing/reading about EU investment in their country correlates with the share of the population reached by the campaign (as calculated through the deduplication methodology above).
- Positive correlation between social media advertising reach and 'specific prompted recall' of the social media video ads – i.e. the share of people who recall seeing the specific social media video shown to them in the survey correlates with the share of the population reached via the social media advertising in each country (as calculated through the deduplication methodology above).
- Positive correlation between TV reach and 'spontaneous specific recall' naming TV as the source – i.e. the share of people who recall seeing/hearing/reading about EU investment in their country, and who say they saw this on TV, correlates with the share of the population reached via TV (mostly earned, with some paid collaborations) in each country (as calculated through the deduplication methodology above).

There are several caveats to the precision possible through such regression analysis, and interpretation for the above results, of which the most important are:

- A sample of 15 data points (as Romania was not surveyed in the polls) is rather small in terms of finding and quantifying correlations. As such, the positive correlations regarding overall reach and social media reach are striking results, though difficult to quantify in terms of relating precise % recall due to % reach.

- Within each country the overall sample (1000 people) is representative and statistically significant, but the recall per channel is based on a much smaller base – i.e. it is measured only for those people who say they recall the campaign, which in most cases is less than a third of the sample (lower for the prompted recall than for the spontaneous).

- To this must be added the natural imprecision of people's memories – i.e. people can simply misremember where they saw the campaign.

Figure 62 Media channels, as reported by respondents recalling the campaign, Austria
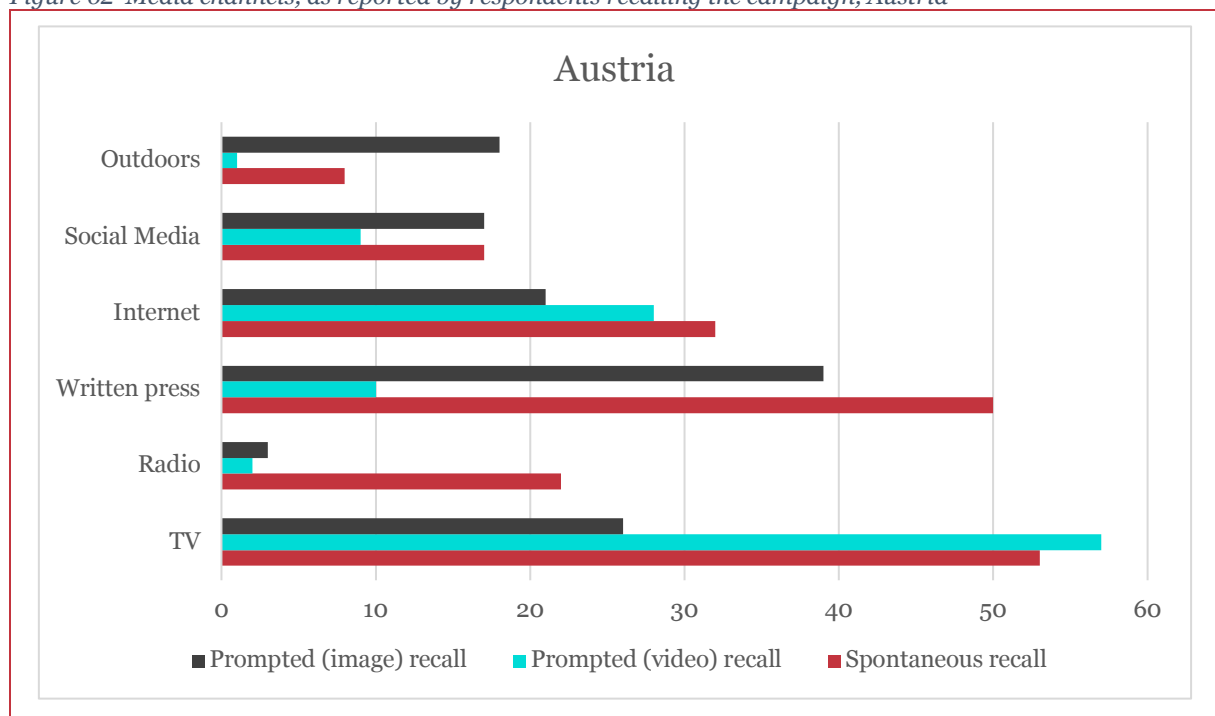
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

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Figure 63 Media channels, as reported by respondents recalling the campaign, Belgium
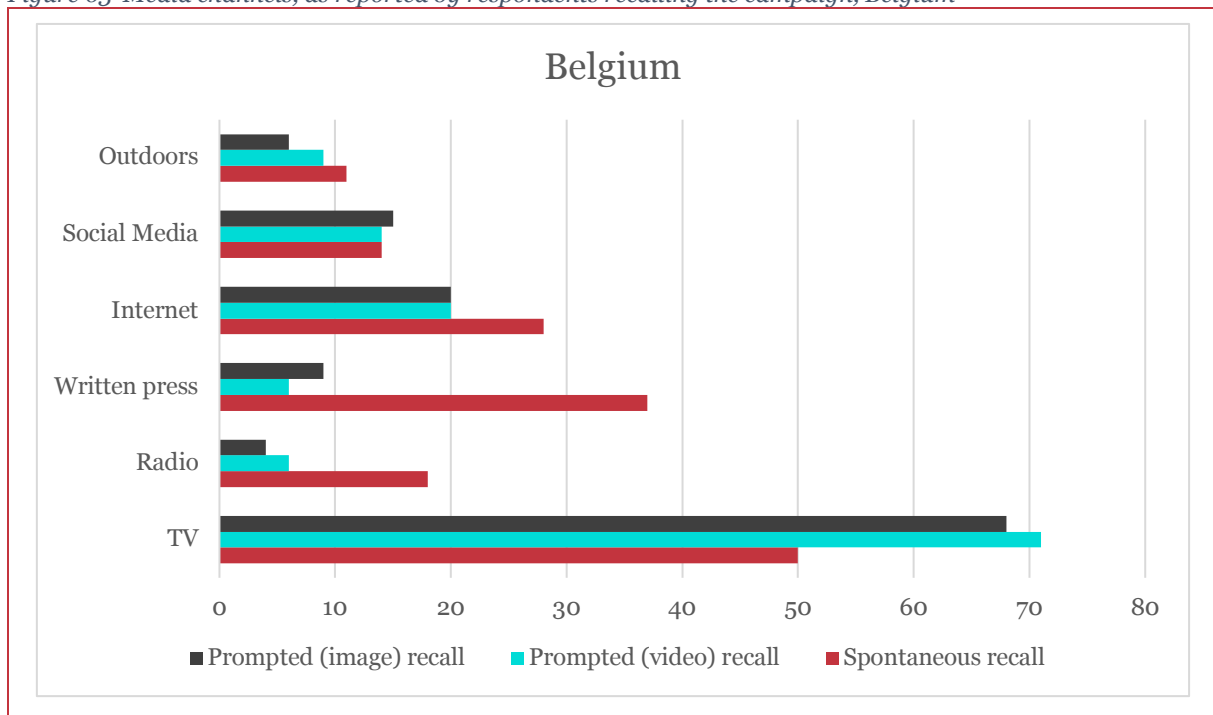
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 64 Media channels, as reported by respondents recalling the campaign, Bulgaria
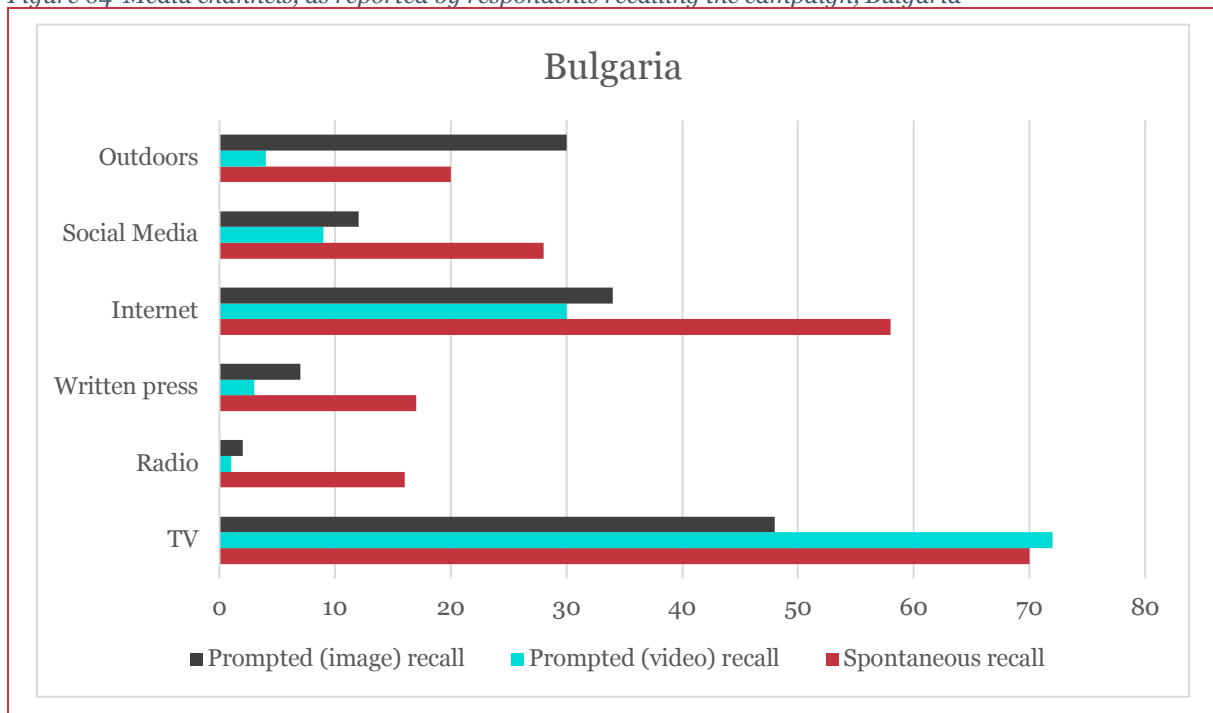
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 65 Media channels, as reported by respondents recalling the campaign, Germany
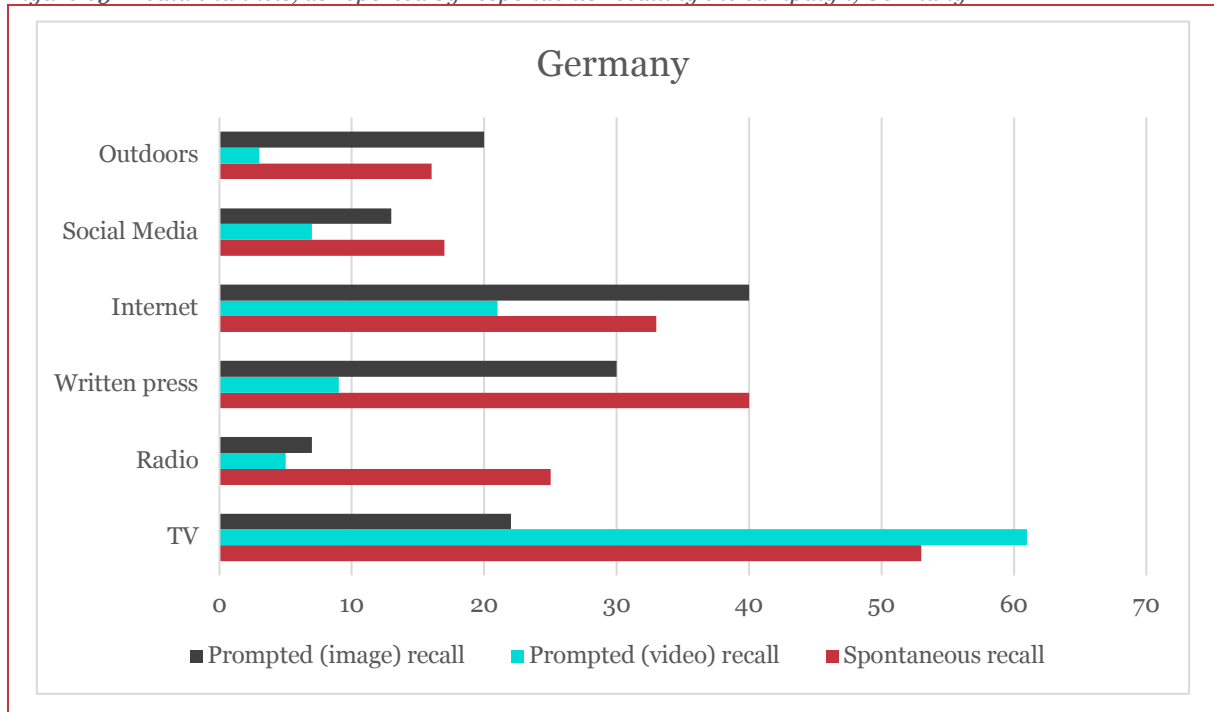
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

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Figure 66 Media channels, as reported by respondents recalling the campaign, Greece
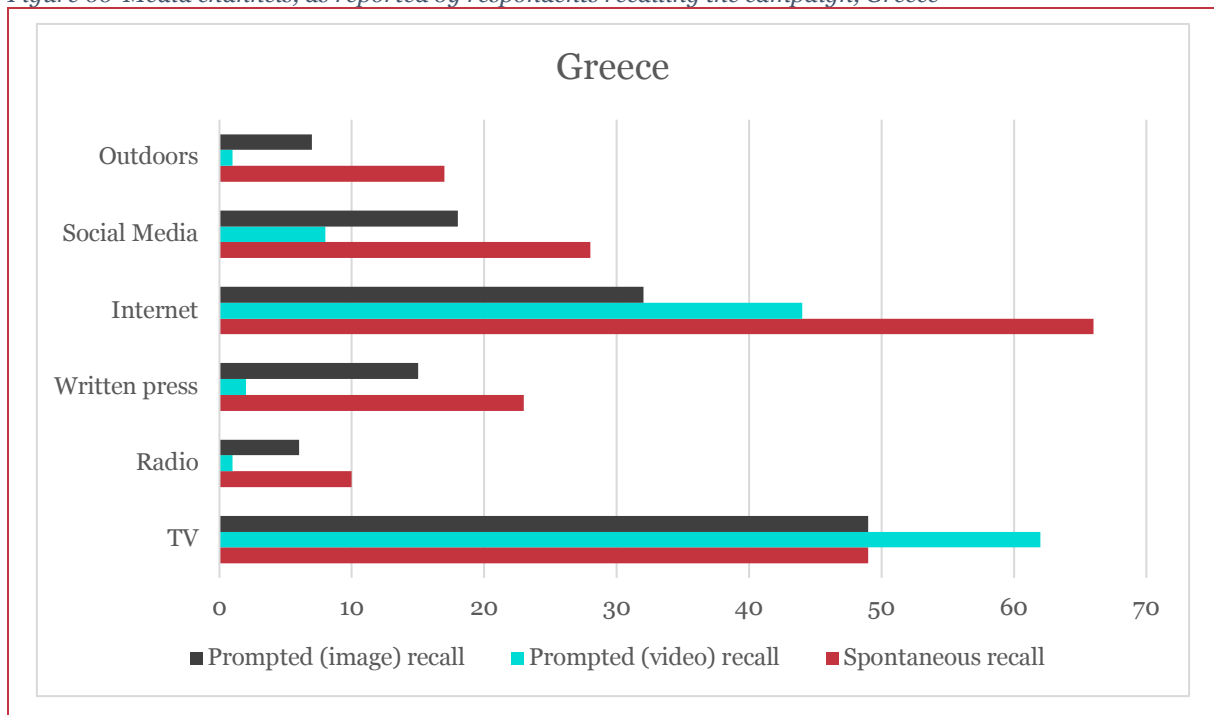
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 67 Media channels, as reported by respondents recalling the campaign, Spain
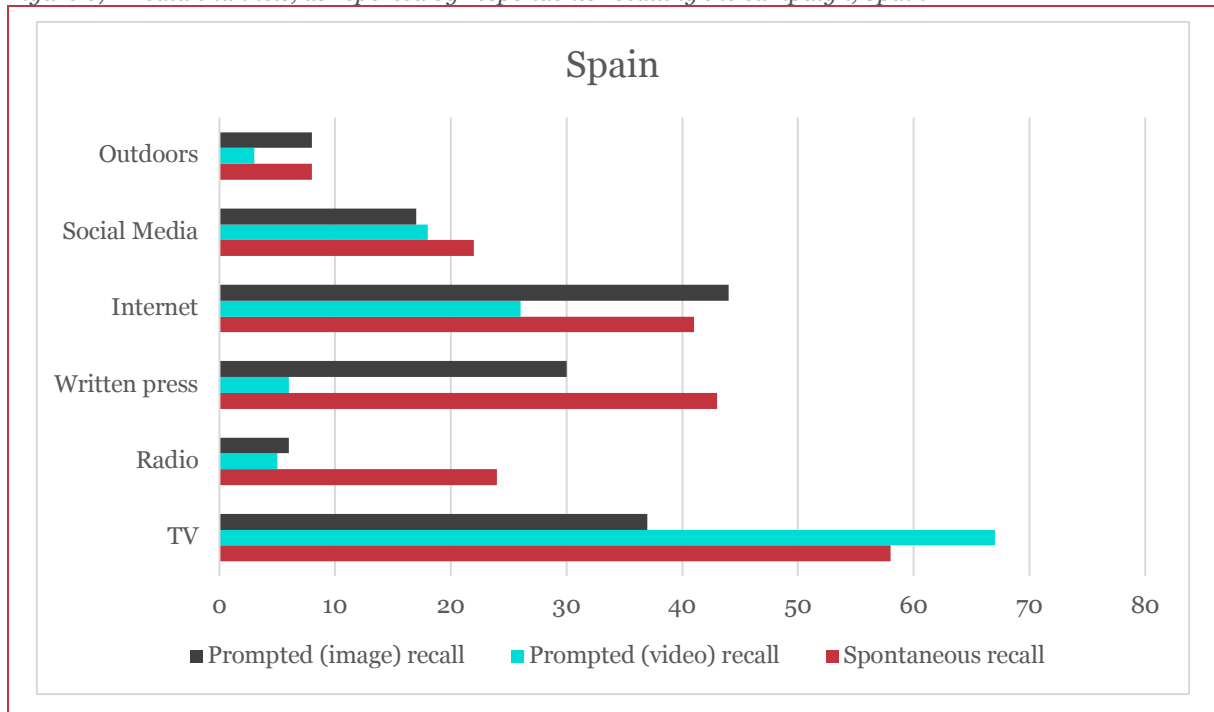
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 68 Media channels, as reported by respondents recalling the campaign, Finland

Finland
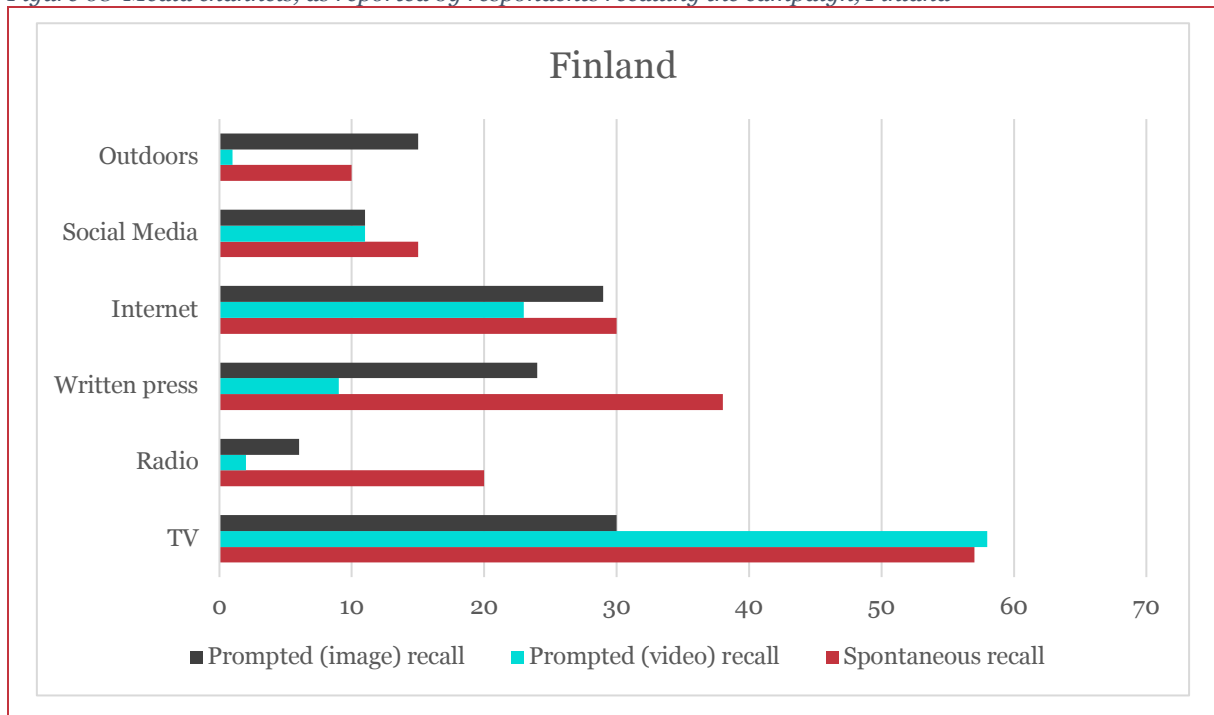
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 69 Media channels, as reported by respondents recalling the campaign, France

France
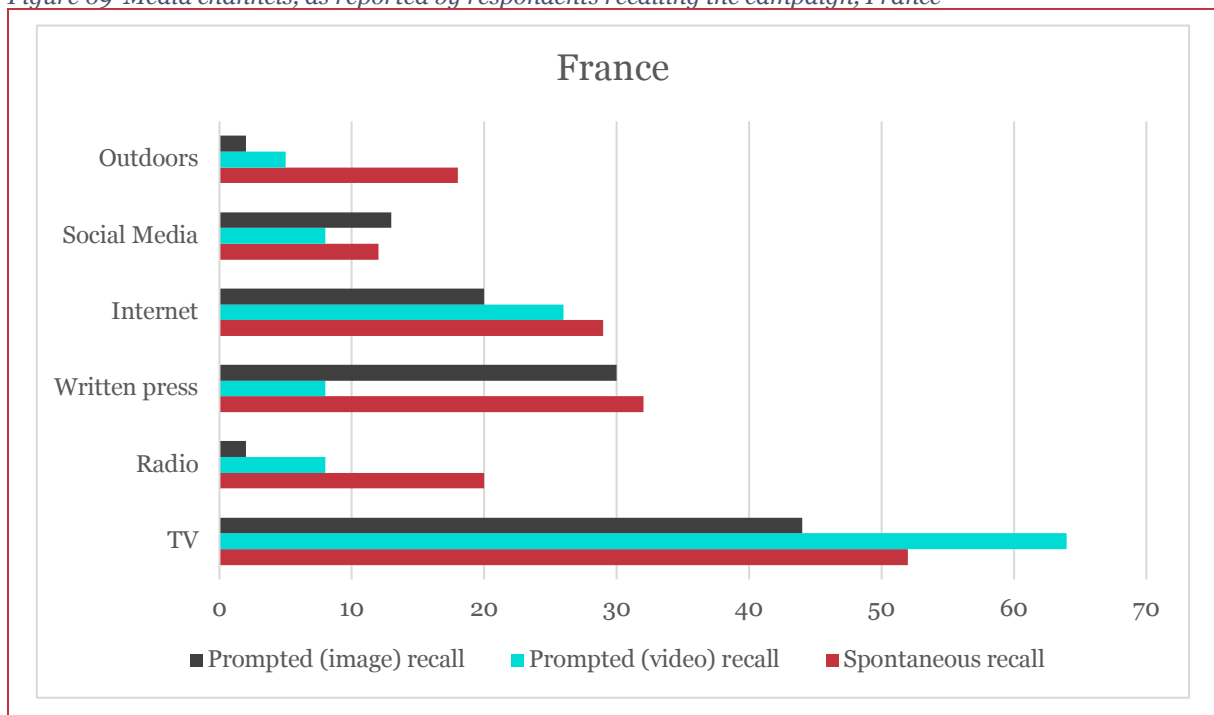
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 70 Media channels, as reported by respondents recalling the campaign, Hungary
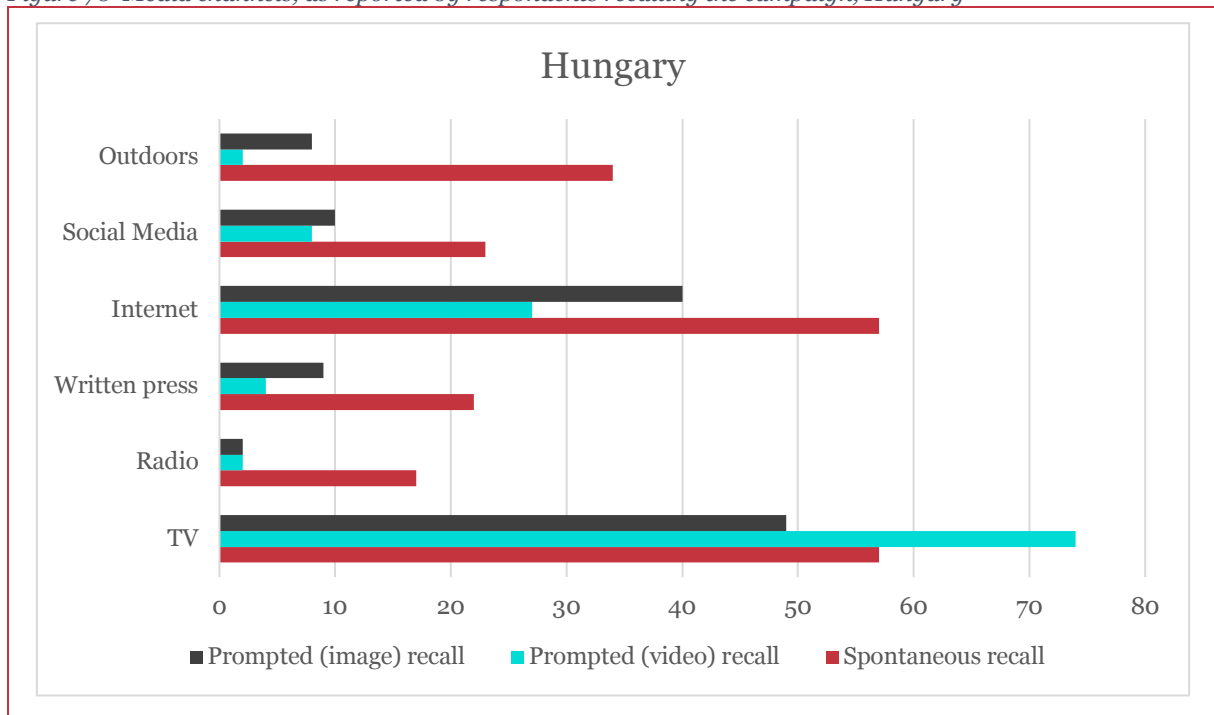
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 71 Media channels, as reported by respondents recalling the campaign, Italy
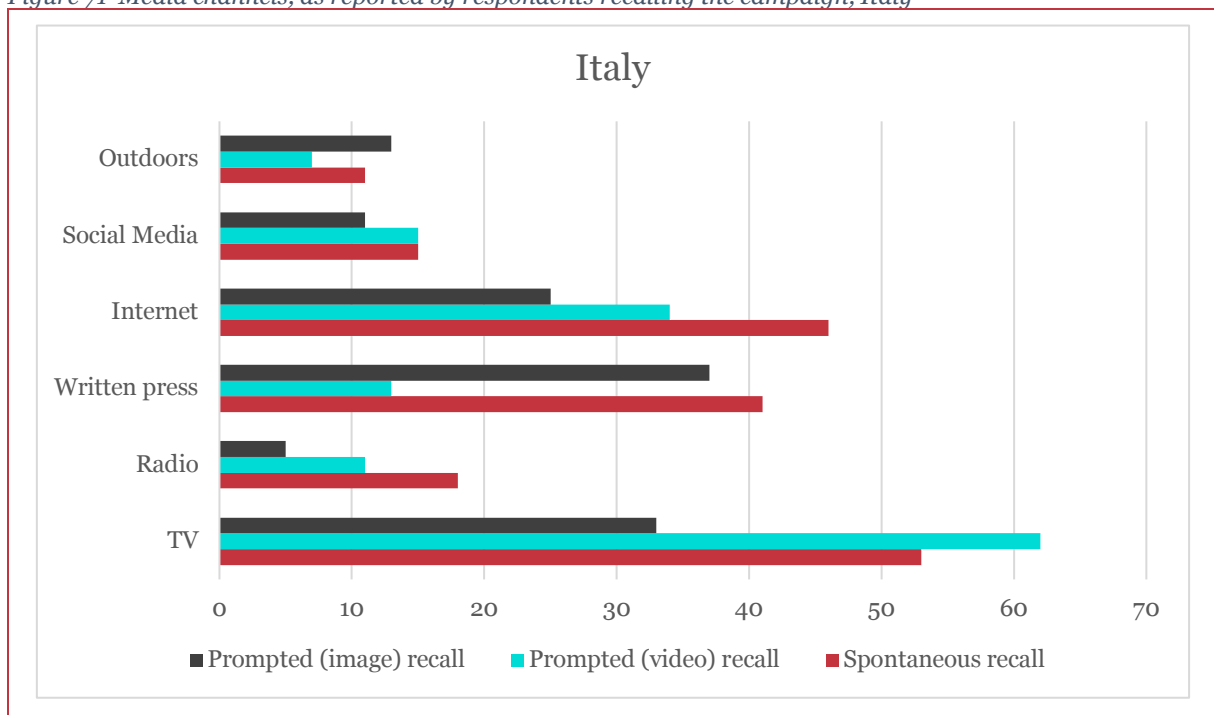
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 72 Media channels, as reported by respondents recalling the campaign, Latvia
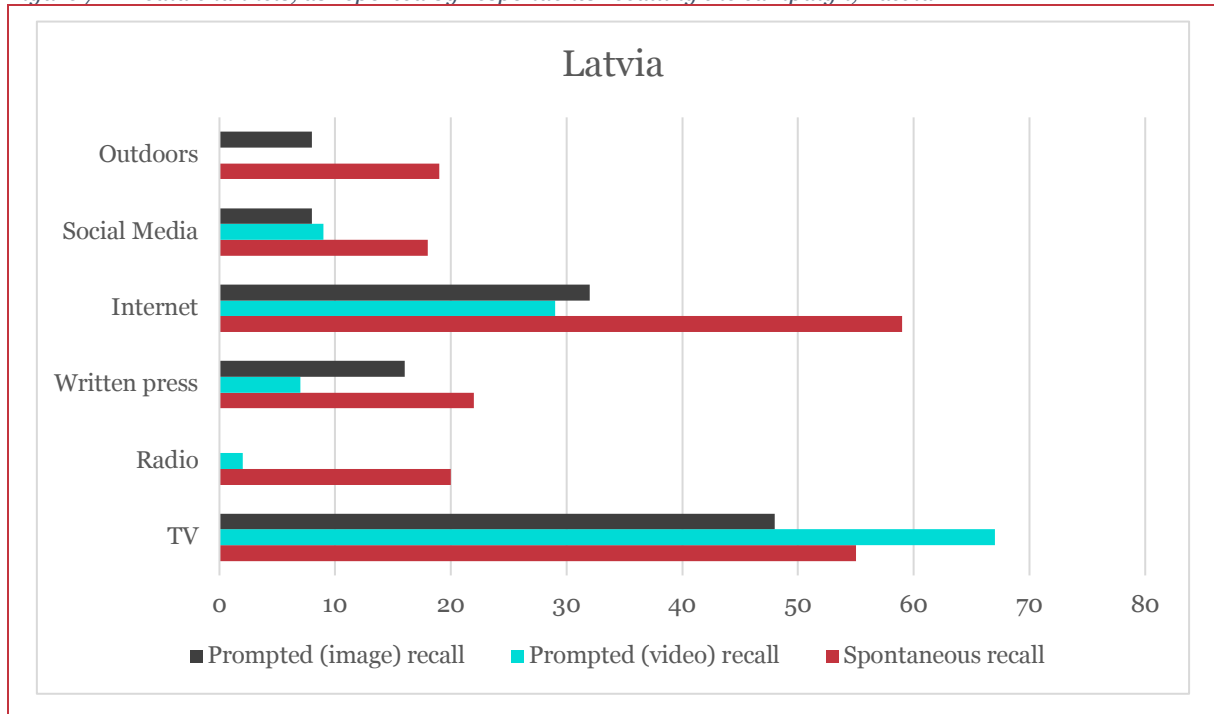
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

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Figure 73 Media channels, as reported by respondents recalling the campaign, Netherlands
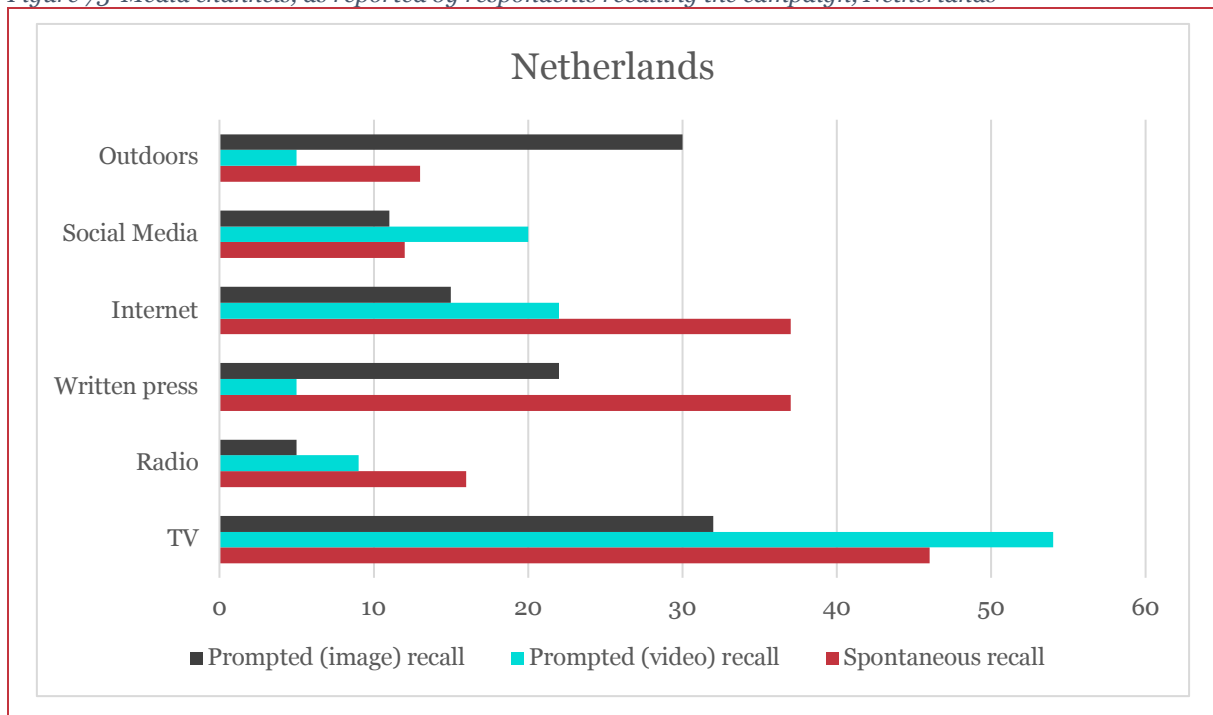
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 74 Media channels, as reported by respondents recalling the campaign, Poland
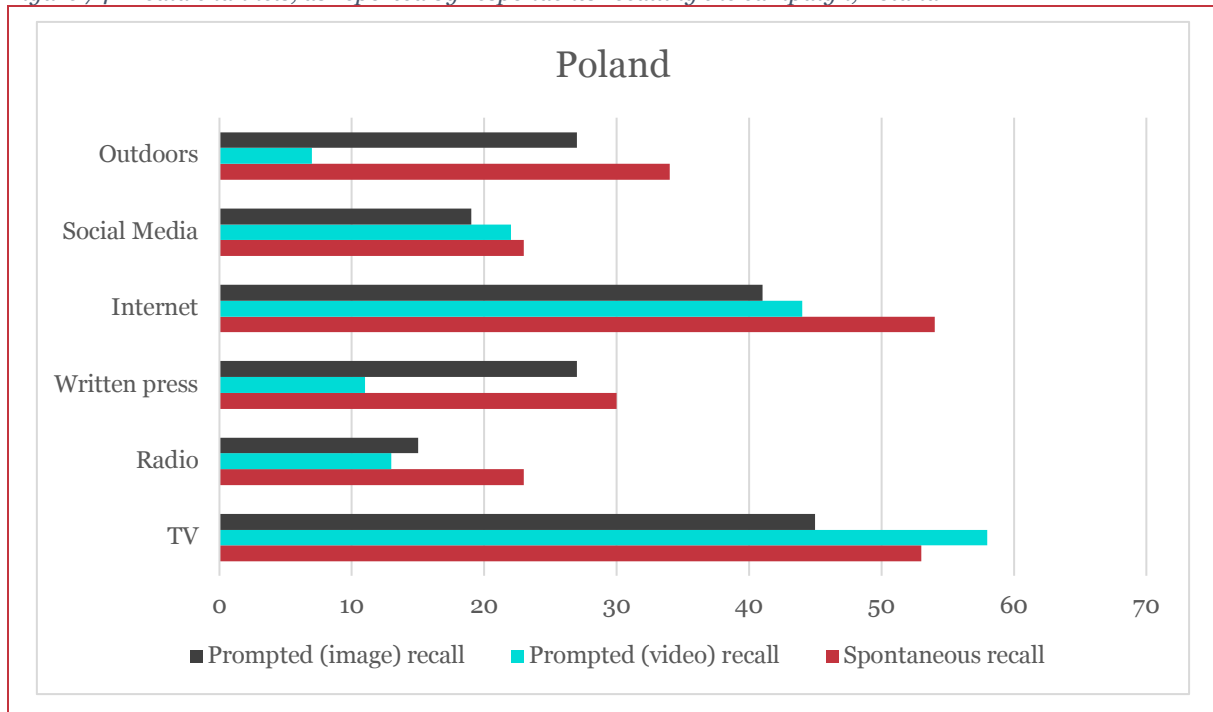
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

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Figure 75 Media channels, as reported by respondents recalling the campaign, Portugal

Portugal
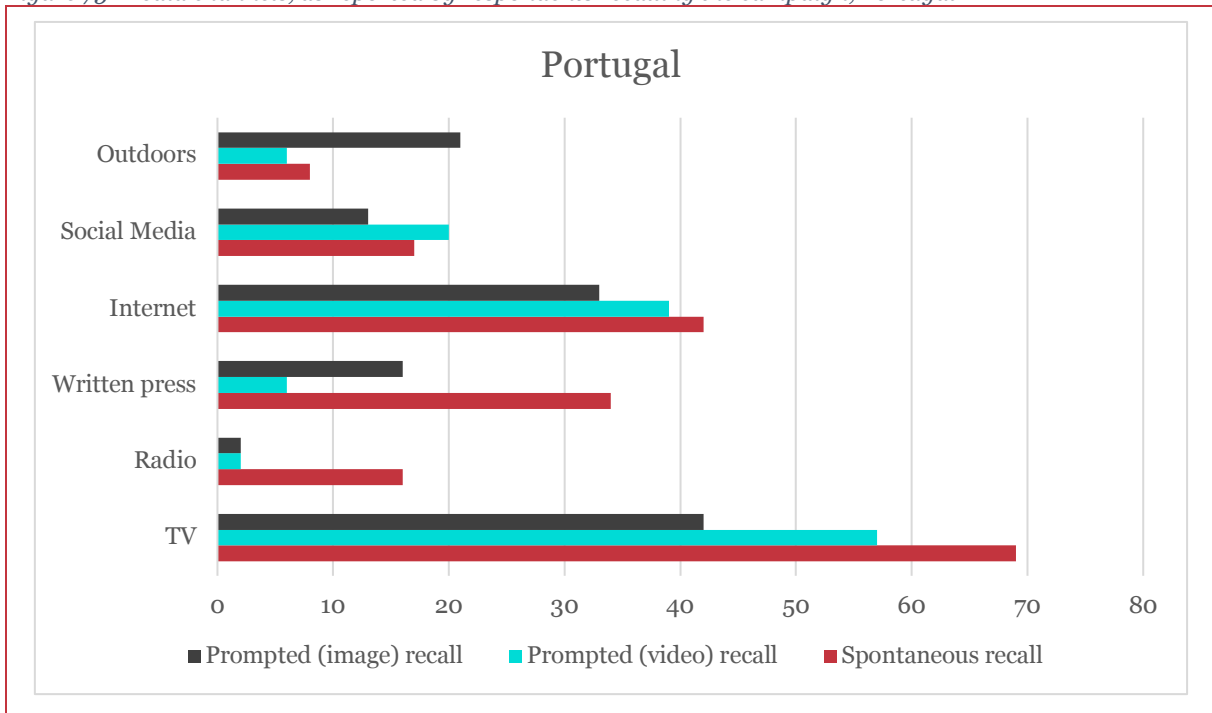
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

Figure 76 Media channels, as reported by respondents recalling the campaign, Sweden

Sweden
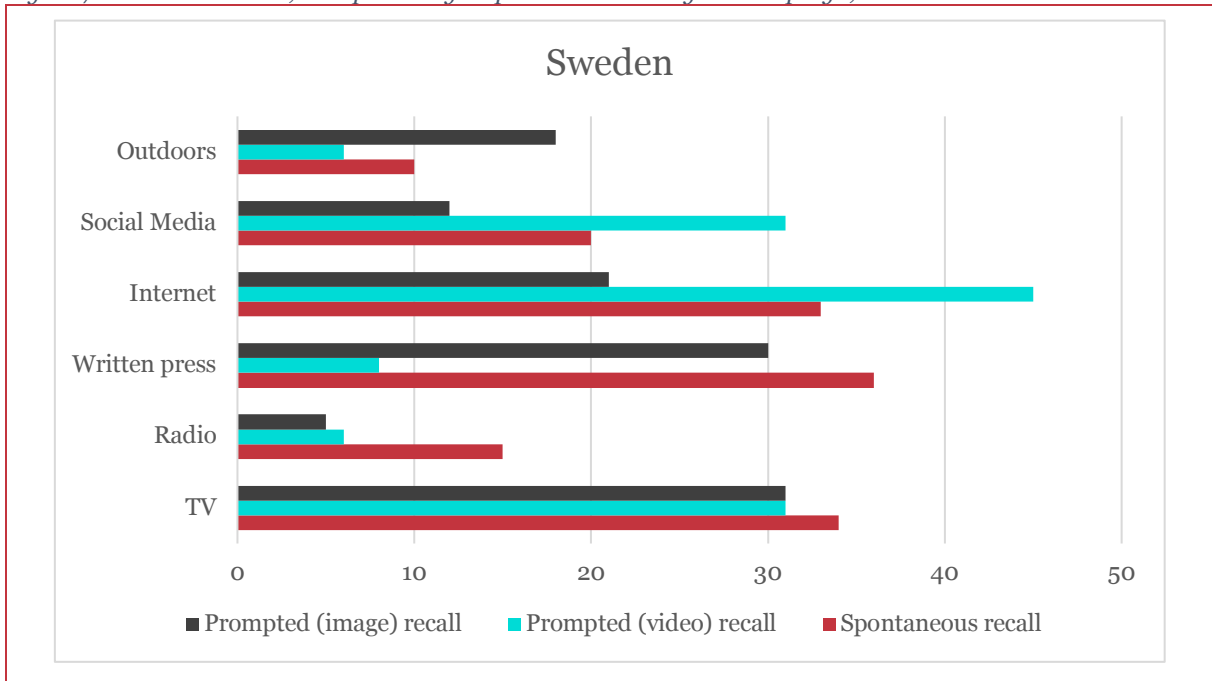
Source: Ipsos Mori final poll, May-June 2018, treatment by Technopolis Group

2.4   Interview report

In this chapter we summarise the key input from the interviews held in the context of this study with the EC Representations and the two main groups of external stakeholders: the EDICs and the Third-party endorsers, including project beneficiaries and other organisations. Details on the interviews held are provided in Section 1.2.2, above.

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2.4.1 EC Representations

	EC Representations	
Topics of investigation	Zoom-in countries (including SE and RO)	Non-zoom-in countries
Relevance		
Needs, problems, issues	All of the REPs interviewed underlined their awareness of the influence of the context on their communication activities and tried to tailor as much as possible the campaign accordingly to the constraint of their environment. Some points are salient within the different interviews: • **Further contextualisation and targeting:** While some countries praised the adequacy of the campaign in regard to the economic situation in their country, others underlined that the main focus on "jobs" is somehow irrelevant within their national context. This required some specific tailoring efforts creating tensions with the main strategy. (e.g. cross-border focus) • **Further understanding of the showcased policy:** Even though national general context was taken into account, like the need of investment or employment, some specificities might not have been overcome or taken sufficiently into account. Examples are investment funds channelled to a limited number of beneficiaries, the lack of projects in certain regions, or corruption scandals related to the Structural Funds programme.	For non-zoom-in country REPs the interviews presented a broad range of specific situations and rather divisive needs, problems and issues: • While some countries actually highlighted the need for communication in terms of investment and growth, other mentioned that the message was irrelevant and did not answer the concerns of citizens. • The REPs which considered that there was a need for communication had to face a situation concerning the availability of implemented projects in their country (sometimes small markets) and also quite defiant population (high level of scepticism) in regard to investments. According to the REPs, the campaign implemented within these countries demonstrated quite a good message penetration and might have cause a change in perception. • Message of the campaign in some of non-zoom-in countries were considered as irrelevant in regard to the concerns of citizens, and would have required another angle, different from the zoom-in countries since growth and jobs are not the issue. Overall, the campaign message of an EU that delivers is quite welcomed by the REPs.
Alignment on the objectives	Narratives related to the alignment on the overall objectives of the campaign within the zoom-in country are the most divisive among the different interviews. • Only two countries explicitly mentioned the benefits brought by the EU to its citizens related to the diverse EU funds and initiatives for growth and jobs. • A significant number of zoom-in countries keeps on mentioning the promotion of the "Investment Plan" or the "Juncker Plan" illustrating issues in understanding the scope of the campaign Overall, the targeting toward general audience was well understood and was an important incentive to participate to the campaign. However, some confusion on the audience persisted in several countries, with SMEs and business-oriented stakeholders still being part of the communication strategy of the REPs. The local tailoring component of the campaign was perfectly understood by the REPs, but some REPs highlighted some gaps to "*enable the leap from pan-European to member state level*". Better feedbacks on the country strategies might allow a better tailoring to the objectives of the campaign.	Non-zoom-in countries REPs are mainly focusing on the Investment Plan (rather than a mix of Investment Plan and other EU programmes). Accordingly, the confusion is even stronger in non-zoom-in countries (scope of the campaign and target audience). We can observe that they often mention EFSI or communication to business-oriented stakeholders in order to support investment. Making tangible what the EU does and the link with the Investment Plan is seen as rather difficult to communicate and connect.

Alignment on the communication strategy	***Rationales for selection of Flagship projects*** • Balanced combination of different cases of project most of the time in terms of location and size, as well as thematic. Relevant flagship project selection underlined the flexibility of the campaign main narrative by focusing on related topics of interests (health, innovation, cultural support…) in countries where "jobs and growth" were less adequate. • Overall, REPs interviews mentioned a collaborative process in the selection of flagship projects in which they were deeply involved in order to have the most suitable content for communication and the most relevant projects for their local context. • Project selection process is questioned in some cases (lack of means of control to select projects on the ground, cross-border projects, willingness to some project owners to participate, REP' sense of ownership of the campaign during the selection of project questioned, limited number of completed projects at the beginning of the campaign) ***Target audience definition*** REPs targeted general audience during the InvestEU campaign as mentioned in the overall strategy. Most of the time they tailored it into subgroups of interest in regard to their local context. However, most of the interviewees mention also that the REPs did have as second (and sometimes first) target audience, SMEs and companies. Only few interviews mentioned the different phases of the campaign (Stakeholder phase followed by then General Audience) ***Timing of the campaign*** A broad majority of REPs considered the campaign as timely, in line with the ongoing economic recovery of their countries. They praised a campaign that focused on what the EU delivers to its citizens and not only on specific and technical programme achievements. However, some nuances can be seen within their speech: • For countries with a more stable economic situations or countries which don't have to overcome an important investment gap it might be a little too late. Thus, they saw the forthcoming campaigns EU protects and EU and Me as more suitable to their local context. • Continuous communication should be made on an EU that delivers, especially online.	***Target audience definition*** Both stages of the campaign are understood by the REPs which mentioned the stakeholder campaign and the general public campaign. However, no clear differentiation is made, and they are mentioned as a continuum. We can notice that the REPs mentioned more often stakeholder-oriented activity than general audience. ***Selection of flagship projects*** The campaign in non-zoom-in countries also followed a project-based approach, an REPs tried to select projects to be in line with the national concerns. It appears that non-zoom-in countries might have met some issues with the number of available projects developed at the national level and an over focus on EFSI projects. Moreover, long-term capital investment like healthcare infrastructures which were considered by the REPs because of their high visibility. Unfortunately, it has not been possible for some of them, because of the refusal of the structure. ***Timing of the campaign*** The REPs are quite divisive on the timing of the campaign. A large part of the non-zoom-in REPs considered the campaign as timely because of the recovery of their local economy which enhanced the message on the benefits of the EU. In this regard, Investment after a period of austerity is seen as appropriate and able to present a more supportive face of the EU. Moreover, the campaign was in line with the limits of the financial year, allowing more flexibility in implementation because of the visibility REPs had on their funding streams. Among the REPs considering that it was not the right period for the campaign we can observe two patterns: • Countries stating that because of the economic strengths of their national economy they did not need to promote investment. Thus, communication on investment is already strong in these countries, or investment are already at a very high level. Accordingly, these countries also mentioned that there are other concerns about the EU as migration or security. • Countries stating that it was too early to promote the message, since visible outputs of the Investment Plan were too thin to be notice by the audience Within countries considering the campaign as not timely, we can notice that they did not mentioned the potential benefits of the EU, but only emphasised the promotion of investments.
Suitability of content	***Messages and information respond to the needs*** The campaign is seen as a factor which contributes to answer the communication needs of the EU. This contribution is even stronger that the message can be tailored to the audience, which is seen as a major breakthrough and praised by the REPs. Accordingly, the campaign was well reflecting the EU priority to support Jobs and Growth. However, some points have been underlined by the REPs: • A particular attention has to be made on the treatment of flagship projects. While they allow to well showcase concrete examples, it is important that the	***Overarching narrative is relevant across countries*** In addition of what have been mentioned above in regard to flagship projects and existing investment gap, non-zoom-in countries REPs mentioned the overall difficulty to communicate clear message on investment because of the nature of the funding (different funds and schemes like PPP). The REPs however reported that the campaign focused on an interesting message: "investment fund provides investment opportunities and creates benefits". The message that the European

	campaign remains on EU benefits, funds, messages, and less on branding around projects. • While concrete examples are useful – the informative content of the campaign on growth, investment, employment remains difficult to communicate to general audience (especially young people).	Commission was encouraging investments was welcomed in some countries, allowing to some extent to change the perception of the EU. ***Message and information respond to the needs*** REPs reported that while the message was interesting to some stakeholders like SMEs and allowed to change in certain condition the perception of the EU, it was rather complicated to deliver the message to general audience. Accordingly, the word to mouth strategy and communicating the message in a way that grandmothers understand it was seen interesting but at odds with the content and concerns of citizens. The REPs reported that it requested a lot of efforts to tailor and communicate the content for these reasons.
Effectiveness		
Effects on key stakeholders	The InvestEU campaign had different effects according to the REPs: • The campaign allowed to increase the visibility of the REPs, bringing more attention to the other areas the REPs are working on, and more broadly EU activities. • The campaign allowed to get new contacts which might be useful for future campaign, especially with the media, but also with entrepreneurs and associations. It allowed to create also partnerships which will benefit to the communication activities of the REPs. • New types of communications have been experimented with the help of the agency (like influencers or new type of events), which enhanced the skills of the REPs in terms of communication. Moreover, with the development and implementation of tools and content, the REPs appear to be more prepared to communicate. (in this regards the list of projects are useful, as well as the platforms implemented)	• REPs reported changed in attitudes of ***business stakeholders and key stakeholders*** in regard to the Investment Plan from sceptical in 2015/2016 to overall positive in 2018 (EU funding seen as an alternative for financing and developing their business). The campaign offered visibility for business-oriented associations and chambers of commerce Most of the non-zoom-in countries followed a stakeholder logic to deliver the message to wider groups according to the interviews with the REPs. Thus, REPs used umbrella organisation to spread the message especially among different groups of entrepreneurs as well as banking institutions. Moreover, REPs in non-zoom-in countries tried to involve important European Network as EEN (enhancing collaboration between REPs/EEN/local chambers of commerce) • REPs did not mention any effective benefit for their organisation.
Communication strategy	***Sufficient and appropriate multi-channel approach*** • Most of the REPs underlined that the multi-channel approach developed under the InvestEU campaign was adequate and effective. They highlighted several times that because of the important financial resources available, all channels could be used, something that they were not used to before the InvestEU campaign. • The use of **billboards** is quite divisive among the REPs as well as the use of **traditional media**, especially TV ads. Their effectiveness is questioned or praised, but it appears that this variable is quite dependent on two factors: the preferred communication mix of the country and the communication strategy of the REPs. Accordingly, almost all the zoom-in country REPs mentioned how important it was to be able to influence the decision-making process on the communication mix. • While traditional media are difficult to involve on EU funding and more generally EU matters, the REPs were quite satisfied with the **social media emphasis** of the campaign. Important representations with dedicated human	***Sufficient and appropriate multi-channel approach*** • ***Stakeholders events*** and seminars are seen as the most effective communication activities REPs organised. They had a good impact on entrepreneurs, bankers and administrations. The general audience component however appears to have more than mix-impact. • ***Press and specific publications*** were used to target specific target audience as entrepreneurs, business community and associations. The use of social media follows the same pattern of specific tailoring. • The ***use of networks*** as communication channel was rather important in non-zoom-in country. While these networks have specific audience, they also have a strong territorial link which enhance the effectiveness of the message. Moreover, networks and local partnerships allowed to develop activities within a same scope.

resources to community management, stressed that social media allowed for more interaction with the audience which provides valuable feedback to tailor their message, as well as measuring the penetration of this last one. Moreover, it gave them the opportunity to further explain the message in some case – something not possible with billboards.

- **Creative collaborations**, like influencers were seen as very valuable for the activity of the REPs (to strengthen the message, reach new audiences through new ways of communication) and would be something to develop further according to some of them.
- **Journalist press trips** were not seen as valuable by the REPs and were questioned by them.

Effective exploitation of flagship projects and decentralised communication

- Several REPs mentioned that the design of the campaign, allowed to reach more locally and effectively the audience with a more targeted approach at the regional level. It was praised by the interviewees, compared to broad national campaigns whose messages are seen as diluted at national level due to the communication environment saturated by national concerns.
- Flagship projects allowed to have a local story often newsworthy and were deeply appreciated by the REPs who integrated them on their overall communication strategy to bring them more visibility (visit of commissioner for example – or national fair). However, some REPs warned that at some point there was an emphasis on too few projects, and the full exploitation of the project could be a bit far-fetched and thin in terms of content at the end of the campaign. (in line with the idea of promoting a project and not the benefits of the project/free advertisement)

Adequacy of tools and channels to reach the targeted audience in each country

- Some REPs regret that some creative ideas they developed on the basis of their local audience were rejected due to a lack of flexibility in the choice of channels sometimes. Accordingly, several no-goes are underlined, as showcasing suited project in wide covered national events which were too much stakeholders-oriented. Creative concept through channels that were not among the communication mix, like TV show.

- **Billboards** were also use as well as **posters** in some specific place like banks. They were seen as having an important visibility (airport, bus campaign) as well as an aesthetic purpose to settle a visual identity for investment.

Effective exploitation of flagship projects

Where they were present (not in all non-zoom-in countries), flagship projects were seen as rather effective and nicely presented. However, they were exploited mainly for very specific target groups and were seen as rather difficult to deliver to general audience. To have a greater impact flagship project have to be displayed at the regional level, and not at the national level.

| Quality of content and messages | *Ensuring quality of messages*

- The website might over-focus on showcasing flagship projects, their specificities, neglecting what positive impacts the products and services developed by beneficiaries of EU funding have for citizens. To balance this observation, interviewees underlined that this specific positive impact is better showcased by social media. (which refers to the website often)

- Quality of translations was seen as an important issue for content, especially a tailored content to local audience. Ensuring good quality of translation is one of | According to the REPs the campaign was very much to the point and did not give space for interpretation or contradiction.

Ensuring quality of messages

- The **need of local tailoring of the message** is also present in non-zoom-in country; accordingly, the REPs mentioned the translation of content as very important to connect with their target groups. The campaign might have delivered a too far message which did not allow to create this link with the audience. |

	the main recommendation of the REPs to maximise the efficiency of the message • While social media are seen as a very effective medium for the REPs, the consensual nature of the posts are somehow questioned by them. They expressed concerns regarding some messages seen sometimes as emptied because of this approach. **Quality of owned channels** • The REPs expressed quite divisive views on the InvestEU website, questioning its flexibility, its updates and architecture. The absence of videos on the website was underlined by the REPs and its informative purpose questioned (link to its content to specific to project)	• **Avoiding technicalities** is seen as overall important to communicate to citizens. Accordingly, there is no need to differentiate between the different funds and focus on the actual benefits. **Quality of owned channels** Some REPs reported that there was no project for their countries, and that the website could be more targeted for entrepreneurs presenting the steps to benefit for the funds. Different REPs saw the website as not updated enough, and could benefit from more creative content like videos.
Effective involvement of internal stakeholders	**Adequate selection of zoom-in countries** • The selection process of zoom-in countries based on the willingness of REPs is praised during the interviews and seen as "*a good approach, since national commitment and resources are important to ensure a good campaign*". The difference between zoom-in countries and non-zoom-in countries in terms of needs of communication is recognized by most of the REPs. However, often interviewees did not know that the basis of the selection was made on their expression of interest, and even if they knew it some of them felt that their participation as country was requested even though they did not need such a campaign. In this regard, one REPs stated that to ensure the effective involvement from the beginning, DG COMM should have been "*clearer about the purpose of the campaign*" and the importance to have a physical meeting in order to avoid any misunderstandings. **Ownership of the campaign by the REPs** • While the REPs are aware of their pivot role in the campaign, and felt the overall responsibility laying on them (validation of content, coordination…), their sense of ownership of the campaign was rather contrasted. Some REPs reported that they felt not heard by DGCOMM, and that some country coordinators positions could be strengthened by providing more feedback. It also could help to learn from what the other REPs implemented. • The heavy load of information at the beginning of the campaign and the at times difficult communication with an important number of internal stakeholders are seen as the major challenges at the beginning of the campaign which might have overwhelmed the REPs. • Visibility on the budget (overall and of the local WPP) is pinpointed as a major limitation to take initiatives and tailor accordingly the campaign to the needs of the national context.	**Adequate selection of zoom-in countries** The process of involvement within the campaign, on the base of REPs expression of interest is seen as a wise decision. It reinforced the tailored approach and the idea of a campaign effectively developed on the local concerns and national needs of communication. Overall the REPs also mentioned that they did not know entirely what were the implication to be a zoom-in country or a non-zoom-in country. **Effective involvement of internal stakeholders in all stages of the campaign** The REPs reported that their involvement was mainly focused on the implementation of the campaign. They were mostly absent of the design of the campaign and had limited influence on its planning. Overall REPs reported some delays in implementation (brochures, bid for advertisement campaign, approval of content). Moreover, the effective involvement was limited by financial and human resources to be allocated for communication activities. The communication on the campaign planning could have been improved, the REPs demonstrated an overall low understanding of the campaign, and even had hesitations between the different stages. **Satisfaction with the campaign implementation and planning** The REPs underlined their overall freedom in implementation, which they praised. They were also satisfied with the feedback received by DGCOMM. The design of the campaign was also a point highlighted by the REPs as satisfactory. Feedbacks from different REPs emphasized that the campaign implementation was smooth and easy. The fact that they did not rely on a contractor is seen as a potential factor influencing positively the effectiveness in implementation of the campaign.
Effective involvement of external stakeholders	• Third party endorsers, citizen networks and especially project beneficiaries were not always easy to convince for involvement	-

External factors impacting public opinion	• The good macro-economic context at the time of the campaign is seen as both positive and negative for the campaign. In countries recovering from the crisis it helped the campaign, for countries with already really strong economy, it might have question the relevance of the message to the audience – asking for more tailoring and adaptations. • Political development did not have too much impact according to most of the REPs. They adapted their communication in regard to the political calendar which allowed to avoid any issue. International political development might have a positive effect on the campaign according to some REPs. • Technological development might have an impact as well, especially in countries hosting big tech events, where investment is particularly needed.	• The good macro-economic context at the time of the campaign is seen as both positive and negative for the campaign. In countries recovering from the crisis it helped the campaign, for countries with already really strong economy, it might have question the relevance of the message to the audience – asking for more tailoring and adaptations. • The previous existence of an EIB office is seen as rather important to implement such a campaign.
Efficiency		
Efficiency in implementation	***Budget allocation*** • Budget was decided centrally, as underlined in effectiveness it deeply affected communication choices and local communication mix. Accordingly, the REPs highlighted during interviews their lack of visibility and questioned the final liability of the campaign. The only visibility REPs had was on their own budget (annual grant) and the additional funds requested from dir. B to specific campaign activities. More visibility on the overall budget could lead to a more strategic use of the resources. • If it restricted some choices, the REPs stated during the interviews that even if the budget was managed by WPP, the funds were sufficient to implement most of their planned activities. Some important REPs suggested that the budget was even too important for their needs or overall results and could be reallocated to more successful countries. ***Resources and skills*** • While budget was rather perceived as sufficient and even significant (compared to previous campaign), the involvement of the REPs requested at some point an overload of work. Most of the REPs identified the problem as a lack of human resources, capacity to absorb the totality of the tasks they were responsible for (especially community management and validation/revision of content). This might have been an impact on other tasks. ***Task division between internal stakeholders*** • Most of the improvements asked by the REPs regard the task division, less burden and more visibility on planning to be able to allocate time for other tasks as network management. • Fewer parties should be involved in the implementation of the campaign at the national level depending on the media channels according to the REPs in order to avoid the double structuration (DGCOMM/WPP//REPs/WPP local). It would enhance efficiency and avoid the deduplication of efforts on the	***Process of collaboration and coordination*** • The REPs reported that the InvestEU campaign was defined as a top priority for DGCOMM while at the local level other concerns and initiatives were implemented. In this regard, some REPs highlighted a potential over emphasis on reporting of every events and feedbacks. • REPs reported issues in regard to budget and implementation. The time the budget was allocated it was too late to launch the tenders for advertisement. It might have an impact on the communication planning for activities needing a tender (like billboards)

	validation of content. Moreover, the streamlined validation procedure reduces the sense of ownership of the campaign.	
	• While most of the interviewees stressed the problems of decision making and validation of content, they also felt that the situation improved along the campaign. Two main reasons are reported: processes have been implemented, clarifying the uncertain situation of the beginning of the campaign. And internal stakeholders implemented the campaign got used to these processes. However, the burden of workload and the issue on the ownership remain until the end of the campaign.	
	Processes of collaboration and coordination	
	• The REPs reported a heavy coordination process as mentioned above, involving an important number of internal stakeholders creating both delays and an overload of work. Accordingly, in some cases it had an impact on the coordination with the local agency, who was waiting for the feedbacks to implement and deliver the content.	
	• REPs often mentioned that direct communication lines with DGCOMM would enhance the efficiency of the process instead of passing by the contractor at the EU level and communicate at the local level with the local contractor.	
	• Regular meetings with the local agency were seen as valuable for the REPs	
	• Coordination with the EDICs suffered of the lack of resources because of the workload of validation of content and PR activities. This lack of coordination however did not strike all zoom-in countries. It depended also of the initial structuration and coordination processes existing before the campaign or implemented at the very beginning. Overall, REPs who reported to have liaised with their EDICs and involved them from the very first stages of the campaign (choice of flagship project) have met less difficulties.	
Support delivery	***Perceived value of WPP support***	-
	• Overall, most of the REPs reported their satisfaction with their local contractor. WPP local flexibility and dedication and engagement are often mentioned as well as their creative ideas and knowledge of the local communication context. However, some limitations are highlighted:	
	– Quality of content is sometimes below their expectation (factual errors, issues on translations) and would need more precise treatment.	
	– Copyright management needed to be more detailed oriented	
	Satisfaction with campaign material and support from the EC	
	Most of the REPs were satisfied with both campaign material and support from the EC. They reported some issues in implementation at the beginning of the campaign which disappeared along its course. Designated coordinators were praised by the REPs (even if some REPs mentioned that their coordinator should not interfere with the validation since it could add another layer of decision) and seen as very helpful. DGCOMM was seen as very responsive, providing answer whenever needed. Still, some REPs mentioned it would be important for them to	

	be able to ask DGCOMM more precise information and updated figure in terms of content. This would help especially with the PR. Assistance with social media have been welcomed by the REPs, but more pro-active support with community management could be necessary in regard to some of the issues REPs met during the implementation of the campaign. (Question about the line to take)	
Sustainability		
Sustainability of the campaign effects	Three main points are mentioned by the REPs in terms of sustainability of the effects are: • The campaign, by delivering useful material and templates will allow to compensate the overall limited capacity for the REPs to produce content. • REPs made new contacts with journalists, local stakeholders and network as well as new media partnership that will be mobilised in the future • New techniques of communication, creative ideas have been fostered thanks to the campaign, and the project-based approach will be reused now the REPs have lists of relevant projects. Overall, these points are seen valuable for future communication activities like "EU and Me" and "EU protects", for which the REPs will be able to use the good practices they have learnt.	• The campaign is seen as having influence the perception of business stakeholders who were initially sceptical about the EU funding and allowed to make visible new financing schemes. • The campaign allowed to strengthen collaboration with local stakeholders and prepare the ground for other initiatives with them. Accordingly, some REPs mentioned future communication activities based on collaboration with local bank and development agencies.
Sustainability of the effects on key stakeholders	• Different REPs reported that local partner and network are interested in keeping on delivering the message of InvestEU.	-
Coherence		
Within the campaign communication mix	The communication lines between the different stakeholders ensured the coherence of both the message and activities of the InvestEU campaign.	
With other EC communication activities	• DG REGIO "EU in my Region" Campaign was not foreseen by the REPs which have been surprised by the similarities at the local level. Bridges could have been made in order to avoid overlaps and confusion especially because it brings a double branding. • The 60th anniversary of Rome treaty was seen as mismanaged by some REPs due to task division issues and bad communication lines between stakeholders. • The two upcoming campaigns EU protects, and EU empowers are not seen as overlapping the InvestEU campaign	• The two upcoming campaigns EU protects, and EU empowers are not seen as overlapping the InvestEU campaign • It appears that the REPs within non-zoom-in countries have been quite creative about the links between the different communication initiatives in order to maximise the effectiveness of the campaign and its efficiency. It allows to cover common ground and make pertinent references through various campaign.
With other REPs/EDICs communication activities	• REPs and EDICs often coordinated their action. However, some issues on that point appears along the interviews depending on the effective involvement of EDICs during the campaign and their integration to its first stages.	• Some REPs reported to have a single point of contact within the REPs in charge of implementing every communication activities related to economic issues in

	• REPs mentioned their efforts to bring coherence with other of their initiatives as the roadshow (in cooperation with EDICs)	order to ensure coherence. Hence, InvestEU have been communicated with European Semester and financial perspective to enhance its message. This strategy has been seen within different countries to maximise the efficiency of the narrative of investment and EC supporting it. Some countries also invited MEPs which attract a lot of attention during different related events. • The message of InvestEU have also been integrated to other EU related topics such as subject on the future of the EU or Day of Europe in May.
With MS' communication actions	• Some actions of BPI and EEN are sometimes mentioned but overall MS actions were not very present on this field.	• Local events as festival and fairs have been used to promote the InvestEU campaign by the non-zoom-in countries REPs. • Some local partnership with development agencies have been implemented for future communication activities.
EU added value		
Added value of an EC centralised campaign vs a national independent one	National implementations of the campaigns have the preference of the REPs, especially because of their capacity to bring positive message by showcasing concrete results. Still, the REPs recognized that the consistency of the message all over the EU has to be ensured to bring a common view between all the EU countries. This is why they value EU-wide initiative as the InvestEU campaign. It also provides an opportunity to compare the different countries and learn from them.	Local tailoring answering needs of the audience and adapted to the context is seen as a very good approach and should be more often applied. Though there is an overall need to showcase the benefits of the EU which is considered as the main added value of the campaign and the forthcoming campaign (EU and Me and EU that protects)

2.4.2 EDICs

Europe Direct Information Centres (EDICs) – Zoom-in countries only		
Relevance	Needs, problems, issues	The EDICs described with a lot of precision the needs the campaign is supposed to address, they mainly focused on the economic situation and potential investment gap within their region. They highlighted number of particular situations they have met at the local level, like the case of small municipalities and micro-companies, as well as different investment schemes and their suitability to the local context. Two groups of EDICs can be drawn from the interviews: • EDICs which focused on the suitability of communicating EU funding and investment plan at the local level when the overall context and macro-economic situation might not request such an emphasis. Accordingly, they deeply took into account the economic information to base their strategy. These EDICs tend to be quite sceptical about the InvestEU campaign which might reflect their view on the IPE. • EDICs which focused on promoting the benefits of the EU and the direct impacts of EU policies to citizens. Their communication activities are described as more general and comprehensive. Overall the EDICs tend to demonstrate an important knowledge and awareness of the specificities of their local context which might not always be perfectly in line with the campaign message (important variation of situations facing very precise issues)
	Alignment on the objectives	Most of the EDICs mentioned the Investment Plan, funding instruments and investment schemes in an instrumental way, to do their promotion to local stakeholders as the EIB does. (goals of the EIB are mentioned and not the goals of DG COMM). Different EDICs also mentioned that they were not aware of the exact goals of the InvestEU Campaign. Most of the interviewees might **not have understood the scope of the campaign** or **were not fully supportive** (especially with the general audience aspect which was questioned). Only two countries explicitly mentioned the benefits brought by the EU to its citizens related to the diverse EU funds and initiatives for growth and jobs.
	Alignment on the communication strategy	***Rationales behind the use of the different channels*** EDICs used all available communication tools to communicate their message, with a view **on targeting the audience** and **cost-effectiveness**. They reported often their use of regional media like TV and Radio and printed press with a broad coverage or specific topics, as well as social media for their potential tailoring and events. Social media was reported as problematic to communicate with the general public in regard to their interest on the topic of investment but effective to inform about the events they organised. ***Target audience definition*** • ***Breakdown in target groups and specific tailoring of content***: General audience is seen as rather wide for the EDICs and requires important effort to both tailor the messages and specify the target groups within the main target audience. Overall, we can observe through the interviews that the EDICs mainly focused on stakeholders and business-oriented audience for the definition of the different target groups (SMEs, development and support agencies, business-associations). An EDIC explained that there was a need to continue targeting stakeholders because of the lack of investment and result to be promoted to general audience. • ***Intermediaries strategy:*** Because of the nature of the target audience, some EDICs chose to use intermediary channels to deliver the message of the campaign. They assessed that in regard to the broadness of the audience, the most effective way to communicate was to use information relays to indirectly communicate the message of the campaign. This indirect form of communication passed by institutions (local authorities mainly and business-oriented associations) or

		knowledge centres (libraries, universities, schools, social centres). In this regard, the strategy of intermediaries could only be effective if there is an overall understanding of the extent that key stakeholders are willing to contribute before launching the campaign, otherwise it is not certain that the intermediary deliver the correct message.
		Overall EDICs highlighted that it is important to work on concrete target audience to enhance the effectiveness of communication. Accordingly, a more precise tailoring is required to define the relevant target groups and the way to communicate the message of the InvestEU campaign.
		Use of flagship projects
		Different EDICs reported that flagship projects were not always suited for communication purpose at their level of action. The idea of showcasing concrete and tangible results are welcomed by the EDICs but faces an issue in regard to the number of available projects in their region and their suitability for communication purpose. Accordingly, showcasing existing flagship projects is reported as complicated to the general audience because of their specificities. Projects that produce results that can have a stronger direct positive impact on people's lives are not always available.
		However, flagship projects can be used by EDICs to communicate to stakeholders as good practices.
		Timing of the campaign
		A broad majority of EDICs considered the campaign as timely, in line with the ongoing economic recovery of their countries and the enlarged scope to an EU that delivers. They praised a campaign that focused on what the EU delivers to its citizens and not only on specific and technical programme achievements. However, some nuances can be seen within their speech:
		One of the common criticism the EDICs mentioned was that there would be more important things to focus on, especially at the local level. Compared to the overall need of citizens to understand the current migration question and security issues, the economic benefits of the EU are somehow undermined.
		Continuous communication should be made on an EU that delivers, not only with a single campaign.
	Suitability of content	**Message and information responds to the needs**
		The InvestEU campaign messages and information can respond to the needs according to the REPs but only if they are communicated in a simple way, easy to understand. The EDICs underlined that the audience was not able to study the technical components of EU investment policies and needed a friendlier format to trigger interest. Hence, the key for communication is the tailoring of the content to the audience and its regional anchor (for both the flagship project, and the topics relevant for the local community). Different EDICs highlighted that the campaign could focus more on the values of EU policies, but also be more pro-active. Thus, EDICs highlighted that even for beneficiaries of EU funds, it appears that they are not always aware of the contribution because of the investment schemes.
Effectiveness	Effects on key stakeholders	The InvestEU campaign had different effects according to the EDICs: • The campaign allowed to increase the visibility EU activities and EDICs visibility for a majority of respondents (first time that some EDICs had billboards in the street for instance). However, some EDICs reported that it was not clear that they gained visibility. • The campaign allowed to get new contacts which might be useful for future activities, especially with relevant stakeholders, networks, local authorities and local media (regional TV, Radio, written press) • The campaign is seen as benefiting mainly to project owners which were able to strengthen their brands, attract media and attention of local authorities as well as extend their business contacts.
	Communication strategy	**Sufficient and appropriate multi-channel approach** EDICs tried to design an appropriate multi-channel approach to reach the different target group they defined:

- **Direct contact with the audience:** Different EDICs underlined that the best way to reach their audience was direct contact. Personal contact and conversation allow to engage directly with the audience contrary to advertisement. Accordingly, events (traditional events and non-traditional) and social media are seen as very efficient channels to achieve this goal. In some case both physical and social events were mixed through a creative strategy, in order to maximise the effectiveness of the action.

- **Broad regional channels:** To reach a broader audience, anchor the campaign locally and cover a territory, regional TV, radio and press are seen as the most efficient communication channels.

- **Tailored media channels:** EDICs tried to further explore new channels such as blogs, youtube channels in order to reach a new type of audience. These channels are seen as very content specific, so the information displayed through these channels have to be carefully tailored in terms of content and format (contextualisation, focus on channel topics, non-invasive content)

- **Network channels:** Network channels are seen as very effective by the EDICs, since each network has its own defined audience. It can be the EDIC network itself, by a strong coordination between the different regions, and co-organised events/projects or external networks and information networks as the EEN, ESN. Though the second type of networks requires important efforts to engage them with the message of the campaign which is not guaranteed. The EDICs network requires a form of leadership from the EC REPs.

Effective exploitation of flagship projects and decentralised communication

As mentioned above, flagship projects were in some case not seen as very tangible because of their distance and availability (no flagship projects in some region, losing the proximity factor with the regional target audience. Though, in a majority of country, they were seen as highly effective to communicate concrete results to the audience and added value to the campaign. They were both used to showcase the benefits of the EU to citizens, and as example for stakeholders. EDICs reported that their effective use depended also on their dissemination through the different networks and the forms of ownership the different internal stakeholders developed in regard to these projects.

It should be noted that it appears various EDICs had their own development of promotion material (videos) on projects in their workplan, detached from the ones produced at campaign level.

Networking and partnership were seen as two major components of a decentralised and local communication strategy, which proved to be quite effective according to several interviewees. Accordingly, different EDICs played entirely their role of network and liaised with other EDICs to coordinate their action. Moreover, some of them liaised with local networks, institutions and media in order to serve as modal hub between the EU communication and the local needs. This approach was seen as highly effective to target a large diversity of different target groups.

| | Quality of content and messages | ***Ensuring quality of messages***

Some EDICs underlined that the campaign somehow lacked clarity about its purpose, since it was not apparent whether it was meant to generate more applications for EU investments, or in order to communicate the benefits of the EU. This might have an impact on the effectiveness of the message communicated. Overall the EDICs put a lot of efforts to tailor the content to adequately the messages of the campaign to their audience following the different subtopics of the campaign.

Quality of content and owned channels

The stories behind flagship projects are seen mostly as good stories which are likeable. However, the content received had two main limitations according to several EDICs:

- Even if the material is seen as very qualitative, the brochures were seen as able to reach only already interested/convinced audience, and thus, having small impact and value. |

		• Even if some projects showcased are really interesting, some of them are perceived by the EDICs as too complicated for citizens. Accordingly, it might be too difficult for citizens to find a direct link between the results of the projects and their daily lives. However, EDICs reported that they were able to use visuals and tools of the campaign in their own communication and tailored them to their own specific objectives, target audience and channels. The EDICs underlined that they mainly tailored the information to their specific region, in order to give it a true local perspective. A large majority of interviewees appreciated the website of the InvestEU campaign, is as a good informative website, user-friendly and which allowed to showcase efficiently the flagship projects. Though, two main observations can be seen through the interviews: • While the website has an interesting content and architecture, it is still not very dynamic. This might partly due to a lack of updates. • The translation of the content is not always optimal (all the website should be translated) and seen sometimes at unequal (some description in English are more complete than other languages)
	Effective involvement of internal stakeholders	Different EDICs underlined that DG COMM should involve the EDICs at an earlier stage and consult on what can and cannot work in the local context, developing a more bottom-up approach. Though, this approach has been developed by different REPs with their EDICs, ***which involved them from the early stages of the campaign (design)*** and ***consulted the EDICs throughout the implementation of the campaign***. This early involvement according to the EDICs allowed to implement both a dissemination strategy tailored to the needs of their region and to the InvestEU campaign. It also allowed a better coordination between the different EDICs to implement joint actions enhancing their coherence. It appears that the more positive feedbacks during the interviews correlate with the early involvement of the EDICs, before the limited call for proposal. This early involvement is often praised and expected by the EDICs, who might have missed the "big picture" when not involved early enough.
	Effective involvement of external stakeholders	• External networks are seen as not involved enough as the EEN. In this regard, several EDICs mentioned their disappointment to not having managed to involve them further, especially in the communication to stakeholders. EDICs would have like to see them engaged through specific calls by EASME as well as other information networks. • Some EDICs reported issues to involve journalists which are usually not used to EU topics. • Local authorities are seen as rather well involved during the campaign. The EDICs reported their interest, their expectations in regard to the campaign and their willingness to spread the message of the campaign. Accordingly, some EDICs reported that information continues to be conveyed to them and that local authorities interact with EDICs during working tables and discussion groups.
Efficiency	Efficiency in implementation	***Resources and skills*** EDICs mentioned that with limited staff and financial resources they managed to deliver what they considered as a highly qualitative work. Though they had too few human resource to do an optimal communication campaign and overspent in terms of maximum amount of eligible days for refund. The InvestEU campaign might not have taken into consideration the EDICs had other task and priorities than communicating on this topic. While financial resources were mainly considered as sufficient to deliver the campaign, it might be possible to compensate the HR needs by hiring further external help. ***Processes of collaboration and coordination*** There is quite a diversity in the patterns and level of collaboration between EDICs and REPs - ranging from guidance to elaborate the proposals, involvement in the local design of the campaign and network collaboration on joint activities.

		• **Full integration from the campaign design**: different EDICs reported a very deep level of integration and entanglement of their action with the REPs and the overall InvestEU campaign strategy. Hence, different REPs involved EDICs from the early stage of the campaign, through workshop and seminar presentation, allowing to fine tune the EDICs actions with corporate campaign in order to speak in one voice and enhance synergies between the local and the national level. Accordingly, EDICs shared their planning in some countries to carefully plan their events without duplication and allowing involvement of other members of the network. These EDICs tried to report the events and the objectives they wanted to achieve and communicate the results to the others.
		The REPs also tried to listen and integrate the ideas of the different EDICs to regionalised and tailored their communication. Such an early integration is seen as a major difference compared to other campaign where EDICs would often not even know the local marketing agency. With the regional focus, the task distribution was very clear from the beginning.
		• **Limited integration to the campaign implementation**: Several EDICs reported that they did not have contacts or coordination with their REPs, or only limited contact and coordination. They worked on the basis of the call for proposal, the intranet resources (communication tools, webinar, generic emails) for the campaign and calls and emails to steer their activities.
		In both cases though, EDICs reported that the campaign allowed them to have flexibility and truly tailor the content to their needs which was really appreciated.
	Support delivery	**Perceived value of WPP support**
		EDICs were quite sceptical about the added value of WPP support for the campaign. Most of them did not reported any support from the agencies but only contacts with the REPs. For the EDICs receiving support, they mentioned that at the beginning of the campaign WPP support was of low-quality and led to an increase of the workload. Difficulties were also reported in terms of delays in delivery of PR materials which undermined their efforts toward interested stakeholders. However, several EDICs mentioned different advantages of the agency, especially in identifying suitable speakers for the events and experts. Agencies was also considered as useful in providing creative ideas and communication tools.
		Though, some well organised EDICs working in network, considered that in terms of implementation of the campaign at the national level, the EDICs could replace the communication agencies. They considered that their knowledge of the national/regional context, their experience of communication activities, and their network could lead this kind of communication activities.
Sustainability	Sustainability of the campaign effects	Three main points are mentioned by the EDICs in terms of sustainability of the effects are:
		• The campaign, by delivering useful material and templates will allow to compensate the overall limited capacity for the EDICs to produce content.
		• EDICs made new contacts with local stakeholders and networks as well as partnership with local authorities that will be mobilised in the future
		• New techniques of communication, creative ideas have been fostered thanks to the campaign, including non-traditional events and channels to reach different new target audience.
Coherence	Within the campaign communication mix	EDICs tried to enhance synergies within the campaign (as mentioned by working in network). It allowed to bring a lot of coherence and complementarity of their action. EDICs did not report any conflicting message or deduplication

	With other EC communication activities	EDICs often mentioned that they tried to enhance synergies between their different communication activities and the different EC communication activities. They integrated to the InvestEU campaign part of the Future of Europe campaign, as well as different roadshow (Tandem tour). Though, EDICs reported that Citizen Dialogues were not coordinated to ensure coherence with their own activities on InvestEU. Hence, sometimes the EEN was seen as already quite active in promoting these issues and was not willing to participate to the campaign in order to avoid duplication from their side and multiply messages.
	With other REPs/EDICs communication activities	As an informative network the EDICs do continuously the promotion of the EU and its fund.
EU added value	Added value of an EC centralised campaign vs a national independent one	EU level does have a clear added-value. The additional resources (human and financial) provided are important especially for smaller MSs with limited resources for their local REPs and EDIC network. Visuals and common guidelines as well as examples are useful. The overall design should come from EU level, but it must be localized and tailored at both national and local level to be successful. Selection and quality of local partner is vital, as well as allocating sufficient resources to support their efforts.

2.4.3   Third-party endorsers

Third-party endorsers		
Topics of investigation	Project beneficiaries	Third-party endorsers
Relevance		
Needs, problems, issues	When asked about the relevance of the campaign in regard to the needs, problems and issues in their country, the project beneficiaries of the different investment funds reported were quite divided in their answer: • The main observation was that people were not aware that small companies could benefit from EU funding. The image is that EU funds go mainly to larger companies without benefiting to EU citizens. The response to the campaign has been positive and it has increased the awareness of EU funding among the population, especially with respect to funds being available also for small companies and local communities. For instance, it could have an impact in	Third party endorsers underlined that there was a need to address the concerns of citizens with concrete and tangible examples to showcase how the EU contributed to directly improve people's lives. When asked about the relevance of the campaign to address the needs, problems and issues within the countries, third-party endorsers differentiated in two main aspects: • A short-term perceptive, in this regard the campaign is required because of the need for more visibility of EU action, to maintain a presence to the view of citizens.

	Third-party endorsers	
Topics of investigation	*Project beneficiaries*	*Third-party endorsers*
	certain countries, to tackle the opinion that EU funds go to a limited range of companies close to the government. • Still, a majority of project owners mentioned their scepticism regarding the campaign and its ability to contribute more than marginally to tackle the main concerns within a country. Accordingly, investment is seen in some cases as only a minor part of a bigger picture, and the themes and topics associated to flagship projects might not have seized the complexity of the problems and needs.	• While in the short-term perspective, the campaign is not perceived as able to address the needs, issues and problems in the different countries in the long-term perspective it fell within a broader strategy contributing to change perceptions of EU citizens.
Alignment on the objectives and communication strategy	***Understanding of the campaign's objectives*** Overall project beneficiaries demonstrated quite a good understanding of the objectives of the InvestEU campaign. They were aware of the lack in awareness among EU citizens on how the EU through the different investment funds can reach them and impact positively their lives. They also mentioned that the EU communication is often seen as too technical and required concrete examples to showcase the direct benefits of the Union and how these benefits are delivered. Project beneficiaries also highlighted that the campaign allowed the EU to get closer to the citizens, illustrating its actions through specific and local examples and not big projects and infrastructures that are seen further to the daily life of citizens. Nevertheless, several project beneficiaries reported to some extent their confusion in regard to the goals of the campaign. Some of them mentioned that their understanding of the goals of the InvestEU campaign was to promote funding opportunities for the general public and stakeholders, showcasing good practices and how to apply for EU funding. ***Target audience definition*** Different interviewees mentioned that the audience could be limited due to the specificities of their project and their funding: • Projects are seen as rather very thematic and rooted in a specific history and development which cannot be generalised in some cases. In this sense, it could undermine the overall targeting of the campaign and relevance to the audience. The European dimension of the projects through their financial scheme is seen as more tailored for an audience which is already interested in EU-related topics. Accordingly, when targeting citizens, the message might only reach by the more receptive audience.	***Understanding of the objectives and design of the campaign*** Third-party endorsers reported that in their view the campaign was important to raise awareness among the citizens on the direct benefits of the EU. The campaign, through concrete and tangible examples shows to the citizens that EU funds are not something "far away" but at their reach and that can benefit to them in their daily lives. Accordingly, the campaign helped to strengthen the image of the EU and its capacity to create positive impact. Third party endorsers underlined the campaign strategy and its territorial focus, its capillarity with the local context without being generic and conveying concrete message with practical implications for those interested. The thematic emphasis of the campaign was seen as particularly relevant to reach the relevant audience, with a high level of tailoring in the message. While flagship projects are underlined, their own role within the strategy, apart for the technicalities is not mentioned by third-party endorsers. ***Perception of the timing of the campaign*** Different third-party endorsers mentioned during the interviews their perception of the timing of the campaign and reported ***that concentrated communication efforts during a limited time might not be the best strategy in an environment where everybody's attention is already scarce. Thus, the priority should be given to continuous communication***.
Suitability of content	***Messages and information conveyed by flagship projects*** Project beneficiaries as mentioned above overall well understood their role during the InvestEU campaign and its objectives as well as the strategy behind their selection, to showcase concrete examples and direct benefits of the EU. Though, in	***Overarching narrative is relevant across countries*** According to different third-party endorsers, the economic turmoil and the measure taken to exit the crisis might have impact negatively the image of the EC and EU institutions in various countries. Therefore, the message of investing within

Third-party endorsers		
Topics of investigation	*Project beneficiaries*	*Third-party endorsers*
	terms of messages and information conveyed by the flagship projects, the question appears to be more divisive among interviewees: • Flagship projects clearly demonstrated that the EU is supporting investments within its MSs which are close to citizens and directly benefit to them. In that sense, according to project beneficiaries, the campaign allowed to raise awareness to the audience. Project beneficiaries highlighted that when speaking about European funds, it can become too technical or showcase high technology/research or infrastructure sector which are difficult to understand as citizen. InvestEU on the contrary made a clear and tangible message, closer to the citizens. Moreover, the themes displayed by flagship projects were seen as rather relevant to address citizens' concerns. • Still, the treatment of the information might be misleading in some cases, because of the core of the flagship projects, the investment. The nature of the investments is quite different from a grant and involve different stakeholders (funding entities) through an investment scheme. According to different project beneficiaries, the audience might think that the EU is giving subsidies and not loans and is directly operating the funding while several operators are involved. Moreover, the overall results of the initial investment for flagship project might be in some case exaggerated. (still project beneficiaries recognize that these kinds of financial schemes were a great opportunity enabling their project). These issues are especially highlighted in the promotion of flagship projects to business-oriented audience, local administrations, and more euro sceptical audience. In both cases, project beneficiaries stressed out that the campaign might lack of a call for action, being over focused on results and informative content.	these countries is important to trigger a change in perception within the local population. This change in perception passes by a local communication around concrete and tangible results close to citizens, to show how the EU helps projects to get funding, and their role in the local economy. These local projects are not expected to have the same degree of success according to one of the third-party endorsers. The criteria of success might depend on how appealing the narrative created around the project is and the timing of its communication. Accordingly, a strong effort of tailoring has to be made, and it is not sufficient to showcase raw projects, but work on them to align them with the message of the campaign and integrate them within an overall strategy. This, different efforts to communicate the investments of the EU was already done before the campaign, but usually people only perceive the final project, and not the policy behind it, which made it possible. The InvestEU campaign tries to address this issue of visibility. ***Message and information relevant for journalists*** There is an overall agreement among third-party endorsers that the journalists were not interested a lot in the campaign, and it was difficult to mobilise them. In this regard, local media were difficult to engage, and the international press trip might have help to interest them (the international coverage induces a local coverage). This is not due to the content according to third-party endorsers, but more about the treatment done by journalist of EU topics. It requests a lot of efforts from the communication agency, and a precise targeting of the relevant journalists that might be interested. Third party endorsers also reported that the specialised press was keener to cover the campaign, because of the different thematic areas displayed through the different projects.
Effectiveness		
Effects on key stakeholders	When asked about the key benefits and effects of the campaign on project beneficiaries, the interviewees mentioned that in terms of knowledge and learnings the effects were quite limited because of their high level of awareness before the campaign, though they also mentioned that their perception of EU actions might have grown positively because of the campaign. Two main effects are reported by third-party endorsers: • An overall gain of visibility of their project toward the public and new market penetration. The campaign also helped to build credibility in the eyes of partners and investors because of the associated EU brand which is seen as trustworthy reference. Hence, it helped to secure access to guarantees and create links with local authorities.	The campaign might have created complementarities with third-party endorsers' own action. Though third-party endorsers also reported that the campaign might not have added important value to their work in terms of knowledge or new practices. While they recognize that the campaign allowed to some extent to increase the visibility of some third-party endorsers' work at the local level, generating curiosity, the effects are often seen as rather limited. Some third-party endorsers also mentioned that the campaign was not meant to bring them more visibility or direct benefits but focus on showcasing projects and key benefits of EU funding for citizens.

	Third-party endorsers	
Topics of investigation	*Project beneficiaries*	*Third-party endorsers*
	• In addition to the visibility carried by the campaign, project beneficiaries also mentioned benefits in terms of PR activities for their organisation. The campaign is seen as easing their PR activities. It can be even more important for project beneficiaries who might not have previous PR strategies before the campaign. The project owners also reported that the campaign induced in some cases new approaches for communication, and new target audiences which were not previously considered as relevant for their activities.	
Communication strategy	***Sufficient and appropriate multi-channel approach*** Most of the project beneficiaries underlined that the multi-channel approach developed under the InvestEU campaign was adequate and effective. • The use of **billboards** is reported several times by project beneficiaries as adding credibility by making the campaign more serious and professional. The use of **traditional media**, at the regional level is more divisive, since it depends on the quality of the media. Thus, free newspapers are not seen as very effective because of the quality of content they carry, contrary to more specialised or established newspapers. Radio is also seen as very effective because of the further exploitation of the content, the discussion and debate it can bring. • More targeted communication channels are also praised to reach specific audience. Accordingly, ***social media and specialised media*** are seen as very effective. To strengthen the message, ***creative channels and third-party endorsers*** are seen as very important for the campaign, and their use in the view of project beneficiaries could be increased. • **Journalist press trips** and ***media collaborations*** were seen as quite valuable by the project beneficiaries because of the key benefits for their organisation through the international scope. ***Effective exploitation of flagship projects and decentralised communication*** Project beneficiaries were overall very satisfied with the coverage of the campaign thanks to the intensive use of their project through different channel-mix. The exploitation of their flagship project was perceived very positively: • Different project beneficiaries reported that the diversity of the selected projects, covering ***different thematic areas*** in an accessible way to general audience was seen as very effective and very welcomed. It allowed to the campaign to be comprehensive and clear to everybody. This comprehensive approach could be also further exploited in order to showcase the whole ***ecosystem behind European funding***. It would allow to demonstrate the very wide financial support and investment that the EU provides to a broad range of stakeholders: researcher, institutions, SMEs. Flagship projects in	***Sufficient and appropriate multi-channel approach*** Most of third party endorsers were not aware of the overall communication mix retained for their local context and of WPP communication strategy, though they pinpointed two main aspects: • Continued efforts have to be made to tailor the channels mix to the defined audience in order to enhance the effectiveness of the reach. Accordingly, the campaign has to be more targeted and focus. • Social media emphasis is an appropriate approach to reach the target audience. The use of network is mentioned as a second limitation to the use of flagship projects, the campaign might not have been effective in triggering any multiplier effect from the use of networks. ***Effective exploitation of flagship projects*** According to third party endorsers, concrete examples draw attention of the audience, thus flagship projects are illustrative and effective in order to create an overall interest and understanding of the campaign message. However, some third-party endorsers reported that the thematic areas of flagship projects could be emphasized by the campaign in order to convey the political priorities of the EC. (environment, energy).

	Third-party endorsers	
Topics of investigation	*Project beneficiaries*	*Third-party endorsers*
	some cases also allowed to demonstrate to local audiences how funds support the restructuring of ***existing economic sectors and promote local know-how*** which impacts closely citizens. • In terms of media exploitation and channels use, some beneficiaries mentioned that in the case of their own project, the use of national media channels might have been more relevant than the local focus. Additionally, the use of network, collaboration with other relevant national stakeholders and institution might not have been enough exploited. ***Adequacy of tools and channels to reach the targeted audience in each country*** • An extended use of third-party endorsers, networks and influencers might help to effectively reach the defined target audience and identified target groups.	
Quality of content and messages	***Ensuring quality of messages*** • Concrete examples and tangible results are seen as a good approach to illustrate EU benefits to citizens according to most of the project owners, though the focus could be put on more personal stories. Rather than interviews of directors, owners and representatives of the companies and organisation as individuals, the campaign should have interviewed users, patients, visitors, employees. • Billboards and posters are seen as adding value to the campaign, though since there was an information website, the out of home advertisement could have focus on creating surprise and interest to effectively orient the audience toward the website and other online activities like videos. However, apart from billboards, material in is perceived as straight to the point. It shows that there are people behind projects, that the EU supports citizens initiatives anywhere in Europe thanks to its instruments. • The consensual nature of the posts and advertisements are somehow questioned by project beneficiaries. They expressed concerns regarding some messages seen sometimes as emptied because of the compromised between the different parties involved. Thus, focusing on the impact to citizens might enhance the impact of the message and the storytelling of the campaign while in the same time further reduce and tailor the campaign to citizens' needs. ***Quality of owned channels*** The website is seen as a useful and user-friendly channel, containing the right level of information in different language. However, project beneficiaries highlighted several limits:	According to the third-party endorsers the campaign was very much to the point and provided quite a clear and understandable message. ***Ensuring quality of messages*** • The ***local tailoring of the message*** is seen as essential by third-party endorsers, they mentioned the translation of content as very important to connect with the target groups. • ***Storytelling refinement*** is seen as overall important to communicate to citizens around projects, with a human aspect to emphasize and not too much focus on the content of the projects (direct benefits) ***Quality of owned channels*** Third-party endorsers mentioned that the website could have been branded more by other channels and should have been more visible.

	Third-party endorsers	
Topics of investigation	*Project beneficiaries*	*Third-party endorsers*
	• The website is not seen as very dynamic, on the contrary, it is perceived as static and a bit too institutional. Some improvement could be made in order to trigger the willingness of visitors to stay and return to the website. • As an informative website, it might not contain enough call for action, either to engage with stakeholders, or engage the audience. • To some extent, project beneficiaries underlined that it was difficult to use the search function, to directly find the relevant project.	
Effective involvement of external stakeholders	-	• A better connection at the local level should be established with the stakeholders and accordingly make an effective use of networks. Thus, networks involvement is seen as rather low, and the multiplying effect might have not been triggered. • The effective involvement of project beneficiaries is perceived sometimes as a limitation by third-party endorsers. Accordingly, project beneficiaries are perceived in some cases as reluctant to share information about their business ideas.
	Efficiency	
support delivery	***Efficiency in implementation*** Several project beneficiaries mentioned during the interviews the efficiency in implementation of the campaign and the perception they had from their point of view. Accordingly, two main aspect were highlighted by project beneficiaries: • Some interviewees had the impression that the internal process of coordination and collaboration between WPP, the EC and the REPs was quite cumbersome. They mentioned the validation procedure for the content which appeared to be quite long. • The management of copyrights was seen somehow as a burden for project beneficiaries. Since the project beneficiaries give time to the campaign, such delays and perturbations in their own activity should not happen. Accordingly, the organization and the implementation of the campaign is sometimes criticized because of the added burden on beneficiaries. ***Perceived value of WPP support*** • WPP local was seen as rather flexible and listened to the project beneficiaries. In some case, project owners praised the process of involvement in the design of material made by WPP with a coordination of all material with them beforehand. • One of the main limitation mentioned by project in regard to the value of WPP support, was on the quality of content. In some cases, WPP might not have	***Efficiency in implementation*** The process of involvement and empowerment of third party endorsers is barely mentioned during the interviews. Interviewees only reported that the local communication agency contacted them and invited them to a meeting for introductory purposes. They also received an information pack. Though it appears that in terms of follow up, third party endorsers were quite autonomous in their action and partially involved during events, organized interviews or in some cases press trips. ***Perceived value of WPP support*** Collaboration with the local agency is rather seen positively. Third-party endorsers mentioned for instance the efforts to ensure the accuracy of the content, and that messages effectively reach their audience. They also underlined the efforts to map the relevant journalists and the most suitable channels to deliver the message to the defined audience. Hence, through the interviews Third-party endorsers seem to be quite satisfied with the tailored approach of the campaign. In addition, they also praised the logistic support for the organization of events.

Third-party endorsers		
Topics of investigation	*Project beneficiaries*	*Third-party endorsers*
	mastered the subject, and done enough desk research before the interviews. It raised some criticism on the preparation of the communication agency which was considered as poorly informed. • A second limitation reported is about the feedback on the campaign by the agency to project beneficiaries. Several interviewees mentioned that they did not get any feedback regarding the actual campaign, its implementation and the kind of response, comments it generated. Project beneficiaries would have liked to know what impact their contribution made to the communication campaign. This criticism is also mentioned to describe the process of coordination. Project beneficiaries reported that they received too many emails, phone call, and in the same time too little concrete follow up of their activity.	
Sustainability		
Sustainability of the campaign effects	Three main points are mentioned by project beneficiaries in terms of sustainability of the effects are: • The material used to promote the project can be used to some extent by certain project beneficiaries for their own marketing purpose, by retweeting EC related videos or using pictures. Though some project owners mentioned that they did not received the material, and might not have any rights to use them (apart from videos and pictures) • Some project beneficiaries mentioned that they might keep on spreading the message to their own contacts, trying to generate cumulative effect in complement to the campaign. • In one country, project beneficiaries mentioned that they formed a circle of projects involved during the campaign, working together on their common experience.	• Most of third party endorsers did not report any sustainable effect of the campaign. To a small extent, some third-party endorsers might spread the message of InvestEU to their own contact. Though they doubt they will reuse the material of the campaign. • However, third party endorsers which were also institutions and local authorities appear to be keener to keep on spreading the campaign message. Still, to do so, they mentioned that they would need updated information on projects, as well as pre-tailored message in order to pursue their efforts to reach citizens.
EU added value		
Added value of an EC centralised campaign vs a national independent one	The InvestEU campaign allowed according to different project beneficiaries to give tangible results close to citizens and that they can easily remember. It showcased concrete benefits. Still, the EU wide format allows to reach even more citizens, and promote the values of the EU, generating a sense of belonging.	EU wide campaigns can promote a sense of belonging, they can foster formation of an attitude towards EU. In comparison, local campaigns do not give an overall understanding, do not present a macro-perspective as the EU can do. Moreover, at the local level, the means and resources are different and would not reach the level of the InvestEU campaign. It allows also to have feedbacks from other country experiences. Still, the local and regional components are very useful, through an adequate tailoring it allows a better penetration of the overall message to the target audience.

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Appendix A Monitoring framework

Source: Inception report

Outputs

Channel	Indicator suggested to be fed/monitored	Indicator by...	Comments
Advertising campaign For each main channel - AV, written press, online and social)	**TV, press, radio, outdoor** (if/where used, probably very small if at all) • Reach and coverage • Frequency • Ratings (gross) • Cost per thousand (CPT)	Channel Member State Region	Cost per person reached is the relevant benchmark, and this data should be available from the 'EU working for you' campaign. Benchmarking will not be done (as it is an evaluative exercise) – but the study will provide data for benchmarking to be done.
	Digital advertising • Number of impressions • Frequency • Ratings (gross) • Cost per thousand (CPT) • Reach and coverage • Frequency	Channel Member State Region	Cost per person reached is the relevant benchmark, and this data should be available from the EU working for you campaign. Benchmarking will not be done (as it is an evaluative exercise) – but the study will provide data for benchmarking to be done.
Earned coverage	**Press (print and online) and AV** • Number of articles and features generated (Total Coverage, No of Items) • Audience reach/readership (subject to availability) • Spokesperson mention • Key message penetration (as share of articles) • Favourability/Tonality	Channel Media types (local, regional, national) Per tier	Analysis per **media type and tier** will be important to inform the effectiveness of the campaign to reach out at local level. While not a reach indicator **Spokesperson mention** is particularly useful to quickly ascertain which people are receiving the most interest and subsequent coverage. As such it is a key indicator to monitor the effectiveness of the third-party endorsement strategy (effectiveness of the strategy to generate media coverage). To this end, it will be key that we have the full list of named third-party endorsers. We will also include EDICs and Representations in search functions (to measure earned media reach generated by these channels) For **key message penetration** we would suggest to concentrate on the campaign key message (which will be different in each Member State)

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Channel	Indicator suggested to be fed/monitored	Indicator by…	Comments
	Blogs • Number of items • Favourability • Key message penetration • Authors	Country Regional patterns (top regions)	
	Events • Number of presentations at third-party events • Participation figures: third party events	Per country Per type (EDIC, REP, CD, etc.) Per target audience (if available)	
Owned channels	**Campaign website** • Visitors • Unique visitors • Bounce rate • Top pages viewed by users • Source of visitor referrals	Country	It is not at this stage clear what the campaign expects the user to do on the website
	Social media posts at owned channels (Representations, EDICs and corporate) • (Organic and viral) Reach • Impressions • Average number of impressions per post – and per channel • Top posts in terms of impressions (and % of total impressions) • Likes	Per country Per channel Main "owner group (EDIC, REP, Corporate)	
	YouTube – campaign channel • Total views. Average Views per Video and unique cookies • Views per video • Estimated minutes watched	Country	

Channel	Indicator suggested to be fed/monitored	Indicator by...	Comments
	• Playback Locations		
	Events (incl. citizens' dialogues) • Number of events • Type of events • Participants (or Footfall where available) – and footfall of top events • Number of campaign brochures disseminated (if relevant) • Events and participation per main audience groups • No. participants who agree it improved understanding	Main organiser type (EDIC, REP, Corporate) Country Event type	We are still working on a full map of expected events Data on audience groups is available for the REPs and we assume that this is also available for other events

Short-term results

Coverage	Indicator suggested to be fed/monitored	Indicator by...	Comments
Campaign overall Awareness, recall and knowledge	Awareness of the investment plan/Junker plan Spontaneous recall of any content in the public domain – and source Awareness of the campaign message (xxxx starts here) and key claim (e.g. the EU helps create new jobs in Bulgaria) Knowledge of what the EU does to invest in the economy Interest in knowing more about the EU-funded investments/EU investment plan in country	Country Socio demographics Positive/Neutral/Negative General awareness of the EU Perception of economic and job situation in country/region	Baseline awareness (and estimates of "noise" in terms of false positives) is measured in relation to both the investment plan itself and to any other related content in the public domain. Interest in knowing more: benchmark available from the EU working for you campaign.
Campaign overall Engagement	Engagement overall Likeliness of engagement	Country Socio demographics Positive/Neutral/Negative General awareness of the EU	
Advertising campaign	Recall of the advertisements and visuals – spontaneous and assisted Aided message understanding of adverts Approval of/support to content Sentiment: perception of relevance, clarity and salience	Country Socio demographics Positive/Neutral/Negative General awareness of the EU	

Coverage	Indicator suggested to be fed/monitored	Indicator by...	Comments
Awareness, recall and sentiment		Perception of economic and job situation in country/region	
PR campaign	Recall of media coverage of EU investment in companies and projects at national level.	Country Socio demographics Positive/Neutral/Negative General awareness of the EU Perception of economic and job situation in country/region	
Social and online media strategy and actions Engagement and earned coverage	**Bought digital** • Click through rate	Channel Country	
	Social media • Likes • Followers • Shares/retweets • People Talking About This/Comments • Click through rate • Most influential • Hashtag monitoring (#Invest EU and other hashtags which form part of the campaign design) o Number of posts o Number of users o Reach o Impressions o Top posts, o Most influential o Top sites o Location	Channel Country	Hashtag monitoring will obviously include owned sources as well, but also allows analysis of 'most influential' users and indicators covering owned channels and third-party engagement. Baseline assessment necessary to identify scale of use of hashtags prior to the campaign – sourced from # tracker (possibly keyhole or Brand24 (with use of the same tool for performance monitoring)
	Campaign website	Country	Conversion rate: It is not at this stage clear what the campaign expects the user to do on the website (or

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Coverage	Indicator suggested to be fed/monitored	Indicator by...	Comments
	• Returning visitors • Time on site • Usefulness and relevance of content • % users with improved knowledge • Conversion rate		achieve a "goal" e.g. Subscription to newsfeed) but if so, the conversion rate should be included as one of the main metrics.
Events Awareness and knowledge	Possibly – share having learned something (new/more) about EU investment activities. Alternatively, if this indicator cannot be included in the monitoring: satisfaction rate as proxy-indicator) Engagement at events (subject to systematic use of Sli.do across EC and EDIC events)	Main organiser type (EDIC, REP, Corporate) Per country Per event type	We are currently proposing options to measure awareness and knowledge for the EDIC actions (as funded under the specific call)

Long-term results

Coverage	Indicator suggested to be fed/monitored	Indicators by...	Comments
Campaign overall *perception of EU's contribution to jobs and growth*	% increase of population (15-65) perceiving that the EU helps create • economic growth • more jobs and/or • a more positive economic environment. Nationally and/or regionally. Identical indicators for campaign website users and events	Country Socio-demographics Positive/Neutral/Negative General awareness of the EU Perception of economic and job situation in country/region	Baseline measurement in place Events – Relevant mainly/only for Citizen's Dialogues
Campaign Advertising impact	% (15-65) considering that the campaign/ads convince them that the EU invests to create growth and jobs? % campaign website users considering that the campaign/ads convince them that the EU invests to create growth and jobs?	Country Socio-demographics Positive/Neutral/Negative General awareness of the EU	

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Coverage	Indicator suggested to be fed/monitored	Indicators by...	Comments
Campaign *Web and events*	% increase of population (15-65) perceiving that the EU helps create • economic growth • more jobs and/or • a more positive economic environment. Nationally and/or regionally • % indicating positive impact on feelings on the EU	Country Socio demographics General awareness of the EU	Events – Relevant mainly/only for citizen's dialogues
Campaign overall *General perception of the EU – context indicator*	% indicating positive impact on feelings on the EU Identical indicators for campaign website users and events	Country Socio-demographics Positive/Neutral/Negative Perception of economic and job situation in country/region	Benchmark available from the 'EU working for you' campaign.

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Appendix B Overview of the evaluation matrix

Key topic	Topic	Desk research	Secondary data analysis	Monitoring data analysis	Focus groups	Polling	Interviews
A. Relevance							
Relevance EU citizens, business & EC stakeholders	Needs, problems, issues in the countries	X	X			X	X
	Alignment of the objectives	X					X
	Alignment of the communication strategy	X					X
	Suitability of content				X	X	X
B. Effectiveness							
Achievements	The reach	X		X		X	X
	The recall			X	X	X	
	The engagement			X	X	X	
	Perception change effects		X		X	X	
	Effects on key external stakeholders						X
Facilitators & barriers	Communication strategy	XX		X			XX
	Quality of content and messages - for targeted audiences and key external stakeholders	X		X	XX		XX
	Effective involvement of internal stakeholders	X					X
	Effective involvement of external stakeholders	X					X
	External factors impacting public opinion on EU affairs	X	X				X
C. Efficiency							

Key topic	Topic	Desk research	Secondary data analysis	Monitoring data analysis	Focus groups	Polling	Interviews
Cost-efficiency		X		XX			XX
Facilitators & barriers	Efficiency in implementation	X					XX
	Collaboration and task allocation	X					X
	Support delivery	X					XX
D. Sustainability							
	Sustainability of the effects on the citizen	X		X	X		X
	Sustainability of effects on external stakeholders						X
E. Coherence							
	Internal campaign coherence	X					X
	External communication coherence						X
F. EU added value							
	Centralised versus national campaigns	X		X			
	EC centralised versus national 'independent' campaigns						X

Appendix C Discussion guide for the focus groups

Two groups are being held in each of the ten countries below. Each group will last for 90 minutes. If you have any questions, feel free to get in touch with the team: Sophie.Wilson@ipsos.com / Suzanne.Hall@ipsos.com

Location	Date
Warsaw, Poland	10 May
Brussels, Belgium	14 May
Antwerp, Belgium	15 May

Paris, France	15 May
Athens, Greece	16 May
Helsinki, Finland	17 May
Sofia, Bulgaria	21 & 22 May
Madrid, Spain	22 May
Milan, Italy	23 May
Berlin, Germany	24 May
Riga, Latvia	29 May

Aims:

- What is the impact on awareness/understanding of EU investments in their region, country and in Europe?
- What is the impact on knowledge/opinion/trust of the EU (and its investment activities)?
- Is the message/information/narrative of the campaign materials relevant to the audience in each country?
- Do target audiences engage with the content as expected? Which tools generate most engagement?
- Is the material, and the federating claim of the campaign "Opportunities start here", credible and convincing in each country and language?
- Is the content and message understandable, easily memorable, and adequately tailored to target audiences and their local and national context?
- Would these materials lead to the targeted and reached population have a sustained knowledge and positive perception about what the EU is doing?

How to use this guide: the discussion guide contains **key questions in bold lower case** and follow up questions and prompts in non-bold lower case. These are intended to act as a guide for moderators to ensure there is commonality between the questions being asked in different groups/countries and that discussions cover the broad topics of interest. This means that moderators are not required to ask all the questions in non-bold lower case, but that there is flexibility to follow up on new or interesting lines of inquiry following on from the key questions in bold.

Key:
Bold lower case = key questions Non-bold lower case = follow up questions and prompts *CAPITALISED ITALICS, NON-BOLD* = instructions for moderators

1. Welcome / introductions (5 min)

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Introduce self, Ipsos, purpose of discussion
- Here to talk about your views of the European Union – with particular reference to specific communications campaigns
- Doing groups like this across the EU

Role of Ipsos – independent research organisation, here to gather your opinions.
Everything you say is confidential – we won't refer to individuals in the report, store your data securely during the project, data are destroyed securely at the end of the project.
Explain tone and nature of discussion:
- Relaxed and informal
- No right or wrong answers
- We are keen to hear about everyone's views and experiences; we are after a range of opinions, not seeking consensus
- Please feel free to disagree with one another; just keep it polite
- The moderator will make sure everyone gets a chance to share their opinion
- Get permission to record
- Please try to avoid talking over one another – means the recorder does not work so well / note taker may not be able to hear
- Plenty to get through, so the moderator may have to move people on from time to time – not that we are not interested
- Clarify length of group (90 minutes)
- Any other housekeeping – fire alarms, facilities, etc.
- Incentives handed out at end of the group

In pairs or as a roundtable (depending on moderator preference): Introduce yourselves to each other/the group…your first name, whereabouts you live and [what you have done today OR how long you have been living here].

If in pairs: Introduce your partner to the rest of the table. Then feedback about your partner to the group.

2. Attitudes to the EU (15 min)

Aim: encourage conversation and put participants at ease, understand the group's awareness of the benefits of the EU in their town/region/country and in Europe including trust in the EU.

I'd like to start by talking broadly about what the European Union means to you and your local area.

What comes to mind when you think of the European Union?

- Positives?
- Negatives?

MODERATOR TO CAPTURE KEY POINTS ON A FLIPCHART OR POST-IT NOTES. THIS CAN BE REFERRED TO LATER IN THE DISCUSSION.

What does it mean for:

- [COUNTRY]?
- [REGION]?
- [TOWN]?

How important is being part of the EU for you personally? For what reasons?
- Are there any advantages for you?
- Or any disadvantages for you?

- What about for other people you know/ where you live?
- What about for your country as a whole?

To what extent do you trust the EU?

- To work to improve the lives of people like you?
- To promote the interests of your country?
- To represent all the member countries of the EU?
  - ○

3. EU investments (15 min)

Aim: understand the group's knowledge and opinion of the EU and its investment activities

What have you heard about EU financial investments?

PROBE FOR DETAILS

- Where did you hear about this?
- What do you think about this? Positives? Negatives?

MODERATOR TO READ OUT:

"The EU provides financial support across the EU:

- *To small enterprises to accelerate their growth*
- *To towns and regions for the development of road infrastructure and metro's*
- *To schools and universities for the development of new educational or research facilities."*

How aware are you of the EU's financial investments?

- Is this something new or unfamiliar?
- Is this something you were already aware of?
- [If aware] How have you heard about this?

What have you heard about EU investments in [COUNTRY] / [REGION] / [TOWN]?

- Where did you hear about this?
- How do you feel about it?
- How did this change how you think about the EU?

PROBE FOR DETAILS

What do you think are the advantages of EU investments in [COUNTRY] / [REGION] / [TOWN]?
- Why do you say this?
- What is your [COUNTRY] / [REGION] / [TOWN] able to do as a result?
- To what extent do you think that this would've been possible without investments from the EU?
- What are the disadvantages?

Would you like to know more about EU investments? Why/ why not?
- What would you like to know?
- Where would you expect to learn about this?
- Where would you like to get information from?
- What would you do with this information? How might it change how you feel about the EU?

To what extent do you trust the EU to invest in the right things in [COUNTRY] / [REGION] / [TOWN]? Why / why not?
- Why do you say this?
- What concerns do you have about the EU's ability to make the right investments?
  ○

4. InvestEU Campaign (45 min)
Aim: understand the suitability of content, level of engagement, and quality of the content and messages:

- *Is the message/information/narrative of the campaign materials relevant to the audience in each country?*
- *Do target audiences engage with the content as expected? Which tools generate most engagement?*
- *Is the material, and the federating claim of the campaign "Opportunities start here", credible and convincing in each country and language?*
- *Is the content and message understandable, easily memorable, and adequately tailored to target audiences and their local and national context?*

We'd now like to talk about the InvestEU campaign. This is a campaign being led by the EU to raise awareness of their investments across member countries including in [COUNTRY]. In a minute, I'm going to show you some images and videos to get your impressions.

Firstly, I'd like to know what you've heard (if anything) about the InvestEU campaign?
- What have you seen? E.g. posters, videos, images?
- Where did you see this? E.g. online, on social media, in a newspaper/magazine, on a poster
- What did you think about it?

What do you think a campaign like this is trying to do?

MODERATOR TO SHOW/ HANDOUT STIMULUS A AND GIVE THE GROUP THIRTY SECONDS TO WATCH/LOOK AT IT.

What does this tell you about EU investments?
- If you had to explain it to a friend, what would you say?
- What stands out? What is surprising about it?
- What does it make you think of?
- What does it mean for [COUNTRY] / [REGION] / [TOWN]?

Does it tell you everything you'd expect to know?
- What else would it be helpful to know? What is missing?
- And what difference would having this information make to you? To those seeing the campaign?

Who should see or listen to this? Who should this be aimed at?
- What would your friends or family think?
- Why do you say this? How do you think they would react?

Is the channel right for this message? [E.G. SOCIAL MEDIA/ WEBSITE BANNER/ NEWSPAPER ADVERT ETC.]
- Why/ why not?
- What might work better for this campaign? For what reasons?

What do you think of the campaign's message "Opportunity starts here"?
[MODERATORS TO ASK ONCE WHEN DISCUSSING STIMULUS A. QUESTIONS DO NOT NEED TO BE REPEATED FOR STIMULUS B AND C.]
- What does it mean to you?
- What does it make you think of?
- What does it mean for [COUNTRY] / [REGION] / [TOWN]?

- How credible is this?

How does it make you feel about EU investment in [COUNTRY] / [REGION] / [TOWN]?
- Why do you say this?
- Have your views changed at all from our earlier discussion?
- And how does it make you feel about the EU?

What do you think of the claim of the campaign "XXX starts here"?
[MODERATOR TO REPLACE THE LINE TO MATCH THE LINE USED IN THE STIMULUS BEING TESTED. OPTIONS INCLUDE: New skills start here, Development starts here, Job creation starts here, Innovation starts here, Sustainability starts here, Mobility starts here]

- What does it mean to you?
- What does it make you think of?
- What does it mean for [COUNTRY] / [REGION] / [TOWN]?
- How credible is this?

How does it make you feel about EU investment in [COUNTRY] / [REGION] / [TOWN]?
- Why do you say this?
- Have your views changed at all from our earlier discussion?
- And how does it make you feel about the EU?

REPEAT FOR STIMULUS B AND C, SPENDING 15 MIN ON EACH.

5. **Wrap up and thank you (10 min)**

Which of the three images/videos we've seen today do you think stands out the most? Why?
- Which stands out the least?

MODERATOR TO WRITE DOWN THE RANKING OF MATERIALS ON A FLIPCHART

Overall, how should the EU tell people in [COUNTRY] about their investments?
- What should they say?
- Who should hear this?

Have your views on EU investment changed at all since the start of our discussion?
- In what ways?

Is there anything else you'd like to feedback on?

HAND OUT INCENTIVES, THANK YOU AND CLOSE.

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Appendix D IPSOS polling questionnaire

Evaluation Campaign Questionnaire

FINAL VERSION – UPDATED – 16.04.2018

1. **INTRODUCTION**

[PROG: SHOW ALL]

This survey is about your general attitudes and opinions on some of the issues faced by some people in Europe today. The survey will take no longer than 10 minutes to complete. All information you provide is strictly confidential, and will be used for research purposes only. Please note that Ipsos fully complies with [COUNTRY]'s Market Research Code of Conduct.

2. **SCREENING AND INITIAL DEMOGRAPHICS**

[PROG: ASK ONLY IN BELGIUM]

QLANGUAGE. Gelieve de taal te selecteren waarin u wenst verder te gaan. / Veuillez sélectionner la langue dans laquelle vous souhaitez continuer.

[PROG: SINGLE]

1: Nederlands

2: Français

[PROG: SHOW ALL]

First we would like to ask a few questions about you. We are asking these questions to ensure that we are speaking with a wide range of people.

[PROG: ADD SCREENING AND FOLLOWING DEMOGRAPHIC QUESTIONS FROM PANEL HERE]
- **Age**
- **Gender**
- **Region**

3. **SECTION 1: GENERAL ATTITUDES**

[PROG: ASK ALL]

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Q1. Which of the following do you think are the three main challenges facing [COUNTRY] today? Please indicate, among the following, three issues you consider as being most important, second most important and third most important.

[PROG: UP TO THREE ANSWERS POSSIBLE; ENABLE RANKING THE THREE ANSWERS]

[PROG: RANDOMIZE]

1. Immigration
2. Unemployment
3. Crime and violence
4. Environmental issues, pollution
5. Racism and discrimination
6. Public debt
7. Taxes
8. Economic situation
9. Housing market
10. Rising prices/cost of living
11. Healthcare
12. Pensions
13. Poverty and social inequality
14. Terrorism
15. Other
16. None of these **[PROG: EXCLUSIVE. KEEP POSITION]**
    o

[PROG: ASK ALL]

Q2. Thinking about the current economic situation in [COUNTRY], would you say that it is better, worse or the same compared to one year ago?

[PROG: SINGLE ANSWER]

1. Better
2. About the same
3. Worse
4. Don't know

[PROG: ASK ALL]

Q3. And thinking about the next 12 months, do you think that the economic situation in [COUNTRY] will get better, stay the same or get worse?

[PROG: SINGLE ANSWER]

1. Get better
2. Stay the same
3. Get worse
4. Don't know

[PROG: ASK ALL]

Q4. Now thinking about the current economic situation <u>in</u> **[PROG: INSERT REGION]**, would you say that it is better, worse or the same compared to one year ago?

[PROG: SINGLE ANSWER]

1. Better
2. About the same
3. Worse
4. Don't know

[PROG: ASK ALL]

Q5. And thinking about the next 12 months, do you think that the economic situation in **[PROG: INSERT REGION]** will get better, stay the same or get worse?

[PROG: SINGLE ANSWER]

1. Get better
2. Stay the same
3. Get worse
4. Don't know

4. **SECTION 2: KNOWLEDGE AND OUTCOME MEASURES**

[PROG: ASK ALL]

Q6. How much would you say you know about what the EU does to invest in the economy...

[PROG: STATEMENTS IN ROW]

1. In [COUNTRY]?
2. In **[PROG: INSERT REGION]**?

[PROG: RESPONSE SCALE IN COLUMNS (FROM LEFT TO RIGHT). SELECT ONE RESPONSE PER STATEMENT]

1. A great deal
2. A fair amount
3. Not very much
4. Nothing at all

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[PROG: ASK ALL]

Q7. During the past six months, have you seen, heard or read anything about investments in companies and projects in [COUNTRY] that have been supported by European Union (EU) funding?

[PROG: SINGLE ANSWER]

1. Yes
2. No
3. Don't know
   ○

[PROG: If "yes" in Q7]

Q8. Where did you see, hear or read about investments in companies and projects in [COUNTRY] that have been supported by European Union (EU) funding? Please select all that apply.

[PROG: SEVERAL ANSWERS POSSIBLE]

TV

1. TV programme or news
2. TV advertising

Radio

3. Radio programme or news
4. Radio advertising

Written press

5. National newspaper article
6. National newspaper advertising
7. Regional/Local newspaper article
8. Regional/Local newspaper advertising
9. Magazine article
10. Magazine advertising

Internet

11. Article on the Internet (Blog, online news media, etc.)
12. Video on the Internet (YouTube, online news media, etc.)
13. Advertising on the Internet

Social media

14. Facebook
15. Twitter
16. Instagram

Outdoors

17. Poster/billboard at bus shelter/roadside or motorway
18. On buses/metro/tram/other transport

Other

19. Letter or leaflet received by post
20. Word of mouth
21. Event in a public place near me
    ○

22. Somewhere else/other specify **[PROG: OPEN-ENDED]**
23. Don't know **[PROG: EXCLUSIVE]**

[PROG: If "yes" in Q7]

Q9. Can you describe the advertising, publicity or information you have seen recently about investments in companies and projects in [COUNTRY] that have been supported by European Union (EU) funding, including everything it showed or told you?

[PROG: OPEN ENDED QUESTION]

99. Don't know

[PROG: ASK ALL]

Q10. To what extent do you agree or disagree with the following statements?

[PROG: STATEMENTS IN ROW]

1. The EU helps to create the conditions for more jobs in [COUNTRY]
2. The EU helps to create economic growth in [COUNTRY]
3. The EU helps boost investment in projects that benefit [COUNTRY]
4. The EU helps to create the conditions for more jobs in **[PROG: INSERT REGION]**
5. The EU helps to create economic growth in **[PROG: INSERT REGION]**
6. The EU helps to boost investment in projects that benefit **[PROG: INSERT REGION]**

[PROG: RESPONSE SCALE IN COLUMNS (FROM LEFT TO RIGHT). SELECT ONE RESPONSE PER STATEMENT]

1. Strongly agree
2. Somewhat agree
3. Somewhat disagree
4. Strongly disagree
5. Don't know

[PROG: ASK ALL]

Q11. Have you heard of the Investment Plan for Europe, also known as the "Juncker Plan"?

[PROG: SINGLE ANSWER]

1. Yes, have heard of it and know what it is
2. Yes, have heard of it, but don't know what it is
3. No, I have not heard of it

5. **SECTION 3: ATTITUDES TOWARDS THE EU**

[PROG: ASK ALL]

Q12. To what extent do you agree or disagree with the following statements about the European Union (EU)?

[PROG: STATEMENTS IN ROW]

1. It is important that the EU provides funding to support private sector companies
2. The EU makes doing business easier in Europe
3. The EU makes it easier to-move and work in other EU countries

[PROG: RESPONSE SCALE IN COLUMNS (FROM LEFT TO RIGHT). SELECT ONE RESPONSE PER STATEMENT]

1. Strongly agree
2. Somewhat agree
3. Somewhat disagree
4. Strongly disagree
5. Don't know

[PROG: ASK THOSE ANSWERING CODES 1-3 AT Q6 statement 1]

Q13. How favourable or unfavourable would you say you are towards what the EU is doing to invest in the economy in [COUNTRY]?

[PROG: SINGLE ANSWER]

1. Very favourable
2. Somewhat favourable
3. Somewhat unfavourable
4. Very unfavourable
5. Don't know

[PROG: ASK THOSE ANSWERING CODES 1-3 AT Q6 statement 2]

Q14. And how favourable or unfavourable would you say you are towards what the EU is doing to invest in the economy in **[PROG: INSERT REGION]**?

[PROG: SINGLE ANSWER]

1. Very favourable
2. Rather favourable
3. Rather unfavourable
4. Very unfavourable
5. Don't know

[PROG: ASK ALL]

Q15. In general, would you say you have a very positive, fairly positive, neutral, fairly negative, or very negative image of the European Union (EU)?

[PROG: SINGLE ANSWER]

1. Very positive
2. Fairly positive
3. Neutral
4. Fairly negative
5. Very negative
6. Don't know

6. **SECTION 4 : DETAILED RECALL**

[PROG: ASK ALL]

Q16. Which if any of the following projects in your country have you heard of?

[PROG: STATEMENTS IN ROW]

[PROG: Country-specific list of projects TAKEN FROM EXCEL FILE "InvestEU_Q16 Projects Selection_internalcuse_13"; SHOW THREE PROJECTS PER COUNTRY; RANDOMIZE PROJECTS FROM LIST]

1. **[PROJECT 1]**
2. **[PROJECT 2]**
3. **[PROJECT 3]**

[PROG: RESPONSE SCALE IN COLUMNS (FROM LEFT TO RIGHT). SELECT ONE ANSWER PER STATEMENT]

1. I have heard about it and know what it is

2. I have heard about it but don't know what it is

3. I have not heard about it

4. Don't know

IN POST-CAMPAIGN WAVE ONLY: Q17-Q20

[PROG: ASK ALL]

Q17. Do you remember having seen or heard the slogan "Opportunities start here"?

[PROG: SINGLE ANSWER]

1. Yes, I have definitely seen/heard it

2. Yes, I think I've seen/heard it

3. Not sure, I think I may have seen/heard something like that

4. No, definitely not

5. Don't know

[PROG: ASK ALL]

INTRO_AD

We are now going to show you an ad. Please look at it attentively. The speed at which the ad will download depends on your internet connectivity.

[PROG: ROTATE SPOTS]

- **BALLOT A: 50% of sample first gets "poster ad" and second gets "social media video"**
- **BALLOT B: 50% of sample first gets "social media video" and second gets "poster ad"**

[IF BALLOT A]

[PROG: INSERT POSTER AD]

[PROG: ASK ALL BALLOT A]

Q18. Have you seen this ad in the last few months?

[PROG: SINGLE ANSWER FOR EACH]

1. Yes, I've seen this ad

2. No, but I've seen a similar ad to these

3. No, I have not seen this ad or similar ones

[PROG: ASK ALL BALLOT A IF Q18 = 1]

Q19. Where did you see this ad? Please select all that apply.

[PROG: SEVERAL ANSWERS POSSIBLE]

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1. TV programme or news
2. TV advertising
3. Radio programme or news
4. Radio advertising
5. National newspaper article
6. National newspaper advertising
7. Regional/Local newspaper article
8. Regional/Local newspaper advertising
9. Magazine article
10. Magazine advertising
11. Article on the Internet (Blog, online news media, etc.)
12. Video on the Internet (YouTube, online news media, etc.)
13. Advertising on the Internet
14. Facebook
15. Twitter
16. Instagram
17. Poster/billboard at bus shelter/roadside or motorway
18. On buses/metro/tram/other transport
19. Letter or leaflet received by post
20. Word of mouth
21. Event in a public place near me
22. Somewhere else/other specify **[PROG: - OPEN-ENDED]**
23. Don't know **[PROG: - EXCLUSIVE]**

[PROG: ASK ALL BALLOT A]

INTRO_AD_2

We are now going to show you another ad. Please look at it attentively. The speed at which the ad will download depends on your internet connectivity.

[PROG: INSERT SOCIAL MEDIA VIDEO]

[PROG: ASK ALL BALLOT A]

Q18a. Have you seen ~~any of~~ this ad in the last few months?

[PROG: SINGLE ANSWER FOR EACH]

1. Yes, I've seen this ad

2. No, but I've seen a similar ad to these

3. No, I have not seen this ad~~or similar ones~~

[PROG: ASK BALLOT A IF Q18a = 1]

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Q19a. Where did you see this ad? Please select all that apply.

24. TV programme or news
25. TV advertising
26. Radio programme or news
27. Radio advertising
28. National newspaper article
29. National newspaper advertising
30. Regional/Local newspaper article
31. Regional/Local newspaper advertising
32. Magazine article
33. Magazine advertising
34. Article on the Internet (Blog, online news media, etc.)
35. Video on the Internet (YouTube, online news media, etc.)
36. Advertising on the Internet
37. Facebook
38. Twitter
39. Instagram
40. Poster/billboard at bus shelter/roadside or motorway
41. On buses/metro/tram/other transport
42. Letter or leaflet received by post
43. Word of mouth
44. Event in a public place near me
45. Somewhere else/other specify **[PROG: - OPEN-ENDED]**
46. Don't know **[PROG: - EXCLUSIVE]**

[PROG: ASK ALL BALLOT B]

[IF BALLOT B]

INTRO_AD

We are now going to show you an ad. Please look at it attentively. The speed at which the ad will download depends on your internet connectivity.

[PROG: INSERT SOCIAL MEDIA VIDEO]

[PROG: ASK ALL BALLOT B]

Q18. Have you seen this ad in the last few months?

[PROG: SINGLE ANSWER FOR EACH]

1. Yes, I've seen this ad

2. No, but I've seen a similar ad to these

3. No, I have not seen this ad or similar ones

[PROG: ASK ALL BALLOT B IF Q18 = 1]

Q19. Where did you see this ad? Please select all that apply.

[PROG: SEVERAL ANSWERS POSSIBLE]

1. TV programme or news
2. TV advertising
3. Radio programme or news
4. Radio advertising
5. National newspaper article
6. National newspaper advertising
7. Regional/Local newspaper article
8. Regional/Local newspaper advertising
9. Magazine article
10. Magazine advertising
11. Article on the Internet (Blog, online news media, etc.)
12. Video on the Internet (YouTube, online news media, etc.)
13. Advertising on the Internet
14. Facebook
15. Twitter
16. Instagram
17. Poster/billboard at bus shelter/roadside or motorway
18. On buses/metro/tram/other transport
19. Letter or leaflet received by post
20. Word of mouth
21. Event in a public place near me
22. Somewhere else/other specify **[PROG: - OPEN-ENDED]**
23. Don't know **[PROG: - EXCLUSIVE]**

[PROG: ASK ALL BALLOT B]

INTRO_AD_2

We are now going to show you another ad. Please look at it attentively. The speed at which the ad will download depends on your internet connectivity.

[PROG: INSERT POSTER AD VIDEO]

[PROG: ASK ALL BALLOT B]

Q18a. Have you seen any of this ad in the last few months?

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[PROG: SINGLE ANSWER FOR EACH]

1. Yes, I've seen ~~at least one of these~~ this ad~~s~~

2. No, but I've seen a similar ad to these

3. No, I have not seen ~~these~~ this ad~~s~~ or similar ones

[PROG: ASK ALL BALLOT B IF Q18a = 1]

Q19a. Where did you see this ad? Please select all that apply.

[PROG: SEVERAL ANSWERS POSSIBLE]

24. TV programme or news
25. TV advertising
26. Radio programme or news
27. Radio advertising
28. National newspaper article
29. National newspaper advertising
30. Regional/Local newspaper article
31. Regional/Local newspaper advertising
32. Magazine article
33. Magazine advertising
34. Article on the Internet (Blog, online news media, etc.)
35. Video on the Internet (YouTube, online news media, etc.)
36. Advertising on the Internet
37. Facebook
38. Twitter
39. Instagram
40. Poster/billboard at bus shelter/roadside or motorway
41. On buses/metro/tram/other transport
42. Letter or leaflet received by post
43. Word of mouth
44. Event in a public place near me
45. Somewhere else/other specify **[PROG: - OPEN-ENDED]**
46. Don't know **[PROG: - EXCLUSIVE]**

[PROG: IF CODE 1 OR 2 IN ANY OF THE ITEMS FROM Q18 OR Q18a]

Q20. And have you done any of the following after having seen these ads/this ad?

[PROG: SEVERAL ANSWERS POSSIBLE]

1. Read through the article/ad
2. Talked about it with friends, family or colleagues
3. Visited a website for more information
4. Shared it on social media such as Facebook, Twitter or Instagram
5. Talked about it/commented about it on social media such as Facebook, Twitter or Instagram
6. Did something else. What exactly? **[PROG: OPEN ENDED]**
7. None of these **[PROG: EXCLUSIVE ANSWER]**

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7. SECTION 5 : SOCIO-DEMOGRAPHIC QUESTIONS

[PROG: ASK ALL]

Q21. Which of the following best describes your current work status?

[PROG: SINGLE ANSWER]

1. Employed full-time

2. Employed part-time

3. Self-employed full-time

4. Self-employed part-time

5. Unemployed but looking for a job

6. Unemployed and not looking for a job

7. Long-term sick or disabled

8. Housewife / Homemaker

9. Retired

10. Pupil / Student / In full time education

[PROG: ASK IF Q21 = CODE 1-4]

Q22. Do you work in…?

[PROG: SINGLE ANSWER]

1. The public sector
2. The private sector
3. A joint private-public organisation or company
4. A not-for-profit sector or non-governmental organisation (NGO)
5. Other

[PROG: ASK IF Q21 = CODE 1 OR 2]

Q23. Including yourself, how many employees in total work in your company or organisation <u>in your country</u>?

[PROG: SINGLE ANSWER]

1. 1
2. 2-4
3. 5-9

4. 10-49
5. 50-99
6. 100-249
7. 250-499
8. 500 or more
9. Don't know

[PROG: ASK ALL]

Q25. Education

[PROG: INSERT EDUCATION QUESTION FROM PANEL]

What is the highest degree or level of school you have completed?

[PROG: SINGLE ANSWER]

- Education through Grade 12 [Expandable Header]
    o _1 Grade 4 or less
    o _2 Grade 5 to 8
    o _3 Grade 9 to 11
    o _4 Grade 12 (no diploma)
- High School Graduate [Expandable Header]
    o _5 Regular High School Diploma
    o _6 GED or alternative credential
- College or Some College [Expandable Header]
    o _7 Some college credit, but less than 1 year
    o _8 1 or more years of college credit, no degree
    o _9 Associate's degree (AA, AS, etc)
    o _10 Bachelor's degree (BA, BS, etc.)
- After Bachelor's Degree [Expandable Header]
    o _11 Master's degree (MA, MS, MBA, etc.)
    o _12 Professional degree (MD, DDS, JD, etc.)
    o _13 Doctorate degree (PhD, EdD, etc.)

[PROG: ASK ALL]

Q26. Which of the following best describes your situation?

[PROG: SINGLE ANSWER]

1. Married

2. Remarried

3. Civil partnership

4. Not married living with a partner

5. Single

6. Divorced or separated

7. Widowed

8. Other

Q27. How many children aged under [15/16/18 – DEPENDING ON COUNTRY DEFINITION OF CHILD] currently live with you in your household?

[PROG: SINGLE ANSWER; NUMERIC]

…..Children

Q28. Which of the following best describes the area where you live?

[PROG: SINGLE ANSWER]

1. A big city
2. The suburbs or outskirts of a big city
3. A town or a small city
4. A country village
5. A farm or home in the countryside
6. Other

Q29. Which of the following sources do you MAINLY use for keeping informed?

[PLEASE SELECT ONLY TWO ANSWERS]

[PROG: TWO ANSWERS POSSIBLE]

1. Television
2. Radio
3. Written press (printed newspapers)
4. Written press (online newspapers)
5. Social media (Facebook, Twitter, Instagram) or blogs
6. Podcasts
7. Other online sources
8. Other offline sources
9. Word of mouth

Q30. Which of the following comes closest to how you feel about your household's income nowadays?

[PROG: SINGLE ANSWER]

1. Living comfortably on present income
2. Coping on present income
3. Finding it difficult on present income
4. Finding it very difficult on present income
5. Don't know
6. Prefer not to say

[PROG: ASK ALL]

Q31. Thinking about the past six months, can you please tell us what is your household's monthly NET income?

By NET we mean, after deductions for taxes.

[PROG: INSERT RESPONSE LIST PER COUNTRY FROM EXCEL FILE "InvestEU_Earnings scale v2_internaluseonly_2017-04-20"]

[PROG: SINGLE ANSWER]

10. Don't know
11. Prefer not to say