

Life3R

**Circular economy ecosystem to Recover, Recycle and
Re-use F-gases contributing to the depletion of
greenhouse gases - LIFE 3R**

Deliverable: Dissemination and Communication Plan

Action E1

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Abstract

The purpose of this deliverable is to detail the global communication and dissemination strategy for the launch of the Retradeables trading platform in Slovakia. Once proof of concept has been demonstrated the platform will roll out to other European countries, beginning with Hungary and the Czech Republic.

Given the closed, intimate nature of the F-gas industry in Slovakia, the communication strategy focuses on an approach of two streams for each primary target audience. Given we are starting with a zero knowledge base; the first priority must be raising awareness in the HVACR industry from the top-tier down. With such a digital transformation, the success of the project and the communication is intimately linked with gaining the trust of the industry influencers. The aim of the communications strategy is to build long-term relationships.

Communications will take place with hand-picked installers and distributors in Slovakia to start with, and once there are partners on board with platform, an Ambassador Programme will be developed. Once this is underway, the second stream of communications will take place by raising awareness across the industry through a media campaign.



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1 Executive Summary

The objective of the deliverable is to outline the strategy for dissemination and communication activities carried out during the project.

The document encompasses the Communications Approach:

A. Industry stakeholder analysis

- Definition of exact audience and development of marketing personas
- Interests, challenges for each audience
- Target customer profile mapping
- Channel audit

B. Communication Plan for Beta launch in Slovakia

- Communication strategy
- Retrtradeables key messages
- Target groups
- Dissemination tools and channels

C. Communication Plan for European Rollout

- Communication strategy
- Retrtradeables key messages
- Target groups

D. Evaluation and monitoring of Retrtradeables dissemination activities

1.1 Project Scope

LIFE 3R project aims at developing an innovative F-GAS circular economy system based on a Self-certification platform with reliable F-gases declaration for composition/recovery/reclaiming; F-gas identification and recycling IOT equipment; and a 3R Marketplace platform to support and guide EU companies to Recover, Recycle/reclaim and Re-Use F-gases. LIFE 3R will contribute to the depletion of fluorinated greenhouse gases (F-gases) by reducing the non-proper treatment of F-gases at the end of the lifecycle in Air Conditioning and Refrigeration equipment, recycling 1.485 metric Tons of F-gases, which means 3,1 MILLION TON EQ. CO₂.

To contribute to the implementation and development of Union policy and legislation: LIFE 3R will develop, test and demonstrate a new management approach for F-gases that will ultimately lead to best practices and solutions to reduce greenhouse gases emissions. Also, certification and standardisation measures provided by the 3R ECOSYSTEM (i.e. Self-certification schemes) will promote the joint development of new policies.



The 3R LIFE project proposes a totally new approach for the phase down of F-gases, since the 3R ECOSYSTEM is going to integrate climate objectives into the F-gas sector, by directly involving and engaging the relevant stakeholders in a win-win environment. LIFE 3R incentivises installers to be more conscious about used F-gases by offering an easy and secure solution to recover these gases and re-sell them on the market. The platform's innovative features and the new certification processes will also foster the use of high-quality, cost-efficient reclaimed F-gases. The platform will be live database of information, including quality, quantity and availability of reclaimed F-gas, and transparent industry pricing. Furthermore, the platform will introduce a unique track-and-trace system for each reclaimed F-gas canister, thus contributing to the removal of illegal F-gas in the marketplace. Life 3R will contribute to the successful implementation of the stringent F-gas regulations and continuously updating compliance requirements.

1.2 The Retradeables Vision

The Retradeables vision is to become the viable trading platform for reclaimed F-gases across Europe, showcasing a functional circular economy as part of Europe's aims to be carbon neutral by 2050.

1.3 The Retradables Mission & Purpose

Develop a circular economy within HVACR industry to reduce emissions from F-gases in accordance with EU regulations to enable the industry to operate within the decreased quota of F-gases.

1.4 The Retradeables Business Objectives

- To develop an innovative F-gas circular economy ecosystem (trading platform)
- To launch trading platform to support and guide local HVACR industry to recovery, reclaim and reuse F-gases
- To increase the use of reclaimed refrigerants.
- To showcase a working circular economy to enable the EU to reach Green Deal goals and work towards carbon neutrality by 2050

2 Stakeholder Analysis

As essential first step in understanding our target markets and different audiences necessitated a stakeholder research project. For the purposes of Retradeables stakeholders are defined as individuals or organizations actively involved in the project, or those whose interests may be affected as a result of the launch and daily functionality of the Retradeables trading platform. Stakeholder identification and analysis are important activities to ensure project success.

The Retradeables team sets to undertake the following:

- Identify all stakeholders in Slovakia (for beta launch)
- Document stakeholder needs



- Assess and analyse their interest and influence
- Manage their expectations
- Review status and repeat

The Retradeables team identified the key stakeholders in Slovakia, who would be interested or affected by the project, or would have a vested interest in issues with with the project is concerned.

The stakeholder analysis, encompassing stakeholder briefings, desktop research, competitor research and media monitoring, established the following groups as our key stakeholders:

- Slovakian installers
- Slovakian distributors
- Slovakian opinion leaders
- Key Slovakian industry associations

Secondary level of stakeholders

- Industry press
- European opinion leaders
- European industry groups and associations
- European industry press

The stakeholder analysis enabled the Retradeables team to develop a strategic view of the human, industrial and institutional landscape and the relationships between the different stakeholders and the issues they care about most.

Naturally, as the project expands to different markets, the audiences continually change, and as such, keeping agile is essential, as different industry issues come to light and new EU regulations/compliance topics surface. Furthermore, since Slovakia is a small, interwoven marketplace, each installer or distributor has their own concerns and interests.

2.1 Retradeables target audiences in Slovakia:

- HVACR industry using F-gases
- Installers
- Distributors
- Industry opinion leaders
- Competitors
- European Union

Further to our initial stakeholder audit, the following insights were gained, and used to establish a Slovakian HVACR Industry snapshot:

2.2 Slovakian HVACR snapshot in Q4 2020

- Industry very much aware of EU's green deal & the opportunity to become energy efficient
- Industry striving hard to be F-gas compliant according to stringent regulations



- Installers keen to play a role in energy efficiency
- Aware that recovering and reclaiming F-gas is possible
- Little knowledge about this process and lack of understanding how this works
- Incineration of left over gases only current option, with cost of €10 per kg; not popular due to cost and environmental concerns
- Pressure from European Commission to switch to lower GWP alternatives and propane use
- Slovakian installers very concerned about propane due to safety issues, and are aware that switching to lower GWP products does not reduce emissions enough
- Renovation of government buildings as part of this 'Green Deal' = a big issue
- COVID is affecting the industry, as economies globally slump, but expected to be temporary
- Illegal refrigerant not popular, due to low prices of virgin refrigerant
- Reclaimed refrigerant expected to grow as virgin gas supply dwindles

Communication insights were taken from the background information and from interviews with industry figures. These insights were then built out into key messages for each relevant audience.

Furthermore, the Retradeables team have worked up an agile marketing persona for each stakeholder audience. As more information is gained about each audience, the personas are completed further. It is imperative that Retradeables fully understands each target and the target's own challenges, interests and motivations.

2.3 Channel Audit

Dissemination activities are a core part of the project. Clear, specific, and measurable objectives are the key to the success of any communication strategy. They will be aligned with major milestones to maximise the impacts of the project and in strong interaction with all the other work packages.

As such, various communication channels have been explored to ensure the right channels are activated to disseminate valuable information to reach out to the target audiences.

The channel audit encompasses an ongoing monitoring of leading industry trends and news across European trade media. Relevant news articles are added to our content repository database, which can be further analysed. At this stage, industry and European media are monitored on a daily basis, since there is still little traffic on F-gases and reclaimed refrigerants. Key industry themes and discussion points are monitored, as are the names of relevant journalists and their angles.

Given we are at the start of the project, our channel audit does not yet consider any of our own content, but the relevant news angles are used to hone our key messages and strategy as we prepare for a soft launch in our first marketplace. An ongoing channel audit is essential to develop key metrics to measure the reach and effectiveness of our campaigns, and must be adaptable as the Retradeables brand and platform are launched across different markets.



The Retradeables team continue to monitor different channels relevant for other key markets and the channel audit and channel strategy will be further defined as the project expands.

Delivering a digital transformation to the Slovakian HVACR industry should begin with top-tier support, helping to build interest and ultimately trust in the Retradeables brand. Slovakia is a tightly knit marketplace, where all the current players are known to each other. As such, word-of-mouth communications will play an essential role for us. It is important for us to understand individual relationships and the influences on each decision-maker.

Based on industry knowledge and our own analysis, for the launch of Retradeables in Slovakia, the following channels will be the main focus:

- **The Retradeables Website** - detailed in a separate Deliverables document
- **Personal Communications** - Face-to-face or personal communication is one of the richest channels of communication that can be used within an organization. Physical presence, the tone of the speaker's voice and facial expressions help recipients of a message interpret that message as the speaker intends. (In a small industry market, the personal touch is essential for our communications to resonate and stand any chance of success)
- **LinkedIn** - important for reinforcing the credentials of Retradeables and providing a viable business platform to learn more about the brand, its goals and the personas behind the brand and those industry figures also supporting the development of the brand
- **Twitter** - as the European industry grows to meet increased consumer demand, twitter plays an increasing role to positioning Retradeables as a reliable industry source and serves to build our reputation as an industry leader
- **YouTube** - the role of video and visual communications play an increasingly important role, and a leading digital innovator needs to use video as communicate its messages to reach key audiences across Europe



2.3.1 Channels recommended for Communications Dissemination

Key Objective: To create brand awareness externally

Target Group	Objective	Channels
Installers (primary)	External awareness & engagement	Concept brochure
Distributors (wholesalers – primary)		Exclusive roundtable
Industry (primary)		Website – SEO & SEM
Academia (secondary)		DM (Educational leaflets & presentation)
European institutions (secondary)		Link building with relevant websites

Concept brochure – a brochure produced for the industry (local language) to explain its uses and advantages, showcasing the possibilities (product brochure)

Concept film – to drive engagement through newsletters, through private meetings and for future use at exhibitions, online and at sales events

Website – to educate and inform the industry about the new marketplace (SEO and SEM where possible with engaging blog – link building to other industry sites & relevant European Green Deal sites (circular economy example links etc)

Closed exclusive roundtable – beta demo to selected industry influencers – can be virtual

Op-eds and interviews in industry association bulletin initially with Retradeables Spokesperson; once beta platform ready for official trading launch in Slovakia, spokesperson opportunities rolled out to Hungary and the Czech Republic and European trade media

Linked In/Twitter – join in conversation in refrigerant groups in Europe, comment on industry news and developments (Head of Slovak Gas Association for Slovakian press and Retradeables European Industry Head for European context)

- Further research ongoing into additional Slovak associations and trade journals

Key Objective: To generate reclaimed refrigerant business leads

Target Group	Objective	Channels
Installers (primary)	Lead generation	DM & VIP Events – merchandise
		Launch of Training Programme

Direct Mail – starting at most basic level – ‘what is Retradeables?’ Encourage readers to visit website to view an information video (or make an appointment to see a demo)

Second DM to a smaller group invites readers to download Retradeables access and become a partner

Third DM invited a hand-picked group of installers and wholesalers to attend a VIP thought-leadership seminar



Key Objective: To activate the sales channel

Target Group	Objective	Channels
Distributors	Engagement	Film, Webinar, Roadshow demos (even if virtual)
Wholesalers		
		Training Programme extended

Key Objective: To reinforce the Retradeables brand

Target Group	Objective	Channels
Installers (customers)	Brand creation	Technology brand identity Get logo featured on partner sites, Daikin website & installers who join platform to generate prestige and demand
Spokesperson development programme	Brand reinforcement	Industry press in future target markets and across Europe

3 The Communication and Dissemination Plan

To multiply the impact on the people involved and enlarge the community reached by this effort, Retradeables will develop links with the HCAVR industry across Europe, both on a national and European level, to engage them in the promotion of Retradeables’ news and upcoming events. Hence, a wide and effective dissemination of results has been planned as one of the strong components of the project and all partners are committed to contribute.

Retradeables dissemination actions aim at communicating the project’s objectives and results to a narrow, tailored audience at first, before showcasing a successful pilot to a wide audience by promoting the adoption of project’s results and demonstrating its impact, as well as by facilitating the exchange of information and the interaction not only with other related projects and initiatives but also with activities in industry, academia, and society as a whole.

Clearly, visibility and communication actions should focus on development with the EU as partner and on the achievements and impact of the action, not on administrative or procedural milestones.

In order to maximize the impact of communication efforts:

- Activities need to be carried-out in a timely manner
- Information used must be accurate
- Activities should be coordinated closely with the Commission



- The right audience(s) should be targeted
- Messages should interest the target audience(s)
- Activities should be appropriate in terms of resources spent, timing and expected impact

3.1 Communications Recommendations

Based on our initial desktop research and industry analysis in the past three weeks, we recommend a two pronged approach to communications about Retradeables in Slovakia. Given we are starting with a zero knowledge base; the first priority must be raising awareness from the top-tier down. With such a digital transformation it is imperative to gain the trust of the industry influencers. We are aiming for long-term relationship building.

The main objectives of the communications plan are:

- To launch Retradeables as a functional, viable trading platform
- To raise industry awareness of Retradeables
- To increase industry awareness of reclamation process
- To generate industry interest in Retradeables
- To generate F-gas trades by customers joining Retradeables
- To educate the industry how to reclaim their used F-gas

The Retradeables Communications strategy can be boiled down to the following:

Retradeables will revolutionise the HVACR industry in Europe by creating a digital circular economy for reclaimed F-gases.

In essence, Retradeables is the first reclaimed F-gases trading platform – fighting climate change by reducing industry emissions, and increasing industry compliance and safety.

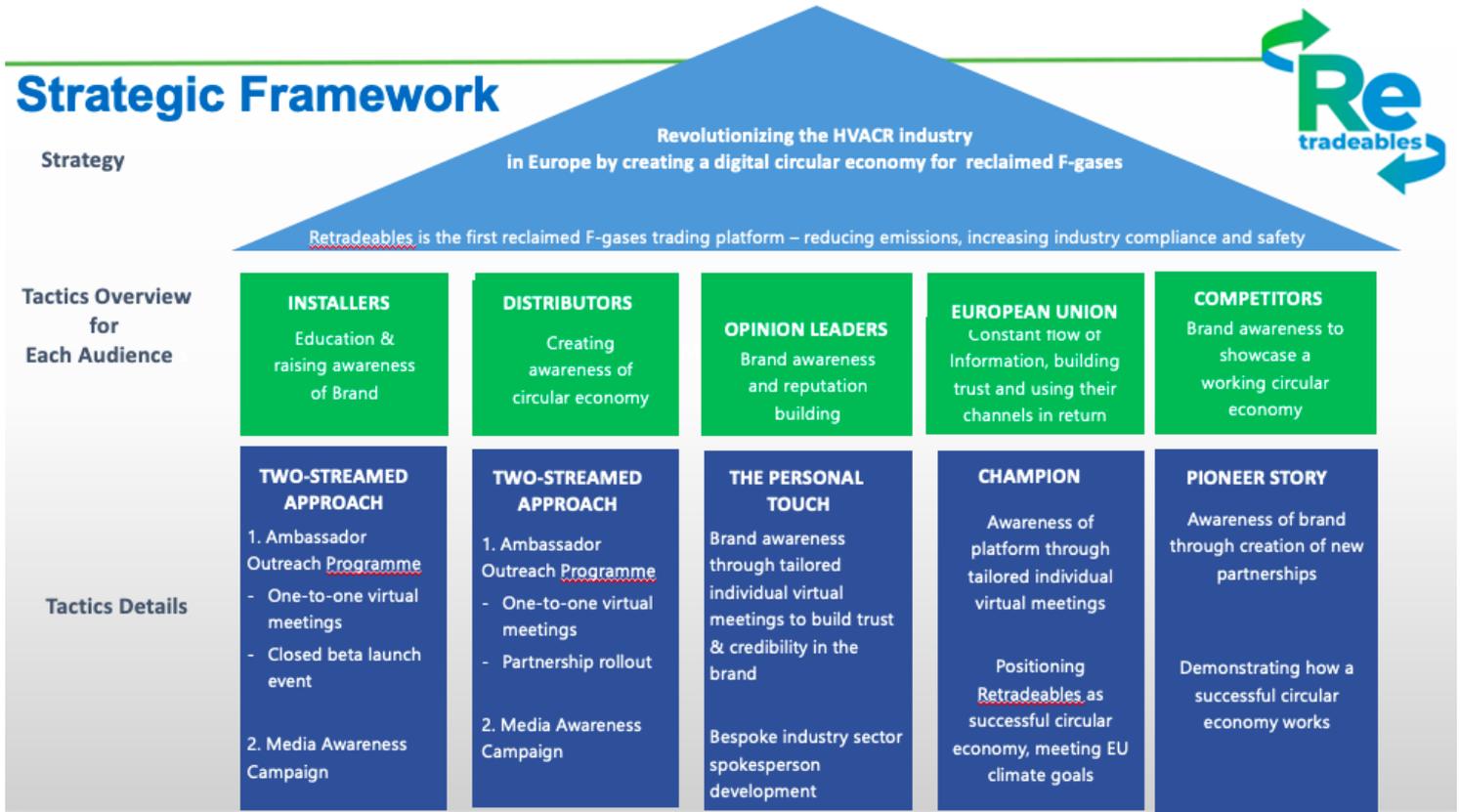


Figure 1: Snapshot of the Retradeables Communications Strategy Framework

3.1.1 Approaching Installers (primary target audience)

Personal communications are essential in communicating an innovative digital transformation to a small, closed industry, who is struggling to meet the strict compliance conditions of the F-gas Regulations. As such we recommend a two-pronged approach, beginning with the creation of an exclusive Ambassador Outreach Programme, to develop and build brand awareness amongst industry opinion leaders and stakeholders, whilst then developing an industry media campaign to develop and build brand awareness amongst industry players. The ultimate aim of the primary communications stream is to generate leads and sales of reclaimed refrigerant through the platform. The ultimate aim of the secondary communications stream is to generate interest in the platform and showcase a functioning circular economy as a viable example of the EU’s Green Deal supporting key industries, such as the HVACR industry, to enable Europe to meet its goal of becoming Carbon Neutral by 2050.

Recommendations for Installers



Figure 2: Approach to primary audience target, Slovakian Installers

Goals:

- **To develop and build brand awareness across industry stakeholders**
 - o *(through our ambassadors we can reach out to a wider audience who connect with our ambassador)*
- **To develop and increase brand image across industry**
 - o *(with a digital transformation, as discussed previously, trust will play a vital role, and each ambassador's own audience trusts them deeply, so their support is a stamp of authenticity for us. This strengthens our brand further)*
- **To generate leads and sales of reclaimed refrigerant through the platform**
 - o *(from recommendations to their own audience/community)*

3.1.1.1 Communications tactics for installers

Ambassador Outreach Program – Actions Summary:

- Individual approach to key industry opinion leaders (virtual due to COVID)
 - Audience segmentation of Slovak Gas Board members
- Closed roundtable event of industry great & good (after initial approaches)
 - Beta platform launch event
 - Project aims & benefits
- Development of Retradeables Ambassadors
- Individual follow-up addressing installer's own concerns and challenges
- Newsletter programme development and roll out

Media Campaign - Actions:



- Adverts in Slovak Gas Board newsletter
- Op-eds in Slovak Gas Board newsletter (and any other leading industry associations)
- Link building with other associations/industry bulletins (relevant associations tbc)
- Industry briefings and training programme
- Spokesperson development for European industry press ahead of European rollout

(a) Ambassador Programme: Industry Verticals

Initially, we propose approaching niche industry contacts to introduce them to the project, show them the plans (or demo) and ask their opinions with the aim of asking them to become a Retradeables Ambassador. We recommend utilising Vladimir's contacts with the board of the Slovak Gas Association, as these people are respected industry figures and each heads up their own industry division – e.g. Retail, Food, & Cold Chain.

- *Keeping the ambassadors niche to start with, enables us to spread the word amongst trusted, influential industry figures who would like to be a part of Retradeables and to spread the word about the platform. They can give new customers a reason to trust us, without pushing them to take part or sign-up.*
- *Ambassadors often become lifelong customers*

Talking points for individual briefings

- Brief industry summary for 2020 based on F-reg pressure, COVID temporary blip
- Offering them opportunity to be part of the most innovative project in the HVACR industry (this may be too big a claim – needs to be discussed with Slovak team) and an exciting part of Slovakia's own Digital Transformation Project
- Unique opportunity for industry heads to join together to pilot a unique circular economy project, designed to reform the industry, enable the industry to meet F-gas regulations and head on the right path to being carbon neutral by 2050
- Project brings safety to the forefront of the industry, by introducing labelling system to F-gas canister – will be easy for installers to check where their canisters are, in which systems, with level and type of refrigerant available
- Focus on exact benefits for each particular head of industry's challenges/concerns
 - E.g. For retail, this platform enables the installers to reduce the carbon footprint of their clients and the opportunity for their clients to use existing equipment a little longer while long-term capex costs are factored in to their business strategy (Covid has had a large affect in the retail sector & they may relish the chance to avoid spending on new air-con equipment or converting old equipment now)
 - E.g. For cold chain, perhaps they have been exposed to the risks of illegal refrigerant, as borders have been closed due to COVID; Being part of the platform adds a control aspect to the industry where individual canisters are labelled in detail;
- Each person will be offered opportunity to take part in this project and the ability to showcase their expertise to a larger community (as the community expands)
- Project will revolutionise the trading of refrigerants, making it easy for buyers to understand the prices offered across the industry, and the quantity and quality of the F-gas available and in their storage

Individual presentation is recommended at this stage.



(b) Ambassador Programme: Niche Legislatives

Simultaneously, the Retradeables project and first demo is presented to relevant Ministers and leading governmental advisors.

For such a briefing, Retradeables should be positioned as an example of the innovative digital transformation taking place in Slovakia in line with 2019-2022 Digital Transformation project.

Furthermore, Retradeables will be a working example of the much used phrase of 'Circular Economy', often cited as a route to lowering carbon emissions and making energy more efficient. Retradeables also has a vital role to play in European Commission's EPEE's new Renovation Wave, where all government and public institutions must be refurbished to make them more energy efficient, which is currently an important and often discussed topic in Slovakia.

Talking points for ministerial briefings

- Brief industry summary – explanation of industry needs & demands
- Unique opportunity for Slovakia to pilot an innovative circular economy
- European rollout positions Slovakia as innovative early adopter
- Retradeables helps to clean up the image of the HVACR industry
- Exact talking points to be discussed with local team depending on which minister/ministries we should engage with

During each briefing, individuals will be asked if they would like to support the project in a professional capacity, by becoming a Retradeables Ambassador.

(c) Ambassador Programme: Rollout

Once the key figures within the Slovakian HVACR industry have been personally introduced to the project – in essence the board members of the Slovak Gas Association and the key governmental personnel – we would then recommend expanding the Ambassadors Programme.

We would work with our local team on the ground to draw up an exclusive list of potential industry ambassadors. Each of these will receive a personal invitation from our project lead in Slovakia to be shown an exclusive demo, shown project plans, and to ask their advice. In return, we are offering them a partnership of extensive thought leadership and positive sentiment which can be shared with a broader external community (ultimately on a European level)

Often Ambassadors receive incentives for supporting a new business or initiative, and this is an aspect of the plan to be confirmed further with the Retradeables team. Below, you will find examples of the types of incentives Retradeables could offer:

- Offer an exclusive role in helping shape the design of the marketplace;
- Offer opportunity to share their expertise to a larger (European) community, with guest blogs on our website and speaking opportunities at our own events (giving them additional support for their own brand and mission)
- Offer opportunity to be a pioneer by joining the beta phase of this project
- Offer ability to use logo (and some kind of earned 'green stamp') on websites and in own literature



Timing: Rollout of the Retradeables Ambassadors Programme can take place as soon as initial educational documents and branding are in place. It can run simultaneously with the search for a distributor to join and for installers to join. Obviously, there is a greater chance of success if platform already in beta format with a reclamation partner already on board.

(d) Ambassador Programme: Exclusive Closed Roundtable Launch Event

- **Idea:** Once there is a reclaiming partner on board, the Slovak Gas Association Head hosts a 'closed roundtable discussion' with all industry association board members & CEOs of installers and distributors (in addition to individual meetings with personal contacts in the industry so that key individuals feel included and a part of the project). Invitations should be extended to all industry association board members and the CEOs of installer and distributor firms operating in Slovakia.

Roundtable event programme

- Platform launch in beta format – encouraging participants to become initial partners to shape the future of the HCVAR industry, not only just in Slovakia but being pioneers across Europe.
- The Slovak Gas Association Head would present the project as a pilot and ask the participants for their advice, looking for partnerships (building on initial conversations with his personal contacts and the development of the Ambassador Programme).
- The project's necessity and benefits would be outlined as simply as possible and clear; concise information delivered to each participant regarding what is possible with recovering and reclaiming F-gas, how it can be done, what is needed.
- Individual follow-up with each participant is of course essential, to ensure the participant's own interests, challenges and concerns are addressed.
- Possibility of the offer of an 'Early Adopter Package' for those organisations who sign up to the Retradeables platform. Further incentives to be discussed with the local project team in Slovakia. The industry is very much aware of and keen to meet the EU Green Deal principles, so it could be that being invited to join the beta phase of such a pioneering circular economy would be enough of an incentive, where their name and brand is associated with taking a pioneering approach in other countries outside Slovakia.

After the exclusive closed event has taken place, noise will be generated first in the industry media in Slovakia, but with the idea to expand the news to leading European industry publications.

Using industry ambassadors as spokespeople for the project, we will herald Slovakia as pioneering the process of F-gas reclamation and re-use, to ensure the HVACR industry in Slovakia is promoting the EU Green Deal and demonstrating how energy efficiency and fighting climate change is at the heart of their industry.

With the Head of the Slovak Gas Association and his board member, the communications campaign will be then drilled down to each part of the industry – for instance, Retail, Food and Cold Chain. Individual talking points for each aspect of the industry will be drafted and prepared accordingly.

Below, a summary of the communications tools to be used can be found:



Tools:

- 1-1 meetings
- Email follow-up with presentation link and demo video
- Virtual roundtable launch
- Newsletters following launch
- Articles in industry bulletin and industry press – get Ambassadors to approve articles, but no need for direct approaches etc
- Podcast series with Head of Slovak Gas Association

Future:

Once the platform is active and customers are joining, we recommend establishing a brand ambassador application form on the website. If customers have a good experience, they may well be happy to promote their own involvement with a ground-breaking digital project and show how ‘pleased’ they are to be part of such a pilot. Experience will of course always be stronger than mere opinion, so it is essential that the user experience of the platform is as seamless as possible.

3.1.1.2 Installers Campaign: Key Messages

As we learned from our stakeholder analysis, Slovakian installers are aware of the ability to re-use reclaimed refrigerants, but they are not aware of how this can be done. Furthermore, the existing legislation places a huge burden on them already, and they are not interested in learning new processes if their burden increases. Supporting the EU’s Green Deal is important for them, as they endeavour to meet increased customer demand for their projects. Of course cost is a huge driver, and one of the issues is that the only option for used F-gas currently is to incinerate it. However, this entails a cost for each installer and coupled with the environmental ramifications of burning the gas, this process is not popular. Used F-gas is mainly stored in warehouses, so it takes up valuable storage space. Therefore, a clear educational campaign would encourage installers to join the Retradeables platform.

Simple, easy to understand educational information to be prepared for installers, outlining the simple steps taken in the Reclamation and Reuse process and showing exactly how this works. Their role will be outlined in simple terms, where the benefits of being part of a platform will be clearly demonstrated. Key drivers are costs and environmental benefits.

Key messages to consider:

- Process for reclamation and re-use
 - Actual process needs to be clearly outlined for all
 - Need to manage concerns that reclaimed gas is not contaminated
- Emphasis on safety and ease of all procedures
- Emphasis on no additional burden – installers can collect used gas as they currently, and for those that do not, we can encourage them to collect the gas
- Emphasis no longer need to pay to incinerate used gas or take up valuable storage space in warehouses etc
- Reduce burden of additional transport costs to incineration plants etc
- Benefit of used refrigerant becoming an asset for sale for distributors (reclaimers) to buy



- Ease of joining the platform
- Benefits from joining the platform – transparent trading process, ability to source best price from different distributors, onus on distributors (reclaimers) to correctly label the re-used gas and canisters accordingly
- Ease of compliance by enabling tracking of canisters, F-gas compliant labels, new ability to track canisters in the system (the start of the creation of a common methodology to make refrigerant trading simple)
- Emphasis on enabling installers to reduce their environmental burden, and a direct way to reduce the carbon footprint of their own customers
- Emphasis no additional cost for installers – in fact, benefit of their used gas now becoming an asset they can sell
- Reduce need for immediate capex costs to comply with F-gas regulation, until long-term route forward been discussed and agreed with the company
- Ability to prolong use of equipment until end of its life cycle, the ability to postpone decisions about new equipment and infrastructure until industry more settled after shock of COVID
- Also allows for the reduction of exposure of workers to undue risks in the workplace

3.1.1.3 Installers Campaign: Industry Media (secondary approach)

- **Idea:** Once installers' roundtable taken place, a Slovakian industry media campaign is launched to introduce the platform as a European showcase of a working circular economy cleaning up an industry's reputation and leading the way to reach EU goals of carbon neutrality by 2050.
- **Tactics:**
 - Media briefings with platform demos; industry commentary
 - Individual briefings with key industry media & journalists covering Slovakia
 - Spokesperson/people development for op-ed and industry commentary
 - Interviews with platform pioneers
 - Ambassador contacts across industry
 - Campaign drilled down to each part of industry (retail, food, cold chain etc)
 - Case study development
- **Media key messages:**
 - **Educational:** The Reclamation and Reuse process explained clearly
 - Focus on the safety & ease of procedures
 - **Industry clean up:** Cleaning up HVACR industry to meet 2030 F-gas phase-out – freezing out pollution
 - **Industry and country showcase:** Retradeables clearly demonstrates a working example of a viable circular economy, which is a step to fighting climate change, reducing industry emissions and helping the EU reach their goal of to Carbon Neutrality by 2050
 - **Ease of joining Retradeables platform & industry benefits:** Simple to sign-up to the Retradeables transparent trading process. With increasing F-gas restrictions and compliance burdens, the industry also welcomes the monitoring of



reclaimed F-gas across the supply chain through the platform's canister labeling and an innovative Track and Trace system using IoT

- **End consumer benefits:** By installers joining Retradeables and using reclaimed F-gases they have a direct way to enable their customers to reduce their own carbon footprint. Furthermore, installers reduce the need for direct CAPEX/infrastructure costs for regulation compliance, which prolongs equipment life until end of cycle and enables installers and consumers to save costs after the COVID pandemic has shaken the industry

3.1.2 Approaching Distributors (primary target audience)

Personal communications are essential in communicating an innovative digital transformation to a small, closed industry, who is struggling to meet the strict compliance conditions of the F-gas Regulations. As such we recommend a two-pronged approach for reaching out to distributors, to educate, develop and build brand awareness amongst industry stakeholders, whilst then developing an industry media campaign to develop and build brand awareness amongst industry players. The ultimate aim of the primary communications stream is to generate leads and sales of reclaimed refrigerant through the platform creating partnerships with reclaiming partners. The ultimate aim of the secondary communications stream is to generate interest in the platform and showcase a functioning circular economy as a viable example of the EU's Green Deal supporting key industries, such as the HVACR industry, to enable Europe to meet its goal of becoming Carbon Neutral by 2050.

This is a fundamental step of the launch. However, more precise benefits for a distributor and definition of the envisaged buying process in Slovakia need to be outlined. The Retradeables Slovakian team have been having conversations with distributors and clearly understand their needs and interests. However, the communications team have also advised that launching the platform without a distributor partner, with the ability to recover and reclaim the refrigerants, would be inadvisable given the closed nature of the market.

Retradeables needs a distributor who has the ability to collect the recovered refrigerant from the installers, or even assist the installers to recover the refrigerant, to then transport the used refrigerant to reclaim the refrigerants at their own facility, or then transport the used refrigerant to a reclaiming facility. The distributor offers the installers a price for the refrigerant based on the quality and quantity of the substance collected. The exact process is to be clarified by the Retradeables team, as independent verification the quality and quantity is important.

By joining the platform, a distributor develops a whole new business opportunity which uses their own facilities to reclaim the gases and gives them access to new installer clients, who would like to use reclaimed refrigerants to satisfy their own clients. By being part of pilot, the distributor will have the opportunity to lead the growth of the reclaimed refrigerant market in Slovakia. Being part of Retradeables from the outset will offer the distributor the opportunity to shape the exact process for Slovakia. The distributor will be able to offer installers the opportunity to use reclaimed refrigerant in their appliances and equipment. The distributor will be able to position themselves as an early adopter, innovating the



marketplace with a ground-breaking, problem-solving approach to the reduction of F-gases in the market. The distributor’s name and voice will be listened to across the industry. Their name will become synonymous with the creation of the first circular economy within the HVACR industry. Furthermore, the distributor will gain access to the new reclaimed markets in Hungary and the Czech Republic.

Goals:

- **To develop and build brand awareness across industry stakeholders**
- **To develop and increase brand image across industry**
 - o *(with a digital transformation, as discussed previously, trust will play a vital role, and each distributor’s own audience trusts them deeply, so their support is a stamp of authenticity for us. This strengthens our brand further)*
- **To generate leads and sales of reclaimed refrigerant through the platform**
 - o *(from recommendations to their own audience/community/clients and customers)*

3.1.2.1 Communications Tactics for Distributors (primary audience)

As such, we recommend taking a two-pronged approach with industry distributors.

Recommendations for Distributors



Fig. 3 – Recommendations for Distributions Outline

Tools:

- 1-1 meetings
- Email follow-up with presentation link and demo video



- Partnership proposal
- Newsletters following launch
- Articles in industry bulletin and industry press – get Ambassadors to approve articles, but no need for direct approaches etc
- Podcast series with Head of Distributor, discussing benefits of platform and why they joined the platform

It is imperative for each distributor meeting to be handled sensitively with an entirely tailored approach, depending on the distributor's main challenges and interests. Each distributor approached should be offered a unique partnership package.

A key message for the distributor could be enabling them to be the pioneering partner of the first example of a circular economy in the HVACR industry. Their name would stimulate collaboration in the industry, and a successful pilot would enable them to innovate, inspire and demonstrate the opportunities of a net-zero emission circular economy.

A distributor would then be given the opportunity to lend its voice to Retradeables channels and campaigns, reaching out to new clients and new business opportunities. Furthermore, a distributor could work closely with a local university:

- Use university partners to teach, research and demonstrate the benefits of our project
- The distributor could set-up a high profile 'Reclamation and Reuse Challenge' for a student to work in the industry to develop new ideas and technologies to reduce the emissions of the organisation they are working with. The distributor would gain access to future graduates and be able to promote their commitment to the EU Green Deal and helping the HVACR students of the future in Slovakia
- The distributor could encourage Slovakian universities to manage their own estates for a more sustainable campus (use of reclaimed refrigerant in their air-con & refrigeration), which could be a new income stream for the organisation
- In partnership with Retradeables, Slovakia would be the showcase to use universities to lead and influence change, by teaching about the Retradeables circular economy

3.1.2.2 Distributors Campaign: Key Messages

Key messages to consider:

- **Reclamation and Reuse process through Retradeables**
 - Safety & ease of procedures - Actual process needs to be clearly outlined for all
 - Need to manage concerns from customers that reclaimed gas is not contaminated in any way
- **Ease of joining Retradeables platform & benefits**
 - Transparent trading process
 - Full quantity and quality control of reclaimed F-gases in the marketplace through IoT labeling
 - Contributing to the decreased flow of illegal refrigerants across the market
- **Ability to share the future of the Slovakian industry and lead growth of usage of reclaimed refrigerant**



- Access to new installer clients, who would like to offer reclaimed refrigerant to satisfy their own clients and new markets
- **Customer benefits**
 - Direct way for distributors to enable their customers to reduce their own carbon footprint
 - Local partnership with university
- **A successful pilot:** enables them to innovate, inspire and demonstrate the opportunities of a net-zero emission circular economy
- **Ease of compliance:** by enabling tracking of canisters, F-gas compliant labels, new ability to track canisters in the system (the start of the creation of a common methodology to make refrigerant trading simple)
- **Employee safety:** Also allows for the reduction of exposure of workers to undue risks in the workplace

The distributors will also be reached through the media campaign in the industry media. As COVID restrictions lessen and travel around Europe is once again allowed and attendance at large conferences etc, the distributors across Europe will be approached. The aim of this campaign would be to raise the profile of Retradables across other European markets to try to find distribution partners in each new market place.

3.1.3 Approaching Opinion Leaders (primary target audience)

Opinion Leaders are here considered to be those who have an influential role in the industry both in Slovakia and beyond. In some cases these people will already be targeted directly through our installer and distributor campaigns. However, we also consider opinion leaders to be influential editors, politicians and the academic community.

As with the other defined audiences, the most powerful communications channel for reaching out to this audience group will be face-to-face communication and one-to-one meetings.

The goals for reaching out to opinion leaders are:

- To build trust and credibility in the Retradables
- To promote use of reclaimed refrigerant to meet stringent environmental targets
- To increase brand awareness and build the Retradables reputation

Recommendations for Opinion Leaders



Fig. 4 – Summary of communications recommendations for Industry Opinion Leaders

3.1.3.1 Opinion Leaders – Communications Tactics

- Tactics:
 - Media briefings with platform demos; industry commentary
 - Individual briefings with key industry media & journalists covering Slovakia
 - Spokesperson/people development for op-ed and industry commentary
 - Interviews with platform pioneers
 - Ambassador contacts across industry
 - Campaign drilled down to each part of industry (retail, food, cold chain etc)
 - Case study development

3.1.3.2 Opinion Leaders – Key messages

- **Reclamation and Reuse of F-gases** - process explanation
 - Safety & ease of procedures
 - Industry benefits
- **Simplicity of joining Retradeables platform & benefits**
 - Transparent trading process
 - Full quantity and quality control of reclaimed F-gases in the marketplace through IoT labeling
- **Ability to shape future of Slovakian industry & lead growth of usage of reclaimed refrigerant to service expanding demands**
 - Slovakia leading the digital and environmental charge to combat ozone layer damage



- Slovakia HVACR industry freezing out F-gas chaos
- **Showcase of a functioning circular economy**
 - A step along the way to EU's aim for carbon neutrality by 2050
 - Slovakia leading the way for EU's Green Deal
- **Opportunity to lend voice to our channels and campaigns, showing own expertise to other industries and new markets**

3.1.4 Approaching European Union stakeholders and Industry Competitors (secondary audience targets)

Reaching out to European stakeholders is of course essential, once the pilot project has been launched in Slovakia and is operating successfully. Our recommended approach here is to develop Champions, who will support and showcase the project to their own communities and networks.

European Union stakeholders will be carefully selected and segmented by the Retradeables team, depending on industry focus, industry interest, association focus, official departmental focus and key European trends.

Once a clear segmented audience has been drawn-up and evaluated, individual, tailored approaches will be made by the Head of the Retradeables team. Each will be provided with a continuous flow of information about the project, using the actual industry data developed within the Retradeables platform.

Each individual will be introduced to the success of the platform and shown how a 'circular economy' provides the relevant industry with huge advantages, supports the industry in fighting climate change, helps reduce industry emissions and keep employees and customers safe. The aim is to provide clear, concise, relevant and interesting information for each European Union individual to use for their own communities and channels.

The goals for reaching out to European Union opinion leaders are:

- To build trust and credibility in the Retradables

- To promote use of reclaimed refrigerant to meet stringent environmental

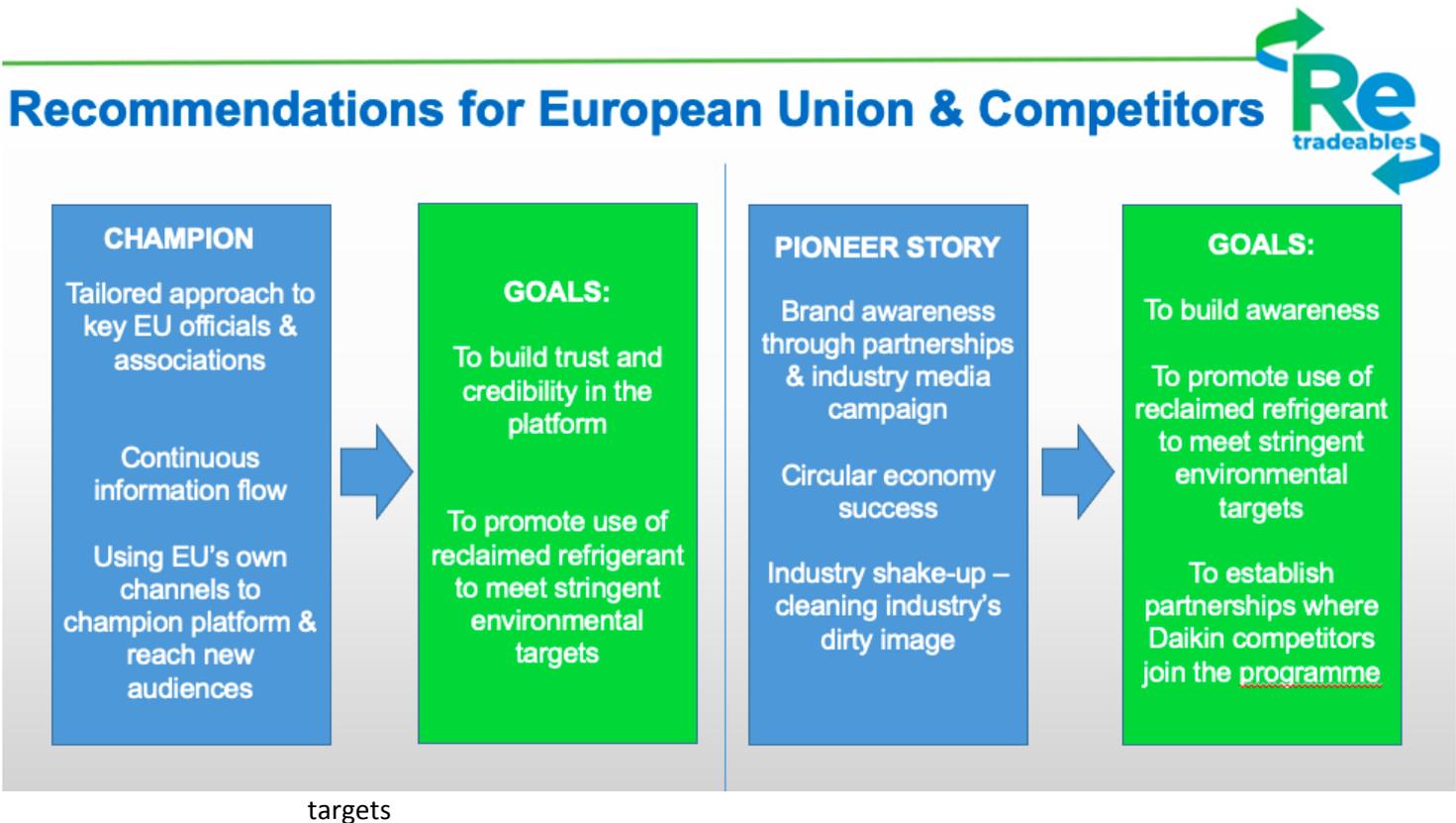


Fig. 5 – Summary of Communications Recommendation for European Union Stakeholders and Industry Competitors

3.1.4.1 European Union Opinion Leaders – Communications Tactics

- Tactics:
 - Individual briefings with key European Union personnel from leading associations connected with the refrigerant industry, with green groups and European Union climate groups
 - Spokesperson/people development for op-ed and industry commentary
 - Interviews with platform pioneers
 - Ambassador contacts across industry used to illustrate the success of a 'circular economy'
 - Case study development for each target market to be shown across the European Union

3.1.4.2 European Union Opinion Leaders – Key messages

- **Reclamation and Reuse of F-gases** - process explanation
 - Safety & ease of procedures



- Industry benefits
- **Industry monitoring and compliance increase through the platform**
 - Transparent trading process
 - Full quantity and quality control of reclaimed F-gases in the marketplace through IoT labeling
- **Ability to demonstrate how Retradeables has helped to shape future of Slovakian industry & lead growth of usage of reclaimed refrigerant to service expanding demands across Europe**
 - Slovakia leading the digital and environmental charge to combat ozone layer damage
 - Slovakia HVACR industry freezing out F-gas chaos
 - Other countries following suite
- **Showcase of a functioning circular economy**
 - A step along the way to EU's aim for carbon neutrality by 2050
 - Slovakia leading the way for EU's Green Deal
- **Opportunity to lend a European voice to our channels and campaigns, showing own expertise to other industries and new markets**

3.1.5 Approaching Competitors

3.1.5.1 Industry Competitors – Communications Tactics

- Tactics:
 - Individual briefings with key personnel from leading competitor organisations connected with the refrigerant industry (counters argument that Retradeables is Daikin initiative)
 - Spokesperson/people development for op-ed and industry commentary
 - Interviews with platform pioneers
 - Ambassador contacts across industry used to illustrate the success of a 'circular economy'
 - Case study development for each target market to be developed

3.1.5.2 Industry Competitors – Key messages

- **Reclamation and Reuse process through Retradeables explanation**
 - Safety & ease of procedures
 - Manage performance and contamination concerns regarding reclaimed refrigerants
 - Showcase how platform is independent – benefitting the entire industry, hence why funded by European Union
- **Simplicity of joining Retradeables platform & benefits**
 - Transparent trading process
 - Full quantity and quality control of reclaimed F-gases in the marketplace through IoT labeling
- **Ability to shape the future of Slovakian industry & lead growth of usage of reclaimed refrigerant across Europe**
 - Access to new installer clients, who would like to offer reclaimed refrigerants to satisfy their own clients & new markets
- **Customer benefits**
 - Direct way for distributors and installers to enable their customers to reduce their own carbon footprints



- **A successful pilot enables them to innovate, inspire & demonstrate the opportunities of a net-zero emission circular economy**
 - Opportunity to lend voice to Retradeables channels and campaigns, reaching out to new clients and business opportunities across Europe



4 Evaluation and Monitoring of Dissemination Activities

Communication activities will be monitored according to a set of quantitative and qualitative success indicators. The evaluation of communication activities will determine the degree to which the communication objectives have been reached, and the relationship between the outcomes and the efforts made to reach the goals. This analysis will help the project to better understand facilitators and barriers of a successful communication and will serve to refine the communication activities accordingly.

A set of KPIs is currently being defined to monitor the successful deployment in terms of efficiency and effectiveness of dissemination activities. These indicators will comprise of detailed information to meet the following:

- Objective 1 = an uplift in measurable outcome aligned with business or product objectives – e.g. number of leads generated
- Objective 2 = an uplift in quality media coverage (to be further defined)
- Objective 3 = an uplift in brand sentiment (looking for trends over time in Slovakia and ultimately across Europe)
- Objective 4 = an uplift in website traffic captured using google analytics (or portal visits)