

# Capacity building for the implementation of the czech recovery and resilience plan (communication)

Final Report

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# 1.CONTEXT OF THE PROJECT

The outbreak of the COVID-19 pandemic and Russia's invasion of Ukraine have changed the economic outlook for the years to come in the Union. It is urgent for Member States to set up frameworks conducive to the right type of investments and reforms to recover from the crisis. The EU's Recovery and Resilience Facility ("RRF") offers large-scale financial support for public investments and reforms that support the recovery from the crisis, make Member States' economies more resilient and foster the green and digital transitions.

Czech Republic submitted its RRP<sup>1</sup> on 2 June 2021. The European Commission assessed the plan positively and on 19 July 2021, it adopted a proposal for a Council Implementing Decision (CID) approving the European Commission's assessment of Czech Republic's RRP and authorising the making available of the contribution of EUR 7.036 billion in non-repayable financial support. On 8 September 2021, the Council of the European Union adopted the CID<sup>2</sup>. On 4 July 2022, Czech Republic and the European Commission signed the operational arrangements<sup>3</sup>. Czech Republic's plan is structured around 6 key policy priorities: (i) digital transformation, (ii) physical infrastructure and green transition, (iii) education and labour market, (iv) institutions and regulation including business support in response to COVID-19, (v) research, development, and innovation, (vi) health and resilience of the population.

The Czech RRP was updated during 2023, as a reaction to changing environment, high inflation and disruptions of supply chains. The total allocation of the plan increased to EUR 9.2 billion with main focus of the update on strengthening the green and digital parts of the RRP. Seventh key policy called REPowerEU was added focusing mainly on energy sector transformation. The updated RRP was submitted on 30 June 2023. The European Commission assessed the update positively on 26 September and the Council of the European Union finally adopted the new CID<sup>4</sup> on 17 October 2023. The plan currently consists of 105 investments and 58 reforms and forms a robust policy and investment roadmap for the coming years.

The general objective of this projects was to support Czech Republic's efforts to strengthen its institutional and administrative capacity in order to encourage investment, increase competitiveness and to achieve sustainable economic and social convergence, resilience, and recovery.

## 2.PRESENTATION OF THE BENEFICIARY AUTHORITY

In the Czech Republic, **the Ministry of Industry and Trade – Delivery Unit (MIT – DU)** is responsible for the implementation, monitoring, overall coordination, communication, and publicity of the RRP, as well as for reporting to the European Commission. The process of implementation of the RRP is supervised by the **RRP Steering Committee (SC RRP)**. The SC RRP fulfils a decision-making function over the processes and implementation of components, as well as a monitoring and oversight function. The members of the Steering Committee are representatives of individual component owners, the Ministry of Finance and the Ministry of Industry and Trade. The main implementation role will be performed at the level of **component owners**. Component owners are the entities responsible for the implementation of reforms and investments within each component.

The significant resources made available under the RRF require Czech Republic to have sufficient capacity to effectively coordinate and monitor the overall implementation of the RRP (including communication on its

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<sup>1</sup> <http://www.planobnovyvr.cz>

<sup>2</sup> [https://www.consilium.europa.eu/en/documents-publications/public-register/public-register-search/results/?WordsInSubject=&WordsInText=&DocumentNumber=11047%2F21&InterinstitutionalFiles=&DocumentDateFrom=&DocumentDateTo=&MeetingDateFrom=&MeetingDateTo=&DocumentLanguage=EN&OrderBy=DOCUMENT\\_DATE+DESC&cti00%24cti00%24cpMain%24cpMain%24btnSubmit=](https://www.consilium.europa.eu/en/documents-publications/public-register/public-register-search/results/?WordsInSubject=&WordsInText=&DocumentNumber=11047%2F21&InterinstitutionalFiles=&DocumentDateFrom=&DocumentDateTo=&MeetingDateFrom=&MeetingDateTo=&DocumentLanguage=EN&OrderBy=DOCUMENT_DATE+DESC&cti00%24cti00%24cpMain%24cpMain%24btnSubmit=)

<sup>3</sup> [https://ec.europa.eu/info/sites/default/files/countersigned\\_cz\\_rrf\\_oa\\_en.pdf](https://ec.europa.eu/info/sites/default/files/countersigned_cz_rrf_oa_en.pdf)

<sup>4</sup> [https://www.consilium.europa.eu/en/documents-publications/public-register/public-register-search/results/?WordsInSubject=&WordsInText=&DocumentNumber=&InterinstitutionalFiles=2023%2F0343&DocumentDateFrom=&DocumentDateTo=&MeetingDateFrom=&MeetingDateTo=&DocumentLanguage=EN&OrderBy=DOCUMENT\\_DATE+DESC&cti00%24cti00%24cpMain%24cpMain%24btnSubmit=](https://www.consilium.europa.eu/en/documents-publications/public-register/public-register-search/results/?WordsInSubject=&WordsInText=&DocumentNumber=&InterinstitutionalFiles=2023%2F0343&DocumentDateFrom=&DocumentDateTo=&MeetingDateFrom=&MeetingDateTo=&DocumentLanguage=EN&OrderBy=DOCUMENT_DATE+DESC&cti00%24cti00%24cpMain%24cpMain%24btnSubmit=)

implementation) and to put in place sound implementation, monitoring, reporting, control and audit mechanisms and systems. In May 2022, the Czech authorities, adopted the "*National communication strategy for the national recovery and resilience plan 2021-2026*". Given the complexity and diversity of stakeholders, effective and timely communication measures are needed. This includes not only the required communication in the form of reports, but also communication with stakeholders, media, opinion makers and the general public. The implementation of the RRP started immediately, but a proper communication of the processes, developments and results lacked behind as all capacity was focused on kickstarting the implementation, setting up a monitoring, reporting, and control systems.

### **3. DESCRIPTION OF WHAT NEEDS WERE ADDRESSED**

**The main challenges identified at the beginning of the project were:**

- One of the most crucial findings was that there was a lack of political leadership in communication of the RRP in Czech Republic – none of the leading Czech politicians has the recovery plan as his/her main topic.
- The role of the EU in the RRP agenda was not perceived as crucial.
- In the public debate, a unified narrative of the RRP and its main benefits from the country's leadership towards the citizens was missing – no opinion maker presented the RRP as an opportunity for the Czech Republic to move forward in many areas by implementing important reforms.
- The individual measures – adopted reforms or and investments made – were not framed under the unified RRP communication umbrella, therefore they were often not perceived as a part of the RRP.
- There was a little focus on the reform side of the plan. This is also because investments are more intensively communicated through the announced calls for projects and their results were more visible and easier for people to imagine than the impact of reforms.
- The component owners had quite limited financial resources for communication activities and the level of experience with communication campaigns varied across the ministries.

Based on the above and after the round of discussions with the MIT-DU and component owners, the following additional communication objectives were identified:

- Improve the perception and knowledge about the RRP and its purpose by the general public, as well as the role that the EU is playing to support and work with the Czech authorities in achieving common objectives.
- Use the communication of the RRP to strengthen the positive perception of the EU in the eyes of the Czech public.

### **4. METHODOLOGY AND APPROACH USED TO PRODUCE THE FINAL DELIVERABLES**

The team at GOPA Com. and Seesame has been set up to create the adequate convergence of skills, experience, knowledge, and insight, both for the specific Czech context and the overarching EU perspectives.

We started the project with a joint analysis of the existing situation in the form of a kick-off meeting and a series of meetings with component owners. On the basis of these meetings, the real needs of the RRP coordination team were defined and precisely formulated in the form of an Inception Report. This report

set out a detailed timetable for the implementation of the project and further specifies in a more detail the key milestones and tasks.

The next phase of the project was the research phase, during which we used available resources, but also set up a recommended set of our own surveys, which aimed to find out the current perception of the meaningfulness of the RRP in the eyes of the Czech public, their fears and motivations, on the basis of which future narratives around the RRP were to be defined, but also the update of the communication strategy.

Based on the results of the research phase, we proceeded to review and update of the existing communication strategy of the RRP in Czech Republic. The key objective of the update was to define a general long-term communication line on the benefits of the RRP, and thus, to help ensure the widest possible acceptance of the adopted reforms and the most efficient use of the allocated RRP investments. Based on a joint discussion with MIT-DU and on the round of meetings with the component owners, we have identified also the tools and materials as needed to be developed as part of this project.

As the next activity we ran a pilot online and radio campaign to test how the new communication strategy designed for the Czech RRP, including the new visual identity, creative concept, and narratives, would be perceived by the Czech public. The campaign ran from 10 July – 10 August 2023 and included one selected Czech radio network with a good regional reach and several digital platforms such as Facebook, LinkedIn, YouTube and Google Display Network (GDN).

The data collected allowed to complete the initially formulated communication strategy by a set of fine-tuned recommendations for future campaign sequencing, defining target groups, formulating key messages and narratives, creative processing, distribution, and media planning, as well as future campaign evaluations and regular communication strategy re-evaluations.

All the data obtained in the campaign proved valuable in preparing recommendations for future communication campaigns related to the RRP and its milestones (reforms and investments), which are to be developed by the MIT-DU team and responsible ministries and institutions during the implementation of the Recovery Plan in the Czech Republic between 2023 and 2026.

## **5. KEY DELIVERABLES AND ACTIVITIES THAT WERE UNDERTAKEN**

### **DELIVERABLE 1: KICK OFF AND INCEPTION REPORT**

On 12 January 2023, a kick-off video-conference meeting was held to introduce the core team of the consortium led by GOPA Com., present the indicative timeline and scope of the activities to the Czech authorities.

The initial meeting was followed by the kick-off meeting between Seesame, the MIT-DU and some of the component owners in Prague on 1 February 2023 aimed to gather a comprehensive information on the status of RRP implementation in the Czech Republic, communication activities taken to date, and the needs and expectations of component owners regarding this capacity building project.

While GOPA Com. is a Brussels-based agency with extensive experience in providing consultancy services to EU institutions in the field of communication (including in the drafting and implementation of communication campaigns for DG REFORM in various EU Member States), Seesame has considerable experience implementing communication activities in the Czech context, is a trusted and reliable partner at a local level able to involve Czech stakeholders needed for the success of this project, and has proven experience in polling audiences on various policy topics.

This Inception Report set out, a detailed timetable for the implementation of the project and further specified in a more detail the key milestones and tasks. The duration of the project was 12 months.

## **DELIVERABLE 2: REVIEW OF RRP COMMUNICATION STRATEGY AND PRODUCTION OF COMMUNICATION MATERIALS FOR THE RRP**

Deliverable 2 consisted of recommendations that would inform an update of the overarching horizontal communication strategy on the overall implementation of the RRP in Czech Republic in terms of claims and key narratives. The second part of the Deliverable 2 included production of communication materials used in the pilot online campaign but also outline of materials and templates that should be used by the MIT-DU as well as other component owners in the communication also in the later stages of RRP implementation in Czech Republic.

The following activities took place in this phase of the project:

- **A research section**, which provided key information on internal and external factors that might impact the implementation of the communication strategy and should therefore be considered when updating the strategy.
- **The definition of the claim, key narratives, and main campaign messages**
- **The definition of the new visual identity** which allows for the implementation of a consistent strategy across a variety of tools and channels.
- **The proposal of the pilot campaign's creative concept**
- **A target audience analysis**, which provides key information on who the campaign aims at targeting.
- **A dissemination strategy**, which details how the campaign should be implemented.
- **Creating new communication channels, production of materials** to be used in the pilot campaign and **templates in a new design to be used** in the communication of the RRP throughout its implementation.

### **Research phase**

To provide the Czech authorities with an actionable recommendation for updating their communication strategy, it was essential to consider the context in which the RRP measures will be adopted in Czech Republic, and the environment in which the communication campaign will be disseminated.

To do so, we have started with the first phase of our approach, i.e., insight collection – conduct research and background analysis. This phase included an analysis of available resources and interviews with various stakeholders and experts to ascertain the perception of the RRP across the political spectrum, the RRP-related communication activities implemented to date, and also the functioning of communication flows between the MIT-DU and component owners. We also looked at similar campaigns implemented in the Czech Republic as well as other EU countries in the past in order to use their experience in setting up an effective communication strategy.

**The main findings from this phase of the research are:**

#### **Policy background analysis**

- The RRP was perceived as one of many EU financial instruments, with little pro-active communication especially on its reform part – i.e. that the massive amount of funding made available for investments in the RRP must be accompanied by fundamental reforms that will increase the Czech Republic's resilience and prepare it for the future.

- The communication of the RRP was limited by the Czech political leaders. In other words, the full potential of the fact that this is an unprecedented package of EU funding for the development of the country was not fully exploited.
- In the public debate, a unified narrative of the RRP and its main benefits from the country's leadership towards the citizens was missing – no opinion maker presented the RRP as an opportunity for the Czech Republic to move forward in many areas by implementing important reforms but also investments.
- The forthcoming update of the RRP (possibility to increase the volume of funding, addition of the REPowerEU chapter) creates an opportunity to "restart" the RRP communication as if anew, or to grasp the communication of the RRP with a different energy and content and to make it a topic of national importance.

#### **Review of the existing communication tools and channels of the Czech authorities**

- The existing RRP communication platforms were insufficient - communication of RRP-related topics only happened through occasional press releases from the MIT-DU and through its Twitter profile.
- There were no social media profiles that would allow for effective communication through online campaigns, and the content of the existing website [www.planobnovycz.cz](http://www.planobnovycz.cz) did not match the relevance of the RRP tool in terms of content or visual impact.
- Cooperation and exchange of information between MIT-DU and component owners has so far been limited – there was no system for mutual exchange of information in a timely manner and to the extent required.
- The component owners have quite limited financial resources for communication activities and the level of experience with communication campaigns varied across the ministries.

#### **Benchmarking of similar campaigns from the Czech Republic or other EU countries**

- Considering the cultural, linguistic as well as political and social proximity of the countries, we have identified the Slovak RRP pilot campaign project, which took place in 2021, as well as the subsequent communication campaigns for the Slovak RRP in 2022 and 2023 as suitable campaigns for benchmarking. From these campaigns, it is possible to draw on the experience in terms of the optimal media mix for the pilot campaign in Czech Republic, the choice of communication tools and themes, the setting up of target audiences, as well as the structure of the communication plans.

After mapping the current state of RRP communication in the Czech Republic, we designed and implemented two public opinion surveys in order to determine the Czech public's perception of the RRP tool, but also to uncover deeper motivations or barriers to acceptance or, on the contrary, negative attitudes towards the RRP.

We have carried out 2 surveys:

1. Qualitative research in the form of focus groups
2. Quantitative research in the form of a representative public poll

### **1. THE DESIGN AND IMPLEMENTATION OF A QUALITATIVE METHODS OF RESEARCH – FOCUS GROUPS**

To get the best possible picture of the Czech public's perception of the RRP, we started with a qualitative survey first in the form of discussions in a couple of focus groups. The objective of the focus groups discussion was to get a deeper insight of what are the people's perceptions, attitudes, beliefs, opinions, but also concerns and expectations related to the RRP and its benefits for Czech Republic.

A focus group discussion involves gathering people from similar backgrounds or experiences together to discuss a specific topic of interest. The survey was facilitated by the MEDIAN research agency, and it consisted of 4 groups:

#### **28.03.2023**

- 1<sup>st</sup> FG (FG1):** 18-25 years, university students, 50:50 men/women, rather positive view of the EU  
**2<sup>nd</sup> FG (FG2):** 25-40 years old, single, childless, 50:50 male/female, rather negative view of the EU

#### **30.03.2023:**



**3<sup>rd</sup> FG (FG3):** 40-60 years old, have family: partner and children, 50:50 male/female, rather EU positive.

**4<sup>th</sup> FG (FG4):** Entrepreneurs / Members of business community (MSE, startups/innovators, managers in big companies), without age or gender differentiation

**Main outcomes of the focus groups survey are the following:**

- The greatest potential for targeting communication on the RRP was noted in the group of **young people** (FG1) and **entrepreneurs** (FG4).
- In these two groups, the expectations of what is crucial for the future of the Czech Republic were best defined, including the areas where the RRP could practically help. These groups think of the **RRP primarily as a tool to prepare the country for the future, rather than a tool to compensate for the damage of the past** (e.g., compensation of the entrepreneurs after covid-19).
- Young people and entrepreneurs also well-defined that the **RRP is only an impulse to kick-start long-term changes and that these also depend on the approach of the Czech Republic** – resp. how it will make use this opportunity.
- Especially among students, but also among entrepreneurs and families, the **topic of energy independence resonated strongly**. They often perceived this area as **related to the green transition**, which, however, they were already more reserved about. **"Green" topics are generally controversial in the Czech environment**, which was also evident among our respondents, probably as a manifestation of their unwillingness to change their way of life. Across groups, there was also **strong support for health and education**.
- An important topic, especially from the representatives of entrepreneurs and students, was **the need for greater digitalization of the state administration**. They expect the impact of this progress to be mostly positive for other areas of the RRP. At the same time, it should be added that digitalization is not a non-controversial topic either. Some discussants expressed their concerns that too much digitalization of the state administration will deprive them of the ability to interact with and use it.
- **Education** is an area that participants in all discussion groups highlighted – especially in the sense of lifelong learning, retraining, quality education for the young generation and their support in studying fields that are necessary to meet the needs of people (e.g. various specializations of craftsmen) and in the area of problems of Czech education. The main promise of improving education is connected strongly with economic performance. Thus, slogans such as **"Better education for society means wide prosperity"** were suggested by the groups.
- The issue of **health** was often not mentioned spontaneously or as one of the first issues after the list of areas was presented, but it was usually brought up by the discussants. This was evident, for example, among the entrepreneurs. Some stressed the need to improve the health situation of the population in relation to the long-term effects of covid disease, but also to address the decreasing availability of or access to **healthcare**.
- Topic of **supporting entrepreneurs and business** is perceived mainly in the sense of removing "obstacles", simplifying administrative procedures and "making things easier".
- Although **research and innovation** are not spontaneously mentioned directly by participants, it is of course generally a **positively perceived area** and is largely associated with environmental and climate protection solutions.

**Implications of the focus groups results for the upcoming work:**

- **Communication priorities** – topics on which we propose to focus most:
  1. green transition together with the use of local renewable energy resources (RePowerEU, energy independence)
  2. digitalisation (especially at the level of the state and its institutions, making life easier)
  3. education (to be more practical, to prepare children for future challenges)

- **Claims** – based on the FG outcomes, the list of potential RRP claims were formulated. For further testing the following claims were selected:
  - RRP – The Path to a Better Future of Czechia
  - RRP – Investments in the Czech Future
  - RRP – Reforms and Investments for a Better Future of Czechia
  - RRP – Plan for a Modern Czechia
  - RRP – Reforms and investments for a modern future
  - RRP – The Road to a more resilient Czechia
- **Narrative** – based on the FG outcomes, we have formulated a basic narrative for the RRP for further testing:

#### **Part 1**

If the Czech Republic is to be more resilient and prepared for the future, but also for possible crises, it must reform and invest in areas that are not always a priority in the normal functioning of the state. These include making education more practical and the labor market more flexible, digitization, switching to renewable energy and reducing the energy intensity of industry and buildings, increasing energy independence, and improving the health of the population. Improvements in these areas are slow, require huge investments and take many years to show results.

#### **Part 2**

In implementing these reforms and measures, the challenge for any country is not to lose its competitiveness and to remain a place where its people live well, and which attracts talent from other countries.

#### **Part 3**

The RRP is a roadmap that defines the necessary investments and reforms, but also provides the necessary financial resources to make them happen. It is the impetus that will kick-start these important changes and set the Czech Republic on the right trajectory for the future.

## **2. THE DESIGN AND IMPLEMENTATION OF A QUANTITATIVE METHODS OF RESEARCH – A REPRESENTATIVE PUBLIC OPINION POLL**

Together with the MEDIAN research agency, GOPA and Seesame delivered a targeted assistance in the supervision and coordination of an official representative survey in the form of a public opinion poll, in order to get the relevant data regarding the attitude and perception towards the whole RRP. We also tested the strength and impact of the selected claims and narratives which were formulated based on the focus groups surveys.

### **Details of the survey:**

To design and implement a public opinion poll, GOPA and Seesame followed a four-step methodology:

1. **Survey approach and sampling:** a quantitative survey was conducted on a representative sample (by gender, age, education, size of residence and region) of the online population of Czech Republic. Sample: N = 1,020, age: 18+
2. **Developing the survey questionnaire:** the structure of the questionnaire was prepared together with MIT-DU.
3. **Conducting the survey:** the opinion poll was implemented during 14.-17.4.2023 through an **online** panel of the Median survey agency.
4. **Data control and analysis:** the results of the poll were analyzed and interpreted by Seesame research team and were used for final selection of the claims, narratives and as a basis for updating the existing communication strategy and developing a creative idea of the pilot online campaign.

**Main outcomes of the representative public opinion poll are the following:**

- The highest level of general agreement was for the statement that **"I associate my future with living in the Czech Republic"**. Older respondents were more likely to agree, with the rate of agreement increasing with increasing age.
- The statement "The Czech Republic needs reforms and investments to be a more modern country" also achieved a high level of agreement – here more men agreed than women or respondents with university education.
- The statement "EU funding helps to improve life in the Czech Republic and the EU membership is beneficial for the country" was mostly agreed by young people under 24 years old and respondents with a high school diploma or university degree.
- **Czech citizens are very much convinced that the country needs to modernize** – 37% of the population indicated option 5 and another 31% indicated option 4 on a scale of 1 to 5 (*1 – I don't agree at all to 5 – I am very convinced*).
- **Awareness of the RRP:** 41% of the Czech population have no information about RRP and 45% do not know what is included in the plan at all.
- **Priorities of the RRP:** Priority should be given to modernizing the Czech Republic's education system and access to healthcare. Digital services were mentioned by 33%, especially men 43% and respondents under 24 years old and also those with a university education. Women were more likely to prioritize health care, renewable energy, or health prevention. Of these, respondents placed the least emphasis on green individual transport.
- **Vision of a modern Czechia:** When people say modern Czech Republic, almost half of the respondents unanimously imagine a corruption-free, energy self-sufficient and educated country.
- **Narrative:** In terms of the clarity of the statements, respondents rated all three statements most frequently as 3, 4 and 5 on a scale of 1 to 5. Credibility of statements scored lower on average than comprehensibility.
- **Claims:** Almost a quarter of the Czech population identified „RRP – The Path to a Better Future of Czechia" as the most apt label. An equal fifth mentioned „RRP - Investing in the Czech Future" and „RRP - Reforms and Investments for a Better Future of Czechia". "RRP - Plan for a Modern Czechia" received 17% support, indicated slightly more often by men (19%, women 14%). However, this claim is highly preferred by young people aged 18-24, reaching the highest preference of 29% (compared to the oldest 75+ years - 10%).

## TASK II A - Review and update of RRP Communication

Based on the results of the research phase, we reviewed and proposed recommendation for updating the existing communication strategy of the RRP in Czech Republic. The key objective of the recommendations was to define a general long-term communication line on the benefits of the RRP, and thus, to help ensure the widest possible acceptance of the adopted reforms and the most efficient use of the allocated RRP investments.

### Implications of the focus groups and representative public poll results for updating the Czech RRP communication strategy:

- **The fact that the statement "I associate my future with living in the Czech Republic" elicited the greatest agreement is a very good signal for the future of the country.** It is also good for RRP communication that a large part also agrees that "The Czech Republic needs reforms and investments to be a more modern country." In terms of the content of the RRP, there is a lot of space for positive communication, as the RRP addresses the areas that respondents listed among the most important to modernize but also those through which they perceive the modernity of the country.
- Therefore, **we have included some of the findings of the surveys in the narratives for the RRP**, namely:
  - 68% agree that the Czech Republic needs to modernise
  - 70% think the Czech Republic needs reforms and investment to be a more modern country
  - When you say, "modern Czech Republic", almost half of people agree on corruption-free, energy self-sufficient and educated.

- We **recommend communicating the RRP as the real future of the Czech Republic** – not just as a plan, but as a real project that has a series of points that will be implemented over time and that will allow people to follow closely. Here it is important to regularly assess how the country is doing in this endeavour. In addition, portrayal of unrealistic goals should be avoided in any public communication, **it is necessary to stay down to earth.**
- After the initial introduction of the main idea of the RRP, further communication should show the direct link between reforms and investments and the real life of the people of the Czech Republic and their work and business (economic prosperity, increased employment). Therefore, in further communication we recommend visualizing concrete changes in individual areas – **to shift the abstract ideas to tangible results.**
- In order to raise the profile of the RRP and the areas it will support; it is essential that **individual measures from the plan are regularly included in the framework of the RRP** – that individual reforms and investments are announced in 'packages', e.g., quarterly, or bi-annually. For each communication activity, it is necessary to 'code' the relevance of the reform or investment to the RRP, whether in the form of a logo, a visual representation, or a claim.
- A bigger problem than clarity in narrative is credibility. This seems to be related to people's perception of the EU and EU funding sources, but also to trust in government. There is a need to simplify the narrative to make it more straightforward. There is a need to add parts to the narrative that address the most common concerns: 1) that funding will not get to where it is needed, 2) that there will not be enough funding to implement the reforms in full, and 3) that there will not be enough transparency.
- **From the point of view of target groups, it makes the most sense to target young people with higher education and economically active people** (entrepreneurs, entrepreneurs, innovators, startups, etc.), who most perceive the potential of the plan to move the Czech Republic forward. We had these target groups in mind when creating the new visual identity and creative idea for the pilot online campaign – we focused on making it fresh, clear, and attractive.

**The following recommendations for updating the Communication strategy of the Czech RRP were outlined:**

### **1. Communication objectives**

After analysing the existing situation and the results of the surveys, the following communication objectives were proposed:

- **To increase public awareness of the purpose of the RRP and thus ensure its better fulfilment.** This means, achieve a higher level of involvement of people, companies, and organisations in the challenges of RRP and a higher acceptance of reforms.
- **To use the current renegotiation of RRP chapters with the European Commission and the addition of the new REPowerEU chapter as an ideal opportunity to re-launch the RRP communication with a completely new story and a new visual identity.**
- **To make the RRP more perceived and positively received by the public by using new narrative and visual identity widely, strategically, and systematically across all ministries and organisations involved in RRP reforms and investments.**

### **2. Defining language and style in which to talk about the Czech RRP**

Based on the findings of the surveys, we recommend the following in terms of communication style:

- Use formal but positive and clear language in line with the basic narratives, avoid empty phrases.
- Incorporate positive aspects of life in the Czech Republic into your communication – Czech people are proud of their country; they want to live here and care about its future.
- In spots and visuals for each reform or investments – show how things will look like and what the future will be once the RRP is implemented, avoid showing the unsatisfactory state of things.
- Always place the characters in the modern setting of the areas. Even videos or presentations by reform ambassadors or component owners, that are not professional advertising, must be of high quality otherwise they are not perceived as sufficiently aspirational to the objectives of the RRP.

- Always present the RRP logo in visuals, the EU flag or EU star symbols add credibility.
- Always cite the source of published data and survey results.
- Do not use metaphorical images that may not be deciphered, but if available, use photographs of real people in the profession in the reform or RRP investment being presented.

### 3. Claim overarching the entire RRP and overarching narrative to the RRP as a tool

"RRP - Plan for a Modern Czechia" was agreed to become the central claim of the communication.

**Even if the claim "RRP – Plan for a Modern Czechia" received "only" 17% support in the overall vote, this claim was specifically highly preferred by young people aged 18-24, which we have identified as the group we will focus on most in our communications. In the group of 18-24-year-olds, this claim reached the preference of 29% which is the highest ever preference achieved among all claims and across all age groups in our survey.** It has scored well also in the 25–34-year-olds 20.3% and in 35–44-year-olds it reached the average level of 19.7%). In addition, this claim had high support also among university-educated people (21.8%).

This choice for choosing this claim as the central one, stems from the results of the Focus Groups, where especially the ones representing young and economically active people, raised very concrete expectations of what is crucial for the future of the Czech Republic, including the areas where the RRP could practically help. These groups' perception of the RRP was perceived as a **tool to prepare the country for the future and assessed as having most potential when used in the communication campaign.**

The validity of this approach was confirmed also by the results of a representative survey, which showed that the statement "EU funding helps to improve life in the Czech Republic and the Czech Republic's membership in the EU is beneficial for the country" was mostly agreed by young people up to 24 years of age and respondents with a high school diploma or university degree.

Although another claim" RRP – **The way to a better future of Czechia"** received the most votes in the overall vote (almost 23%), we did not choose it as central because of its low preference among young people and people with higher education. This claim was preferred more often by respondents with primary or secondary education without high school diploma (primary school 31%, secondary school without high-school diploma 26% versus university degree 16%).

Nevertheless, this claim" RRP – The way to a better future of Czechia", will still be used in other communications and narratives as well.

#### **The overarching narrative to the RRP as a tool was formulated as follows:**

The Czech Republic wants to use the EU's Recovery and Resilience Facility to prepare for the future and be more resilient to crises.

To do this, it needs to ensure better education and a more flexible labour market, digitise public administration, switch to renewable energy, and reduce the energy intensity of industry and buildings. It needs to increase its energy independence and promote the resilience of its economy and the health of its population.

The RRP defines the necessary reforms and investments, and the European Union will provide the financial resources to implement them. The RRP does not aim to preserve the status quo but brings an upgrade of our country in many ways.

We want to use this plan so that the Czech Republic becomes a more modern country. We will make the RRP Plan a plan for a modern Czechia. That is what our current negotiations with the European Commission are about.

Let's be realistic, these changes will be challenging, they will be gradual and will require not only large investments but also a great deal of effort especially by the state and the whole public administration. The results will also take several years to show.

But it is thanks to the reforms and massive investments from the RRP, we will kick-start important changes and put the Czech Republic on the right trajectory for future. This is what our country needs most.

#### **4. Strategic narratives for the RRP's 3 main pillars: green, social and digital which span over various components and measures**

Strategic narrative covering three key elements of the RRP – green, social, and digital – was formulated as follows:

We gathered data on what the **Czechs consider a modern country**. In a survey (April 2023, Median agency) we asked how people imagine a modern Czech Republic. Half of the people agreed on 3 main characteristics: they said they imagine it as **a country without corruption, energy self-sufficient and educated**. And this is exactly the path we want to set the Czech Republic on.

To do this, we need to ensure better education and a more flexible labour market, digitise public administration, switch to renewable energy, and reduce the energy intensity of industry and buildings. We need to increase our energy independence and promote the resilience of Czech economy and the health of Czech population.

Therefore, our priority will be digitisation projects and improving the functionality of the state in relation to citizens, the transition to a low-carbon economy and the overall modernisation of the energy sector – by this we mean in particular supporting the transition to renewables, not only in terms of infrastructure, but especially in terms of the legislative and regulatory environment.

The original RRP was created in response to the covid-19 and was intended to help kick-start the EU economies after the crisis. However, the pandemic was almost seamlessly followed by another energy crisis in the aftermath of Russia's aggression against Ukraine. The new RRP is intended to help with the shift away from Russian fossil fuels and with the overall energy transition. The RRP adjustment also includes the current government's priorities (e.g., addressing housing affordability, digitalisation of the civil service and education reform).

#### **Specific narratives for each of the (6) pillars of the RRP were formulated as follows:**

##### **1: DIGITAL TRANSFORMATION**

Public administration reform and digitalisation will bring better government services to citizens, less bureaucracy and transparency in the justice system. Part of this transformation is also the promotion of innovative start-ups and new technologies.

##### **2: PHYSICAL INFRASTRUCTURE AND GREEN TRANSITION**

Investing in sustainable and safe transport and reducing the energy consumption of industry and buildings will help us to a better environment and air. Reforms and investments in the circular economy and recycling will accelerate the transition to a circular economy, eliminating waste and wastefulness of secondary raw materials.

##### **3: EDUCATION AND THE LABOUR MARKET**

Reforms in education, teachers training, school modernisation and innovative teaching methods will better prepare students for life in the digital age. It will support the necessary elimination of persistent gender inequalities in the labour market and create new capacities for childcare in nurseries.

##### **4: INSTITUTIONS, REGULATION AND BUSINESS SUPPORT IN RESPONSE TO THE COVID-19 PANDEMICS:**

Systemic support for public investment will prepare regional investors for the transition to a green and digital economy. The Czech Republic's anti-corruption framework will be strengthened, focusing on areas of corruption prevention and detection. The combined effect of reforms and investments will allow to leverage the cultural and creative sector for the economic and social renewal of our country.

##### **5: RESEARCH, DEVELOPMENT, AND INNOVATION:**

Investment in research and the modernisation of research centres and universities will boost the Czech Republic's innovation potential. They will be created research authorities focusing in particular on infectious diseases, cancer research, research on metabolic disorders and cardiovascular diseases, or research on the socio-economic impact of diseases.

##### **6: POPULATION HEALTH AND RESILIENCE:**

Investing in technology and health facilities will improve health care and increase population resilience. A national plan will be developed to strengthen cancer care and prevention.

## **5. Strategic narrative for the new RRP chapter – REPowerEU**

### **Specific narrative for the new REPowerEU chapter was formulated as follows:**

In response to the disruption of the global energy market caused by the Russian invasion of Ukraine, the European Commission is implementing the REPowerEU plan. The initiative, launched in May 2022, aims to help EU Member States to save energy, produce clean energy and diversify their energy supply.

A new chapter REPowerEU is part of the RRP update and will provide additional funding to the Czech Republic primarily to strengthen its energy security and help with energy transition. Upcoming measures will also accelerate decarbonisation and contribute to reducing energy costs for Czech households, businesses, and public sector.

The energy transition will be supported by a number of reforms, such as the amendment of the Energy Act to allow energy sharing and community energy, the creation of the Electricity Data Centre, accelerating permitting processes for the installation of renewable energy sources, or promoting green skills and programmes to universities.

### **Shorter version:**

7: REPower EU

Overall modernisation of the energy sector will better prepare the Czech Republic for the climate crisis. Shifting away from Russian fossil fuel sources will increase our energy independence and self-sufficiency.

## **6. New visual design in line with the claim and overarching narrative**

When creating the RRP new visual identity, we had in mind mainly the target groups of young people with higher education and economically active people (entrepreneurs, innovators, startups, etc.), by whom the expectations of what is crucial for the future of the Czech Republic were best defined, as well as the areas where the RRP could practically help.

The defining elements of the new visual identity are therefore:

- modernity and fresh look
- clarity and comprehensibility
- clear recognition and association with the RRP
- ease of application and adaptation to different formats

The new identity also includes a refresh of the existing RRP logo (NPO in Czech language). After internal discussion, MIT-DU decided not to go for a complete redesign of the logo, as the existing logo is already established in the Czech Republic and present on many materials, and its replacement would be costly both financially and in terms of time. The refresh of the existing logo includes a slight modification of the colour scheme and font to correspond with the new visual identity.

## **7. Identification and segmentation of the target audience**

The target group of communication activities accompanying the implementation of the RRP is the general public. However, we are talking primarily about that part of the population that is at least to some extent interested in social events and the future of the Czech Republic.

It cannot be expected that 100% of the population will be interested in a topic such as the RRP. Therefore, an across-the-board "umbrella" communication about the purpose and operation of the RRP should be a minor part of the communication activities (and also a minor part of the communication budget).

In the coming period, more attention should be paid to targeted communication with specific target groups interested in one of the Czech RRP priorities – whether in the form of requests for reforms or interest in participating in calls for funding.

For each of the priorities, as well as for individual reforms and investments, it is necessary to define these specific target groups, to identify their interest in the topic and, through appropriately chosen communication tools, to convey a message that addresses this interest.

In addition, for each reform or investment from the RRP, a group of natural authorities (KOLs – key opinion leaders) is identified who, if they support the changes, can be involved in the campaign as ambassadors or influencers.

#### **8. Recommendations for an optimal annual communication plan**

When drawing up a communication plan, it is recommended to base it on the annual plan. This timeframe creates sufficient space for forward planning, setting communication priorities and effective budget allocation.

At the same time, this creates sufficient space for testing proposals and ongoing evaluation of communication activities and, if necessary, for revising narratives or changing strategies. Such a change could be, for example, a dramatic change in political developments or a negative development in economic indicators.

Failure to meet the deadlines for submitting reforms and challenges defined in the RRP or failure to adopt certain reforms may also require a change or modification of the communication strategy, which we consider a key reputational risk in the implementation of the RRP. In such case, the communication strategy must focus on eliminating damage to the perception of the RRP as a whole and on preventing the negative impact of one failure from spilling over to other priorities and areas of the plan.

### **TASK II B – Production of communication materials**

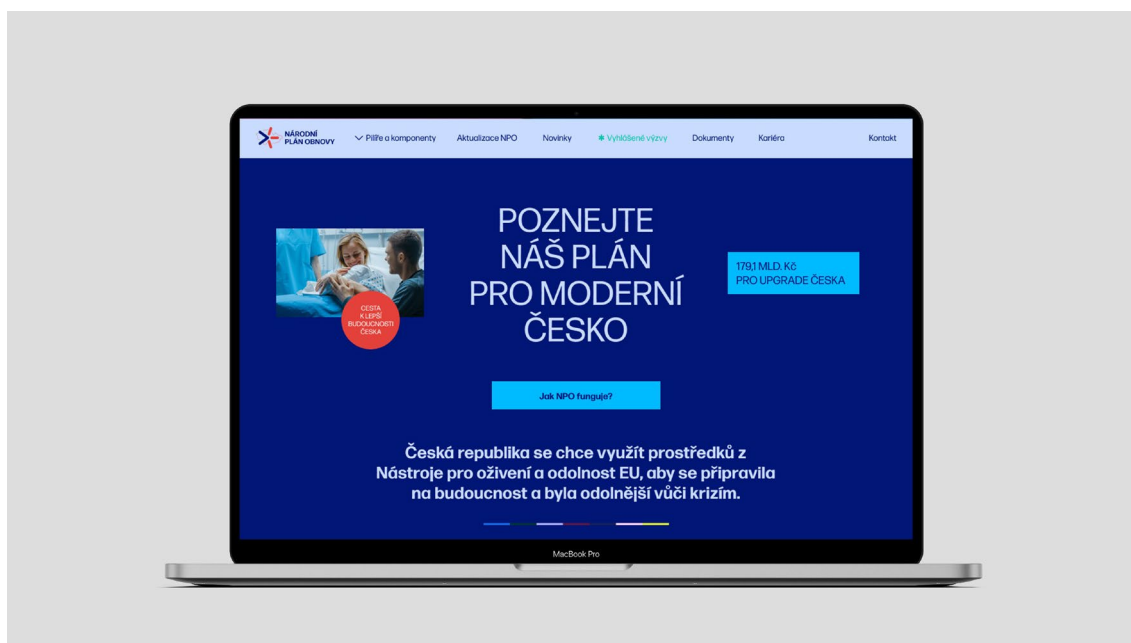
Based on a joint discussion with MIT-DU and on the round of meetings with the component owners, SEESAME/GOPA Com. have elaborated and produced the following tools and materials as part of the Deliverable 2:

- **Audio-visual items related to the online campaign for the Czech RRP – “Upgrade of the Czechia”**
- **1-minute video for the annual event organised by MIT-DU and the European Commission –** this video was delivered on January 2023. Link to the video: [https://youtu.be/EWI\\_rpVbGlo](https://youtu.be/EWI_rpVbGlo)
- **Strategic narratives for the RRP’s 3 main pillars: green, social and digital and for the new RRP chapter REPowerEU**
- **Defining new visual identity (without changing the logo) in line with the claim and key narratives to be used in all comm materials (online and offline)**





- **A new content of the existing webpage (based on the strategic narratives and new visual identity) – [www.planobnovy.cz](http://www.planobnovy.cz)** including the News Hub section “Aktuality” <https://www.planobnovy.cz/aktuality> with ease-to-share content in unified design and style for the MIT-DU as well as component owners.



- **Creation of the content and outline of:**
  - **the RRP CZE Facebook page** (<https://www.facebook.com/narodniplanobnovy>)
  - **LinkedIn page** (<https://www.linkedin.com/company/98088910/admin/feed/posts/>)

in the new visual style and using the new narratives – including cover pictures, header banner, bio, copy texts.
- **Creation of a photobank** – min. 50 photos – covering 6 (7 including REPowerEU) components of the RRP CZE to be consistent with the strategy to be used in visual templates.
- **Creation of templates for various communication channels:**
  - Facebook, Instagram, LinkedIn posts template, cover photos,
  - brochure template
  - e-Newsletter template
  - a short video template (pack shot) to be used to introduce the new calls/investments/reforms for various components.

- Finally, to achieve a successful implementation of the communication strategy as well as the pilot online campaign, **Support with political engagement** was provided in form of an **advice to the MIT-DU and the MIT spokesperson to gain more political support and engagement** for the communication of the RRP in Czech Republic and adoption of the key narratives by politicians, in particular by the Prime Minister and the Minister for Industry and Trade.

## **DELIVERABLE 3: SUPPORT FOR THE IMPLEMENTATION OF THE PILOT ONLINE CAMPAIGN**

### **General approach**

In the next few years, the umbrella communication line defined in the updated communication strategy of the Czech RRP shall link to the individual “campaigns” of ministries, which will be accompanying the adoption of the measures (reforms/investments/calls) throughout the implementation of the RRP until 2026. For this reason, it was necessary for the pilot campaign to particularly address or reset the universal purpose of the RRP rather than the content details and measures within various components.

In the campaign, we wanted to focus primarily on young people, people with higher education and economically active people/entrepreneurs, who (based on our research) can perceive the benefits of the RRP most strongly. The tonality of the campaign should be activating, motivating and looking with optimism into the future.

Based on the findings from the initial qualitative (focus groups) and quantitative (online poll) surveys, it was agreed that the main theme of the campaign will not be one of the components, but rather a "reboot" of the communication of the RRP as a tool and its benefits. To do this, actualization of the RRP and addition of the REPowerEU chapter with a focus on the energy self-sufficiency of the Czech Republic proved to be a good actualization moment.

#### **Which emotions we aimed to stir through our communication:**

- 🟡 Optimism and hope for the green, digital, and social future of Czechia.
- 🟡 Interest and positive expectations of the Czech public.
- 🟡 Surprise in the form of a creative treatment of an otherwise not-so-attractive topic.

#### **What we wanted to avoid:**

- 🟡 Polarization.
- 🟡 Political labelling of the RRP as a tool.

### **Creative concept**

When looking for insight for the creative concept of the pilot campaign, we focused on the following priorities – RRP is a tool which can move the Czech Republic towards modernity, prepare the country for the future

and potential crisis through increasing digitalization, more intensive use of renewables, green transition, building energy independence, improving the educational system, etc.

**INSIGHT:**

Digital transformation, innovation, green transition. The RRP offers the Czech Republic the opportunity to progress in areas of the future. If we were to stick to the modern language that we all know very well when it comes to changes or improvements, we would say that it is...an UPGRADE.

**CREATIVE IDEA:** UPGRADE OF CZECHIA. HERE COMES THE PLAN FOR A MODERN CZECHIA.

**What is the main message for the recipients of the campaign?**

"The RRP will upgrade our country in many ways. Reforms and massive investments in health, education, digitalization, renewables, and energy self-sufficiency will prepare the Czech Republic for the future. RRP – A Plan for a Modern Czechia."

**What we wanted recipients to do after seeing the campaign?**

The creative concept, which was based on the insight about the opportunity to upgrade the Czech Republic to a more modern country, was intended to evoke positive emotions towards the RRP and at the same time to create curiosity and interest to find out more about the plan - that is, to go to the RRP website.

**EXECUTION OF THE CREATIVE CONCEPT:**

When we created the **creative idea**, we focused on making it attractive enough to appeal to a predominantly young audience in an online environment. To generate interest and differentiate ourselves from the plethora of campaigns in the online space, we opted for a surprising creative with hyperbole and humor that most people probably wouldn't expect from the public sector.

At the same time, since this was a campaign for a public institution, we were careful not to overstep the boundaries of good taste or offend anyone by the choice of characters and their portrayal, and not to inadvertently turn the spot into a parody. We have also ensured that the **creative idea** in its design was professionally and technically well-crafted to inspire confidence and a sense of seriousness, as a campaign by a public institution supported by the EU requires.

## Elements of the pilot communication campaign

Based on the chosen creative idea, the following items and tools were used during the pilot campaign:

- **A new concept for content redesign of a webpage [www.planobnovy.cz](http://www.planobnovy.cz)**, explaining the meaning of the RRP and its main priorities in a language that is easy to understand by the public and in the new visual identity. An important part of the new microsite is the News Hub section "Aktuality" <https://www.planobnovy.cz/aktuality> with ease-to-share content based on the new concept with a unified design and style.
- **Audio-visual items:**
  - 1 hero video spot with an emphasis on evoking positive emotions (30 s): <https://www.youtube.com/watch?v=DuruAVE0cws>
  - 4 short video spots (15 s):
    - A senior lady: <https://www.youtube.com/watch?v=MRW4fJTOArE>
    - A hipster: <https://www.youtube.com/watch?v=Q1u2WtBVXJo>
    - A young skater: <https://www.youtube.com/watch?v=c5nNN1uhRec>
    - A worker: <https://www.youtube.com/watch?v=CcvRmltFbVk>
  - 1 radio spot – 30 s:

Radio-spot script (original in Czech language)	Translation (in English language)
	We hear the voice of the poll moderator.

<p><b>Slyšíme hlas anketového moderátora.</b>  <i>"V ulicích Česka jsme se lidí zeptali, co naposledy upgradovali."</i></p> <p>Na střídačku slyšíme hlasy různých Čechů (malých, velkých, žen i mužů...), kteří postupně odpovídají:</p> <p><b>Chlapík: "Svůj telefon."</b>  <b>Žena: "Počítač v práci."</b>  <b>Hlas chlapce: "Svou postavičku v online hře."</b>  <b>Starší paní v letech s úsměvem: "Já sama sebe u kadeřníka."</b></p> <p><b>Opět se dostáváme k moderátorovi:</b>  <i>"A co byste řekli na to, kdybychom upgradovali celý náš stát?"</i></p> <p><b>Chlapík: "Pojďme do toho!"</b>  <b>Žena: "Jasně."</b>  <b>Hlas chlapce: "To by bylo super."</b>  <b>Starší paní v letech s úsměvem: "Já jsem rozhodně pro."</b></p> <p><b>Voice-over:</b>  <i>"Národní plán obnovy přinese upgrade naší země."  "Reforma a investice do zdraví, vzdělávání, digitalizace a energetické soběstačnosti připraví Českou republiku na budoucnost."  "Národní plán obnovy – Plán pro moderní Česko."</i></p>	<p><i>"We asked people on the streets of the Czech Republic what they upgraded last time."</i></p> <p>We hear the voices of different Czechs (small, big, women and men...) taking turns to answer:</p> <p><b>Man:</b> "My phone."  <b>Woman:</b> "Computer at work."  <b>Teenage boy's voice:</b> "My character in an online game."  <b>Elderly lady with a smile:</b> "Myself at the hairdresser."</p> <p>Again, we come to the presenter:  <i>"What would you say if we upgraded our entire state?"</i></p> <p><b>Man:</b> "Let's do it!"  <b>Woman:</b> "Sure."  <b>Teenage boy voice:</b> "That would be awesome."  <b>Elderly woman, smiling:</b> "I'm definitely in."</p> <p><b>Voice-over:</b>  <i>"The National Recovery Plan will bring an upgrade to our country."  "Reforms and investments in health, education, digitalisation and energy self-sufficiency will prepare the Czech Republic for the future."  "The National Recovery Plan - A Plan for a modern Czechia."</i></p>
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- **4 campaign visuals** – using photos of the 4 actors from the video spots:

### Key visual imagery



## Objectives and target groups

### GOALS OF THE PILOT ONLINE CAMPAIGN:

1. Gain insights and prepare recommendations for the MIT-DU team.
2. Increase the visibility (awareness) of the RRP, i.e. achieve the greatest possible campaign reach and sufficient impressions for the creatives to be memorable.
3. Evoke positive emotion in connection with the RRP – to reach positive perception of the RRP (especially with the main 'hero' video spot).
4. Achieve basic understanding of the RRP concept – attract visits to the [www.planobnovy.cz](http://www.planobnovy.cz) website where the priorities and mechanics of the RRP are explained in plain and understandable language.

### TARGET GROUPS:

- o All creatives were aimed at the target group of working age.
- o The online campaign was primarily aimed at the university-educated population of the Czech Republic.

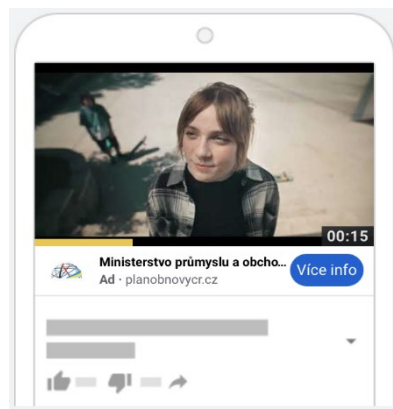
## Channeling

### FORMAT: VIDEO

The main goal of the videos was to build brand awareness and positive emotions associated with the RRP. The videos were placed on YouTube, Facebook and LinkedIn.

Video formats:

- o HERO spot – long version (30 sec.)
- o 4 x 15 sec. short version (with 4 individual characters from the hero spot)



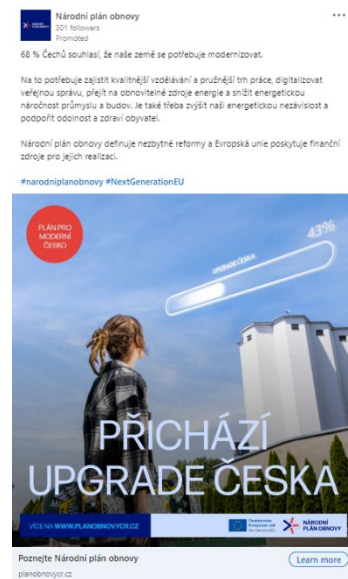
### FORMAT: BANNERS

The main objective of banner ads was to drive visits to the campaign website and build brand awareness. The banners were placed on the Google display network, Facebook and LinkedIn.

## Banner formats:

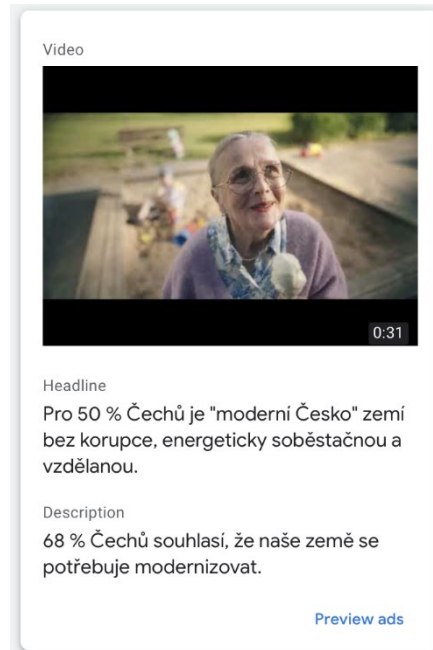
- **4 x HERO creative**
  - 4 individual characters from the hero video
- **9 x banner for social networks**
  - 2 generals about the RRP
  - 7 related to 7 components of the RRP (incl. The REPowerEU chapter)

In the campaign **we used static banners for Facebook and LinkedIn.**





**In the Google Display Network (GDN) network we mainly used responsive/dynamic banners** (so called uploaded image and different text variations, which the algorithms themselves compose according to the performance).



## 📌 CHANNELS

**Campaign was launched on radio and 3 digital platforms:**

### **RADIO:**

- 📌 **The FAJN Radio Network** was chosen for the radio campaign as it has a strong regional coverage, which allows a good reach of selected target groups across the Czech Republic.

### **DIGITAL PLATFORMS:**

- 📌 **Google Ads** = proven banner ads on websites, dynamic responsive ads, YouTube ads in skippable and non-skippable form
  - **The main goal was to** get the highest number of visits to the site and reach the largest number of people.
- 📌 **Meta** = through Facebook we effectively spread videos, dark posts (an unpublished social post promoted as an ad to a specific audience. It's a post that cannot be found organically and does not appear on your brand's timeline), but also posts in the feed.
  - **The main goal was to target the largest audience possible.**
  - The secondary goal was to bring people to the website [www.planobnovy.cz](http://www.planobnovy.cz).
- 📌 **LinkedIn** = to capture the more professional public who don't spend much time on Facebook, we used this platform that connects professionals from different fields.

## 📌 CONTENT PLAN

In total, we have prepared 4 banner creatives and 5 video versions – each in different sizes and formats. To test and compare their performance (e.g., FB vs. LinkedIn, video vs. banner, creatives in feed vs. dark posts, static vs. responsive banners, optimizing ads for different targets, etc.), we had the following deployed during the campaign:

- 📌 **On social networks:** 35 different combinations of creatives on social media

- **On Google Display Network:** Google Ads algorithm created bespoke creatives for each impression from a set of images, videos, and text

Based on the defined goals and KPIs for each platform, we divided the budget between the different platforms and the different content types and formats and created a content plan.

We have continuously monitored this plan and optimized the deployment of individual formats and tools according to their performance.

## ■ KPIs

Before the campaign was implemented, the expected KPIs were set in the key metrics based on the available benchmarks and experience from similar campaigns. These were as follows:

<b>Platform Format</b>	<b>Creative</b>	<b>Budget</b>	<b>Reach</b>	<b>Impressions</b>	<b>ThruPlays</b>	<b>Traffic</b>
<b>Facebook</b>						
<i>Videos - dark posts</i>	1 hero video 4 short videos		1,100,000	1,571,429	183,333	-
<i>Banners - dark posts</i>	4 sets of banners		500,000	800,000	-	2,500
<i>Posts in newsfeed</i>	Videos, banners		777,778	1,166,667	Depends on formats	Depends on formats
<b>LinkedIn</b>						
<i>Videos - dark posts</i>	1 hero video 4 short videos		100,000	125,000	37,500	-
<i>Banners - dark posts</i>	4 sets of banners		115,385	136,364	-	1,364
<i>Posts in newsfeed</i>	Videos, banners		71,429	86,957	Depends on formats	Depends on formats
<b>YouTube</b>						
<i>Videos – skippable</i>	1 hero video		-	2,187,500	87,500	3,500
<i>Videos – unskippable</i>	4x15 sec. videos			1,607,143	-	4,500
<b>GDN</b>						
<i>Banners</i>	Dynamic banners		-	3,076,923	-	18,182
<b>Performance max</b>						
<i>Mix of formats</i>	Videos, 4 sets of banners		-	750,000	-	7,500
<b>SUM</b>		<b>30,000 €</b>	<b>2,664,591</b>	<b>11,507,981</b>	<b>308,333</b>	<b>37,545</b>

## Evaluation of results

### Campaign frame and the expected results:

- We use banners to drive traffic to the News Hub microsite and video to raise awareness and deliver the key messages.
- Our two main KPIs and measurements of the campaign will be number of video views and banner clicks.



- Additionally, we would look at total visits of the News Hub microsite, impressions, and engagement on social media.

## Quantitative results

Timing of the campaign: **10. 07.- 10. 08. 2023**

Total budget: **approx. 29,520 € (depending on CZK / € exchange rate)**

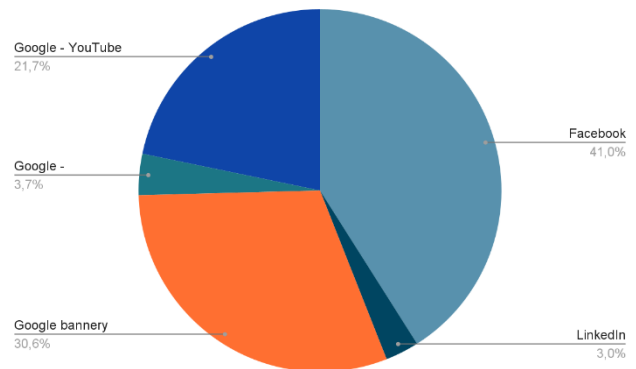
### OVERVIEW OF THE QUANTITATIVE RESULTS (ONLINE METRICS - KPIs):

	Impressions	Reach	Clicks	Video views	Website visits	% of visits with interaction on the website
<b>Facebook</b>	9,561,908	881,924	10,123	201,356	5,794	14 %
<b>LinkedIn</b>	698,811	151,468	9,794	80,071	1,021	41 %
<b>GDN</b>	7,127,460	-	82,849	-	48,994	17 %
<b>YouTube</b>	5,069,391	-	6,900	769,001	4,514	17 %
<b>Performance max - mix of videos and banners</b>	855,620	-	9,123	91,027	6,103	39 %
<b>Total</b>	<b>23,313,190</b>	<b>-</b>	<b>118,789</b>	<b>1,141,455</b>	from our creatives <b>66,426</b> ( <b>78,218 in total</b> during the campaign)	<b>total 24 %</b>

### Share of channels in the total number of campaign impressions

In terms of price per 1,000 impressions, we achieved almost the same amount on Facebook and Google, approximately €1.10.

LinkedIn, however, was up to 5x more expensive. It is a good tool to reach a specific target audience, but for mass public outreach we recommend a combination of FB and Google.



## Qualitative results

### OVERALL RESULTS – ALL PLATFORMS

In terms of the effectiveness and attractiveness of each type of creative idea, the overall results of the campaign are as follows:

#### VIDEOS

##### Facebook

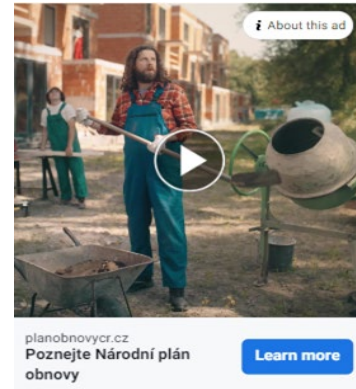
- In terms of both video viewership and number of active users, the **video with the “worker” performed best.**
- The same video also had the highest number of reactions and comments.

##### LinkedIn

- In the same way, the video with the “worker” was the most successful on LinkedIn.

##### YouTube

- In terms of **cost per views**, the **“worker” and “hipster”** videos worked best.
- In terms of **completion and view rate** (% of users who watched the video after being shown the ad), **the hero video performed best.**



#### BANNERS

##### Facebook and Instagram

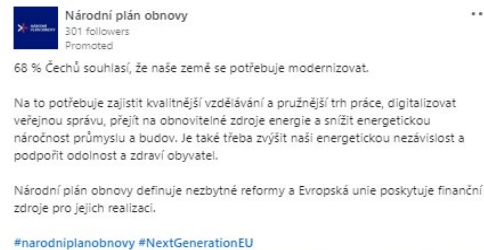
- The creative concept with the **worker brought the most active engagement and clicks on the website.**

##### LinkedIn

- On LinkedIn, **the young skateboarder creative was the most interesting and motivated to click on the website.**

##### YouTube

- The responsive banner composed of the following texts had the most impressions:** „The road to a better future for the Czech Republic – 68% of Czechs agree that our country needs to modernize” and with a visual with a skateboarder.



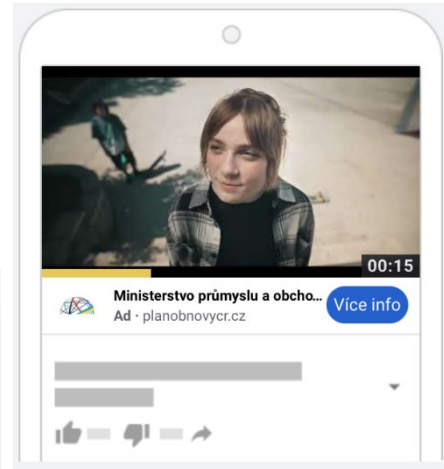
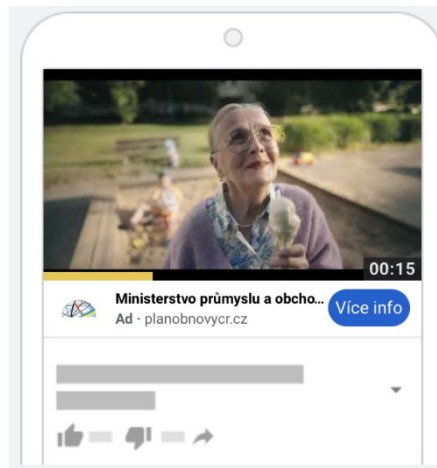
## SPECIFIC RESULTS – YouTube

### VIDEO Advertisement

For video advertising, **targeting audiences by interest worked best**, i.e. users interested in news, technology, the public sector, the economy, etc.

For the **non-skippable ad, in terms of the number of impressions (views)**, the versions with **the young skater (1) and the senior lady (4), worked best**.

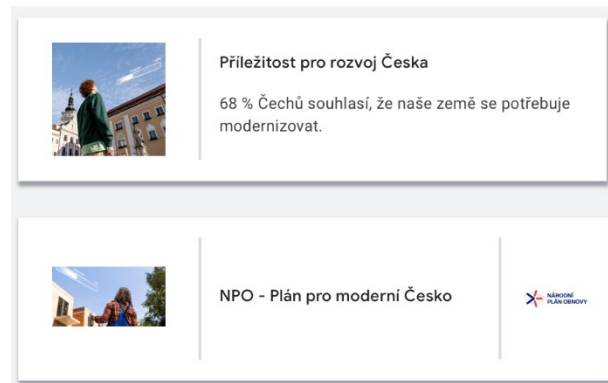
**The Hero video** (skippable ad) **was watched to the end by almost 25% of users**. At least half of the video has been viewed by 34% of users.



## SPECIFIC RESULTS – Google Advertisements

For the GDN campaign we changed the optimization on 31.7.2023, so for this day we record a decrease and subsequently a changed trend in prices, click-throughs and impressions.

Paradoxically, we also achieved a lower cost per 1000 impressions (CPM) when optimizing for click-throughs. This is because usually the CPM is lowest when optimizing ads for this target – number of impressions.



## SPECIFIC RESULTS – Facebook (META)

### Summary:

- 🟡 We reached an excellent distribution of advertising at a sufficiently high frequency, which is key to the memorability of the creative idea(s).
- 🟡 **We reached a common target group with our advertising – university-educated people of working age.** Quality of creatives made the ad reach the target audience and run effectively.
- 🟡 None of the 4 main creatives proved to be non-effective, they ran comparably well.
- 🟡 Within the entries, the areas of healthcare and education/labour market were the most engaging.
- 🟡 **By optimizing the ads, we achieved the desired ad frequency, which is essential for the memorability of the creative concept.**

**The budget breakdown is in line with the budget:**

- Most of the budget was spent on:
  - the dissemination of the video series (46.8%) followed by
  - the promotion of the posts (31.6 %) and
  - on static banners with campaign creative (21.6%)

**In terms of content dissemination, the following creatives were the most effective:**

- static banners with reach optimization (20.13 CZK (cca 0.83 €) / 1,000 people reached)
- hero videos with reach optimization (20.95 CZK (cca 0.86 €) / 1,000 people reached)

**People reached most by the campaign were:**

- People aged between 25 and 44 responded most to the campaign.
- Campaign content appealed more to men than women.
- The campaign had its biggest impact in Prague, Central Bohemia, South Moravia and Moravia-Silesia.

**We have regularly optimized our Facebook advertising:**

- We launched all the videos and banners with the main campaign creative at the same time. Then, we always ran a promotion after a new post was published.
- The campaign was regularly monitored and controlled.
- **The aim was to achieve a sufficient frequency (on FB recommended above 10 views per user) to improve the RRP's visibility among the target group.** Thanks to a well-chosen creative, we managed to do this while meeting the set KPIs for each type of format.

**We did consistent community management:**

- Together with the MIT-DU, we regularly monitored the comments and responded to constructive suggestions based on the FAQ. The FAQ document was shared and regularly updated with actual answers to serve as a template for all those who responded to the FB comments. This helped to maintain consistent messaging and agreed narratives to the RRP.
- The TrollWall tool helped us with vulgar and hateful comments, using artificial intelligence to hide up to 21% of all comments (hateful comments and vulgarities). The other 20% or so were hidden manually.
- Recurring themes in the comments were mistrust towards the government, the EU, and comparisons of Czechia with other EU countries.
- **Groups which commented the most:**
  - resident of Prague
  - male
  - 45-54 years old
  - Android phone owner

**SPECIFIC RESULTS – LinkedIn**

**Summary:**

- 🟡 We reached good distribution of advertising at a high enough frequency, which is key to the memorability of the creative.
- 🟡 Quality creative made the ad reach the target audience and run effectively. Four main creatives ran comparably, none of them proved to be non-effective.
- 🟡 We reached a common target group with our advertising – university-educated people of working age.
- 🟡 Green energy and education were the most resonant of the RRP areas.
- 🟡 By optimizing the ads, we achieved the desired ad frequency, which is essential for the memorability of the creative concept.

**The budget breakdown is in line with the budget:**

- the same amount of money went into distributing the video series (37.5%) and in static banners with campaign creative (37.5%)
- 25% of the budget went into the promotion of posts.

**In terms of content dissemination, the following creatives were the most effective:**

- contributions on education and green energy – 6.5 € per 1,000 reached.
- video with a senior lady – 6.65 € per 1,000 reached.

**People reached most by the campaign were:**

- The campaign reached most people employed in the IT, Business Consulting and Transportation sectors.
- People who work as engineers, business developers, IT specialists or in sales responded most to the campaign.
- The campaign had the biggest impact in Prague, Brno and Ostrava.

**We have regularly optimized our Facebook advertising:**

- We launched all the videos and banners with the main campaign creative at the same time. Then, we always ran a promotion after a new post was published.
- The campaign was regularly monitored and controlled.
- **The aim was to achieve a sufficient frequency (we reached 4.6 views per user) to improve the RRP's visibility among the target group.** Thanks to a well-chosen creative, we managed to do this while meeting the set KPIs for each type of format.

**We did consistent community management:**

- Together with the MIT-DU, we regularly monitored the comments and responded to constructive suggestions based on the FAQ.
- Recurring themes in the comments were mistrust towards the government, the EU, and comparisons of Czechia with other EU countries.
- **Most commented topics related to the RRP were:**
  - research
  - education/labour market
  - health

## **DELIVERABLE 4: TRAIN THE TRAINERS, DISSEMINATION WORKSHOP AND COMMUNICATION MANUAL FOR CZECH AUTHORITIES**

### **Meetings and workshop with component owners**

To effectively operationalise the implementation of the recommendations for the updated communication strategy, the pilot online campaign and engage the authorities in RRP communication, several meetings and workshops were organized in the course of the project duration.

### **Workshops and trainings**

As a follow-up to the meetings with the MIT-DU and component owners, short training sessions and workshops were developed to support the MIT-DU and the component owners, to support their ownership, and ensure a smooth operationalisation of the recommendations on communication of the national RRP in 2023-2026. All workshops were designed in a way as to provide details on the strategic orientations which shaped the overall communication approach.

During the implementation of the project, several consultations and short online trainings were held for MIT-DU team members, focusing on the following areas:

- strategic narratives and messaging
- content preparation
- planning of online campaign
- social media channels and community management
- using of special metrics and publication tools (e. g. Zoomsphere)

At the end of the project, based on the results of the pilot online campaign, we prepared the content of a half-day workshop, which included two parts:

### 📌 **Workshop: How to manage digital campaigns and work with social media and others online marketing tools**

The workshop was based on the pilot online campaign results designed with the aim to strengthen the participants' capacities in communication and issue management in online and social media. The areas covered by the training were:

- Results of the pilot online campaign "Upgrade of Czechia" and their implications for further RRP communication in the Czech Republic
- How social media work
- Community management and crisis communication in online media
- Marketing and Paid advertising tools in digital (PPC, GSN, GDN, etc.)
- Online metrics and KPIs in digital campaigns

### 📌 **Workshop: How to work with the RRP Design Manual and a new tool for creating social media posts**

The purpose of this training was to teach the communicators how to work with the new design identity and all its graphic components and adapt them in the future.

As a practical tool NPO POST DESIGNER for creating your own social media content, we created an editable template for MIT-DU that runs on the Figma platform. During the workshop, participants got a hands-on tutorial on how to work with this tool.

### 📌 **"Train the trainers" workshop**

During the workshop, the results of the pilot campaign and the 2<sup>nd</sup> representative survey and their implications for the communication of the RRP in 2024-2026 were presented. At the same time, all the visual and graphic outputs of the project were presented with a recommendation for their use in the creation of new content related to the RRP.

## **Communication manual**

The new communication strategy and visual identity of the RRP was practically translated into a new communication manual, which contains all the key elements of the new identity, such as fonts, colour scheme, ways of using the logo, practical applications of the new identity in different formats. In order to make the design manual easy to work with, it has been converted into digital form as part of the existing website, which will enable its effective use also by MIT-DU's external partners and suppliers. The design manual is available on the following link: <https://www.designmanual.planobnovy.cz/>

At the request of MIT-DU, templates for the RRP Powerpoint presentation and signature in the email footer were also supplied as part of the new identity.

# **5. KEY FINDINGS AND LESSONS LEARNT**

Based on the course of the project and results of the pilot campaign, we have developed a number of recommendations that can be applied in the planning and management of future communication campaigns on the topic of the RRP.

## 📌 **Choice of channels and formats**

**Buy efficiently** – Advertising is more profitable and more powerful through large advertising systems like Google or Facebook, where you also have detailed analytics at your disposal. In the Czech Republic,

one of the systems used is Sklik.cz, which we did not use in this campaign due to budget constraints and the specific target group, but for topics that are interesting to a wide target audience regardless of education, this advertising system can be interesting.

**Choose the format and channel according to your goal** – Decide if your goals are site visits, maximum reach, or best link delivery, and choose accordingly. Banners will bring the most people to the site, emotion and message is best conveyed through video. LinkedIn advertising, on the other hand, is great for targeting a very specific audience and delivers quality visits, but in much smaller numbers than, say, Google and Facebook.

**Algorithms know what they're doing** – let them work and make use of the vast amount of data at their disposal. Use responsive/dynamic formats that are combined and optimized by the ad system itself according to their effectiveness.

## ■ Creative

**People respond most to people** – that's why we recommend working with creative with human faces as much as possible in the future. This also applies to posts in the feed – plan for taking authentic photos of what's going on around the RRP.

**Do testing** – if it's within your budget, test your upcoming creative in advance (mock-ups of visuals, storyboards of videos are sufficient) in focus groups or other qualitative surveys and be opened to make additional adjustments. Prepare multiple final creatives and test at the beginning of the campaign to see which ones work best. Then, only let those run or turn off the ones that don't perform well.

## ■ Community management

**"Communication" Hygiene is a must.** Only you can manage the discussion under your posts. Keep it clean of rude comments so that others are not afraid to join in.

**Be active but don't censor.** Don't delete other opinions and don't ignore legitimate anger/criticism/bad experience. Try to empathically understand, explain, set the record straight. If someone asks why you deleted it, you need to be able to answer.

**Silent Majority.** Think about it, most of the time you don't answer (argue) to convince that person. Up to 90% of people on FB don't post or comment. But that's why they form an opinion there, especially in the comments. That's why it's important to reply so that the silent majority will read it. Defend yourself against inaccuracies or incorrect information, communicate your topics actively and the way you want to - otherwise, someone will communicate them for you.

**Capacity.** Creating content on both FB and LinkedIn is only half the job. Managing comments, especially during a campaign where you're using paid advertising, is very important and time consuming. TrollWall was a very good help during this campaign, using both preset rules and AI to hide vulgar and inappropriate comments – in total, it filtered out 21% of comments. That's why – always allocate enough human capacity for systematic community management in advance, you can't do it in a style that someone will check it occasionally.

## ■ Campaign management

If the target group of young people under the age of 30 will be important to you in future campaigns, we recommend including Instagram in the media mix and focusing especially on creatives made in vertical format.

Decide whether you want your ads to be prominently marked as political – this need not be perceived negatively for state institutions if they pay for the campaign themselves. If payments go through external agencies, political advertising does not have credibility.

If you allow an ad to be labelled as political, keep in mind that any marketer running the ad must have a Czech ID/passport, the ad budget must be paid in Czech crowns, and it must be paid for by a Czech entity.



For banner advertising, we recommend using mainly responsive ads. They achieve an order of magnitude higher user reach as well as higher overall effectiveness.

For better campaign analytics, we recommend using UTM parameters when sharing web links that point to your website - thanks to them, you will know in Google Analytics exactly what channel or creative people came from and thus better evaluate the effectiveness of the funds spent.

## 6. EXPECTED RESULTS

Based on the course of the project, results of the pilot campaign and key findings and recommendations, we have formulated expected results that build on this project and that will be applied as a follow up transition of future communication on the topic of the RRP.

### 📌 **Developing the capacity to communicate**

Key bottleneck identified at the beginning of the project was the lack of capacity and expertise that would focus primarily on the communication and propagation of the RRP. MIT DU as a coordinating body decided to establish a new department with staff of 4 which would take over the management of communication of the RRP. This department will also continue to guide component owners, trying to increase their capacities as well. MIT DU will continuously work with component owners, meeting them regularly to coordinate and organize workshops similar to those that took place within the range of the project. MIT DU will be able to manage all channels and improve the overall extent and intensity of communication.

### 📌 **Update of the National communication strategy for the RRP**

MIT DU will update the National communication strategy for the RRP, which forms a basis for communicating the Plan until 2026. The updated communication strategy will benefit from the insights of this project and will respond to key findings and recommendations, which will be taken on board. MIT DU plan to incorporate similar approach that was used during the course of the project into the National communication strategy and schedule the future communication, accordingly, including research parts, yearly online campaigns, further use and boost of social media, development of the main website etc. The updated communication strategy will set clear goals and means how to reach them, but it will also encourage all component owners to communicate in clear and easy to understand way, using the bridging narratives and claims.

### 📌 **Web, social media and future campaigns**

Key tangible deliverables of the project were the updated website, newly created social media profiles and the online campaign using videos, banners, radio etc. The MIT DU will continue to use the audio visual materials that were already created, but it will also be able to create own content to feed into the website and social media. Thanks to the tools that staff of MIT DU were taught to use they will be able create and continuously feed all possible channels with graphical content that would be of same standard as during the online campaign, thanks to the Design Manual and prepared templates for graphical posts. MIT DU also plans to include similar online campaigns on a yearly basis into its communication plan. The focus of such campaigns will be carefully selected based on research and execution of campaigns will be inspired by insights from this project.

### 📌 **Framing the communication**

All future communication will use the developed guidelines, narratives, formats, channels and other means and ways that proved in the course of this project. The updated National communication strategy for the RRP 2021 – 2026 will work with developed narrative and claims of “modernization”, “modernity” and “upgrade”. MIT DU will further use them and try to frame all strategic communication with this approach. but it will also encourage all component owners to communicate in clear and easy to



understand way, using the bridging narratives and claims. Higher involvement of political leaders in strategic communication is also expected.

## **7. EXPECTED IMPACT**

Expected long term impacts of the project are not entirely in hands of the project owner the MIT-DU. As RRP is a complex tool and its success depends on many external factors. There is one key area, that could and will be impacted by the results of this projects and the follow up activities. This area is communication of the Plan.

### **▮ Improved communication of RRP**

Unified and easy to understand communication will be the main result of the project. The expected impact is therefore improved communication of RRP, that can be measured via yearly analysis of media monitoring and also via fulfilled and yearly increasing KPIs of individual campaigns that MIT DU plan to run. Improved communication in terms of both capacity and quality will be the key expected impact.

### **▮ Better recognition of RRP as a brand**

Unified and easy to understand communication will in the long term also impact the recognition of RRP as a brand and it's distinction among other EU funded sources as something unique. Brand recognition could be measured by research and polls on a yearly basis. Building of the brand will be crucial goal of the updated National communication strategy.

### **▮ Increased endorsement of RRP achievements**

Unified and easy to read communication combined with the tangible results of the implementation of RRP in form of investment projects or implemented reforms, will in the long-term lead to increased endorsement of RRP and its achievements. Endorsement of the achievements could be measured by research and polls on a yearly basis. For this long term impact a good cooperation between MIT DU and component owners will be crucial. Tying achievements with the brand and building this awareness could also lead to higher endorsement of the EU and help build association with RRP.



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