

# Communication Plan for Sustainable Cooking for the Planet (SusCop) project

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<p>The product-orientated thesis has been commissioned to create a communications plan for the "Sustainable Cooking for the Planet - Updating skills of culinary teachers on alternative proteins for a tasty and sustainable future" project (or in acronym form, SusCop).</p> <p>The necessary background information has been derived from two different topics: The first being that of the protein industry. This section covers what kinds of proteins there are, the nutritional value of protein, the environmental impact of producing meat proteins and the relatively new phenomenon of alternative proteins.</p> <p>The second topic to be explored is that of communications plans and how best to make a dynamic and relevant plan that will support the SusCop mission. The nature of communication plans and the different types are outlined, as are other elements such as communication channels, how technology is affecting communications and what goes into the actual planning.</p> <p>The final part of the thesis will outline what the author decided to implement and give detailed reasons for the decisions made. Additionally, there will be reflections on the final outcomes and discussion on improvements and further development of the author's skills.</p>	
<b>Keywords</b> Alternative proteins, Sustainability, Environment, Communications plan	

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# 1 Introduction

This product-orientated thesis has been commissioned to create a communications plan for the “Sustainable Cooking for the Planet - Updating skills of culinary teachers on alternative proteins for a tasty and sustainable future” project (or in acronym form, SusCop). The goal of the SusCop project is to facilitate the change of eating habits towards a more climate-friendly direction by updating catering and culinary teachers' skills, (Rajakangas-Tolsa 2018.) and the aim of the communication plan is to help create awareness of the SusCop project and its goals. Therefore, it's also the job of the communications plan to create a framework that the organizers can then implement to coincide with their project activities. The primary target group for the SusCop project is culinary teachers who are training future cooks and chefs, as well as the students themselves. The SusCop project is looking to make a sea-change to the culinary ecosystem and really influence future eating habits, not merely to provide a novelty-like new food curriculum, so it's important to include all possible influential players. (Rajakangas-Tolsa 2018.)

The project will raise awareness of alternative proteins available on the market and curate innovative recipes for culinary teachers, as well as suggest menus to be implemented into the restaurant business. Additionally, the project will train and inform culinary teachers on the positive impacts on the environment of using alternative proteins as well as provide training on practical cooking skills needed to work with them. Training workshops and materials will be developed that can be then used for future training, all in line with curriculum standards. Project duration is set at about thirty months, having already commenced on 1.10.2018.

The roots of the SusCop project started in Autumn 2017 after a conversation between An-nariikka Martikainen and Johanna Rajakangas-Tolsa (both from Haaga Helia UAS) about promoting the use of alternative proteins in the kitchen, and they thought it was an idea worth pursuing through Erasmus funding. It was initially decided to just focus on insects as Martikainen and Rajakangas-Tolsa were noticing a rising trend in Finland for eating grasshoppers at the time. However, at that point, Finnish legislation didn't yet allow insects to be sold as a supermarket product, so they broadened their approach to include different kinds of plant-based alternative proteins as well. They then set about instigating a project with partners in getting Erasmus funding to achieve their goals. Erasmus is the European Union funding body that supports a wide range of different projects for education and training. Nearly €15 billion has been allocated over the period between 2014-2020 for different projects with over 4 million participants getting opportunities to study, train, gain experience, and volunteer abroad. There is also an extra €1.68 billion for activities with

partner countries. (European Commission 2019.) After having gathered partner universities, an application was made to Erasmus in the Spring of 2018, but the application (as prepared by only Haaga Helia UAS) was subsequently rejected. However, they still thought the idea was worth pursuing and had received very positive feedback about the idea, but they concluded that having Haaga Helia UAS as the primary applicant was not the best idea. After more investigation, they discovered that Erasmus funding is dependent on which institution applies, so a second application was sent for consideration in the 2019 funding rounds, this time with Da Vinci College from the Netherlands as the primary applicant.

Subsequent to funding being granted, SusCop has now become a strategic partnership between several European educational institutes, all of who will take part in implementing training programmes and dissemination of expertise and knowledge on alternative proteins. In addition to Haaga Helia Ammattikorkeakoulu (Haaga Helia University of Applied Sciences) and Perho Liiketalousopisto (Perho Culinary, Tourism and Business College) from Finland, the other institutes are Bridge-water and Taunton College from the U.K., Stichting Landstede and ROC Da Vinci College from the Netherlands and Asociacion de Directores de Centros de Formacion Profesional Publicosde Gipuzkoa Ikaslan (comprising of The Leioa School of Catering, Galdakao Catering School and Gamarra School of Catering) from Spain. Additionally, there is strong involvement from Entocube, a Finnish Cricket farming technology start-up. The participants of the SusCop project and their localities provide an interesting contrast to each other in that countries like Finland and the Netherlands are shown to be quite open to alternative protein products, whereas the Spanish and Basque regions have deeper traditions in their food culture and maybe not so open to change. Given the international nature of the project, organizers consider it a great chance to understand cultural biases and to learn. (Rajakangas-Tolsa 2018.) While SusCop organizers are aiming for a change in attitude towards cooking, preparing and consuming alternative proteins, it wouldn't be realistic to expect a mass change of eating habits (to vegetarianism or veganism) and they are aware of this. There is simply the aim to influence more use of alternative proteins into one's diet, so the attitude change is hoped to "move from suspecting to curious and from positive to action". (Rajakangas-Tolsa 2018.)

The background theory will provide the necessary tools and perspectives, via select literature, web content and collaboration, to provide a foundation from which to build the communications plan. There will be two primary areas explored in order to make the most effective plan possible for a project of this nature. There will be a general overview of pro-

ject-based communications plans and best practices to adhere to, as well as an exploration of the types of different communications plans that can be produced. The other primary focus is based on the subject matter of the SusCop project, which is to inform and educate about new proteins to the target audience. The SusCop project organizers are focussing on the environmental impact of traditional proteins (meat) and the improvements that can occur if there is more of a shift to the newer protein products. There is also an emphasis on the positive effects in our diet so the thesis will omit other issues that are associated with the production of meat-based proteins such as animal welfare. The thesis will also touch upon trends linked to alternative proteins, as well as the challenges with bringing new ingredients into the mainstream. Taking all of this into account will give a grounding for the choices made regarding how to present the plan, the channels used and justifications for why.

For the communications plan side of things, it will be interesting to explore and compare best practices between the present day and what was done a decade or two back. Much has changed between the '90s when the internet was just starting to make its presence felt, to nowadays where it's abundant, and inconceivable to imagine the world without. Much has changed on the proteins side of things as well, but only more current information will be sought to fulfil the research of the proteins section, as the author doesn't consider it necessary to draw from too far back. The climate discussion has intensified considerably in the past decade and with it, discussion on ways to tackle it. This means that the microscope has been put on the cause(s) as well as the symptom, and production of meat is very much high on the list of causes. The SusCop project will endeavour to introduce people to the possibility of consuming more sustainable and environmentally friendly products. The Webropol survey method will be utilised to gather the information that will help craft the plan and its contents. The chance to research and prepare a communications plan for the SusCop project represents a great opportunity to be part of a real-world case study where the findings and conclusions will be utilised, with the aim of promoting the project as strongly as possible.

## 2 Proteins, new and old

The necessary background information has been derived from two different topics: The first being that of the protein industry. The first topic to be covered is that of proteins and the background research aims to gain an understanding of meat-based proteins and plant-based proteins. The SusCop project is primarily concerned with informing and influencing consumers towards proteins other than meat-based, which can be plant or insect-based. Production of meat comes with substantial environmental issues so the SusCop project aims for more consumption of high-protein products that have less of an environmental impact. Therefore, the author considers it important to explore these issues in order to make the most appropriate choices for the content of the plan. By the year 2050, the world will be home to approximately 9 billion people and based on current global food production, we will need to double our efforts. To do so requires more land usage devoted to farming, which is unsustainable. (World Economic Forum 2019.) Added to this is the broad challenges of climate change related issues which are already having an impact on land and in the sea for many sectors, let alone food production. There is a need for re-evaluation on what the foods of the future are and how they will be produced, as well as streamlining current processes. (van Huis, Van Itterbeeck, Klunder, Mertens, Halloran, Muir, Vantomme 2013.).

According to the British Nutrition Foundation (2019), proteins are fundamental structural and functional elements within every cell of the body and are involved in a wide range of metabolic interactions. All cells and tissues contain protein: therefore, protein is essential for growth and the repairing and maintenance of good health. Approximately 10-15% of the body's dietary energy comes from protein and comes only second to water as the most abundant body compound. The Dietary Reference Values for protein are based on estimates of need, but for adults, the estimated average daily requirement is 0.6g per kilogram of body weight. This equates to approximately 56g/day and 45g/day for men and women aged 19-50 years respectively. (British Nutrition Foundation 2019.)

### 2.1 Animal-based proteins and the environment

Even though food culture varies between European countries, the European diet, is typically very strong in animal-based food products such as meat, fish, dairy and eggs, which creates environmental issues. In a 2016 study by the ING Economics Department (2017.), meat, dairy and fish account for about €400 billion of the total €900 billion for the European food market and on average €800 per EU resident, per year. Aside from the cultural and economic value these food groups provide, they are also a high source of protein. The estimated protein count for lean beef is 26g/100g, salmon contains 20g/100g and one

egg contains about 12g of protein. While the nutritional benefits are high, the toll on the environment is also high with significant effects on greenhouse gas emissions, biodiversity and the heavy toll on land and water use, such as in deforestation. The combination of breeding livestock with all other supply-chain factors accounts for 10% of the EU greenhouse gas (GHG) emissions based on current consumption. (Euro-stat 2019.)

According to the EU agricultural outlook, world meat consumption is expected to grow by 14% between 2017 to 2030, but despite this, EU consumption is projected to stabilize over the same period. (European Commission 2019, 5.) It would be impossible for a global population of 10 billion people to eat the amount of meat typical of diets in North America and Europe and keep within the agreed sustainable development goals (SDGs) for the environment and climate as it would require too much land and water, and lead to unacceptable greenhouse gas and other pollutant emissions. (Tilman, Balzer, Hill, Belfort 2011.) In addition, excess meat consumption and current production methods have significant effects on human health, livelihoods and the economy. It's for this reason that meat poses a special challenge to the future development of the global food system. (Godfray, Aveyard, Garnett, Hall, Key, Lorimer, Pierrehumbert, Scarborough, Springmann, Jebb 2018.) However, advances and improvements in the production process have contributed to more efficiency and have played a big role in keeping the EU target of a 20% reduction in GHG emissions between the years of 1990-2020. (Eurostat 2019.) While the short-term goals have proved promising, the target of a 40% reduction in GHG emissions might prove more challenging unless more drastic policy changes occur, and more progress is made in production efficiency. The issue of the environmental impact remains a primary concern for EU policymakers but there are other major concerns with the production and consumption of animal-based proteins as well. The World Health Organization (2019) has identified certain health risks associated with meat consumption such as the possibility of antimicrobial resistance (AMR) which comes from the use of antibiotics used in the livestock sector, or an increased risk of cancer due to carcinogen found in red meat. Additionally, there is a risk of regional, or even global, an outbreak of a zoonotic disease such as avian flu (bird flu) or Creutzfeldt-Jakob disease (mad cow disease).

## 2.2 Alternative proteins

Alternative proteins are defined as alternatives to meat-based products such as beef, pork, chicken, lamb or fish and/or which are produced with issues of environment, animal welfare or nutrition as a consideration. They can derive from different plant or vegetable sources, mushrooms, microbiology (or biotech) based sources or insects, and have less of a toll on the environment while providing high nutritional value. There are several plant-based products that are rich in protein and come from a variety of different sources, and



they can either be a primary ingredient for any dish or as an enhancement. The SusCop project is more concerned with primary ingredients such as tofu (soybean curd), lentils, chickpeas, mycoprotein (fungus-based), beans and seitan (wheat gluten) as they will form the “meat” part of a dish. Other protein-rich products are quinoa, chia seeds, nuts, spirulina, potatoes and certain vegetables such as broccoli, kale and mushrooms. (Medical News Today 2018.)

There is still diversity in the kinds of diets that consumers adopt, such as being more of “flexitarian”, in that alternative protein such as insects (which the SusCop project will also feature) are still referred to as animal based. Insects are a highly nutritious and healthy food source with high fat, protein, vitamin, fibre and mineral content and numerous countries in Asia have consumed insects both as a food source and for medicinal purposes for over 2000 years. (Feng, Zhao, Sun, Ding, Chen, He, Wang 2017.) Grasshoppers, locusts and crickets are some of the more common edible insects available worldwide and while edible insects are widely consumed and thought of as completely normal in the Asian region, Europe has a slightly different relationship with insects, where they are more often regarded as pests and of an icky nature. This could pose a challenge with the SusCop project in getting past the humps of food neophobia or even disgust which has been shown to be related to Westerners’ (or more to the point, Europeans) lack of willingness to eat insects (La Barbera, Amato, Grunert, Verneau 2018.)

The alternative proteins industry, while a developing megatrend on its own, is also part of a subset of other megatrends such as sustainability, environmental awareness, changing of values and even new technologies. The concept of sustainability has made its mark on a wide range of global debates with entire industries such as consumer goods, power generation and agriculture, all needing to adhere to sustainability standards if they want to be competitive. Sustainability doesn’t just concern the production phase but encompasses the circular economy model. (TRENDONE 2019.) Information can be readily found on food production practices, and transparency from raw product to the supermarket shelf is becoming much more in demand. As can be seen from various trade papers and the press, food-tech is catching the attention of VC’s and investors. This is thanks in part to the technologies and innovations (such as Entocube’s grasshopper farming solution) that are being used to create new and sustainable produce. This, in turn, catches the eye of consumers keen to make changes to their diet or to simply try out of curiosity. Finland is showing to be a leader in producing new forms of protein-rich food products, such as the wildly popular Nyhtökaura (pulled oats) and Härkis (pulled beans). (Plant Based News 2018.)

### 2.3 Conscious eating

A Google trend analysis with the keyword veganism points to a significant rise in interest towards veganism between the years of 2007 and 2017. Veganism has traditionally been considered as an ethics movement and associated with negating products in the diet that involve animals in the production process. This could be due to the industrial production of animal-based food products that generally result in very poor conditions for the animals, such as overfeeding, over-crowding and lack of freedom. However, it would appear that animal welfare isn't the only driver in the choice of diet these days, and this could be attributed to a couple of different factors. With an increasing choice of tasty, animal-free products in the market, the stigma of vegan food as being not particularly appetizing from the past years is being replaced by new products that could be considered on par with any number of animal-based products.

A very good example of this is the Impossible Burger from US-based company, Impossible Foods. The Impossible Burger is a wholly plant-based product, made from wheat protein, coconut oil, potato protein and heme, but with the very convincing taste and texture of real beef mince. (The Daily Meal 2018.). Burger chain giant, Burger King has recently decided to roll out their Impossible Whopper (containing the Impossible Burger) across the US by the end of 2019. (Wiener-Bronner 2019.) The fact that Burger King takes this product seriously signals a mainstream shift in acceptance for something new and perhaps more in line with consumption values (so long as it is comparable to other options on the menu). There are several factors contributing to "conscious eating" such as socio-demographic changes and more transparency in getting information (such as food production practices and nutritional information) which provide consumers with more choice and independence than ever before. (The Food Navigator 2018.) This then leads to the ability to make better-informed decisions, which in turn can start to influence what the supermarkets are compelled to have on their shelves.

The power of social media should not be underestimated in its ability to have a wide-ranging influence on consumers. Social media, along with food bloggers (or Vloggers) have been central mobilizers in cultivating a new image of veganism and plant-based eating as part of a desirable lifestyle, building new competencies in plant-based cooking and extending the consumer communities interested in vegan food. (Jallinoja, Vinnari, Niva 2018.) Instagram, in particular, has been credited with giving veganism/plant-based diets a huge boost in public profile. This is evident when conducting an Instagram search for the simple hashtag of "#veganism", which at time of accessing was up to 6,248,865 posts. Instagram is a visual social media platform, so it's the easiest platform to share

aspirational lifestyle habits and messages and showing people is always going to be far more powerful than just telling them (Independent 2018). This should clearly be an integral aspect of the SusCop communication plan, in that there is huge potential for a wide reach. This is so long as there are visually appealing posts that make good use of trending hashtags while including more customised hashtags relevant to the project. However, where the SusCop project will aim to do its bit to enhance this movement is in showing how to work with the different ingredients to make sure that the dishes are appetizing and (relatively) easy to prepare. It's spreading this message that is integral to the success of the project, even if it begins with the teachers and students of the participating institutions of the project.

### 3 Communication plans

The second topic to be explored is that of communications plans and how best to make a dynamic and relevant plan that will support the SusCop mission. The nature of communication plans, the different types and their purpose are outlined, as are other elements such as communication channels, how technology is affecting communications and what goes into the actual planning. A communication plan is a critical component to an overall strategic plan, whether for a project-based or for a consumer-driven market plan, no matter of such factors as scope or location. The role of communications in a project is crucial for keeping all participants informed and engaged (Johnson 2017.) According to Ferguson (1999.), a distinct and precise definition of what a communication plan entails is not clearly developed. This is most likely due to each project being unique in some way and will require different methods of implementation. A project has many variables to consider when making the communications plan, such as age and culture demographics, what the target mission is and the time frame. It's also for the many variables concerned that dictate at what stage planning and implementation will occur.

In order to prepare a communications plan, it's important to determine what kind of plan is required and its key goals. Ferguson (1999) lists five different primary types of communication plans, all of which fulfil different purposes dependant on the project requirements. They can come as a strategic plan, operational plan, work plan, support plan, or a crisis communication plan. (Ferguson 1999, p14.) The strategic communication plan is an in-depth supplement to the strategic business plan. It includes such factors as company objectives, financial resources, performance indicators and windows of opportunity. The strategic communications plan can take place annually or even over the course of multiple years. The operational communication plan, like its strategic counterpart, is quite general in scope but differs in that the plan will specify in advance, how the goals and objectives will be met. The plan happens concurrently with the project and with the identifying of factors such as key client groups and allocation of project funding, communication channel priorities are subsequently assigned. The work communication plan is considered an extension of the operational plan but in a more specific and concrete manner. This kind of plan identifies what products and services are to be delivered and when, who will be the key personnel in implementation as well as identifying performance indicators, predefine evaluation methods and what resources are allocated and to where. The support communication plan is the most commonly used in that it's designed for specific activities such as press briefings, or initiatives. In saying that, the support communication plan uses many of the same components as the other types of plans mentioned. The crisis communication plan is designed to make an immediate response to crisis situations that might occur such

as how an airline handles its communications following a disaster where they are expected to be sensitive while being informative. Ferguson (1999) states that a communication plan that has been developed to guide the management of a single issue or activity, has both strategic and operational components. Elements of a strategic plan can include a mission statement, decision points, trigger events, target audience, objectives and messages, whereas organizational plans can include all of the above as well as financial requirements and tactical considerations. However, it should be noted that not all plans will consist of the same components. (Ferguson, 1999.)

The target group of the communication plan will determine if an internal or external communications plan is to be deployed. Internal communications can be defined as any information that is shared with the employees and shareholders (such as the board of directors) of an organisation. Internal communications are typically private from outsiders due to the information is either irrelevant or intended only for the employee base (Ahmed 2018.). Additionally, communications of an internal nature are planned with the intention of building knowledge and influencing the attitudes of the company personnel. The information is generally passed from employer to employee/stakeholder or even between employees. It can drive efficiency, productivity, loyalty and innovation. (Ritchie 2015.) Examples of internal communications are emails, memos, intranet or meetings, and can be about things such as upcoming training events, personnel changes or company policy changes. External communications are intended for anyone outside of the organization such as clients, vendors, outside stakeholders, customers (both current or potential) or the public. External communications can take the form of information on new products, new company initiatives or anything designed to gain customers, build the company brand or foster a community. Typical examples are press releases, websites, blogs and social media content which can come in the form of photos, videos, audio or written content. (Ahmed 2018.)



### **3.1 Communication channels**

A communication channel can be considered as a means of transmitting a message or information, and there are numerous ways of doing this depending on who it is meant for. At a base level, communication channels can be anything from face to face meetings, printed media (such as newsletters, newspapers and magazines), broadcast media (such as radio, podcasts and traditional television) or IT communications (such as websites, blogs, streaming video and social media). Technology has increasingly allowed much more flexibility in terms of how, where, with who and at what time the communication is made, which makes for more real-time communication possibilities than ever before. With expo-

ponential increases and improvements in technology and data speeds, those making communications plans have a lot more freedom to choose how the message will be projected, with factors such as location and timing becoming less of a concern. Farrant (2003.) breaks these communications into two groups, direct or indirect communication, but they can also be referred to as synchronous or asynchronous communications. Synchronous communication is considered as communication that occurs with all parties taking part in the exchange at the same time due to the communication being time-dependent. (Spacey 2016.) Examples of synchronous communication are teleconferences using software/platforms such as Skype, audio conference calling, face to face meetings or instant messaging. Asynchronous communication is communication that can be sent at any time without the need for the sender and receiver to be time-synchronized. (Spacey 2016.) This means that communications that are conducted over an extended timeframe (such as waiting for responses because of time-zones) are considered asynchronous. The nature of the project might be that it's not necessary for instant communication so the following examples might suffice - postal delivery (which might be preferable when important documents are being shared), email or fax.

Large jumps in data speeds have benefited not only stationary communications tools (which have also had exponential jumps in power and capabilities) but perhaps most crucially in mobile phone technology. Since the first smartphones first started rolling out in the early 2000s, the means of communicating in a synchronous on the move way has been waiting for the data speeds to catch up. 1G and 2G connections (G referring to generation) were basic and only enabled calls, texts and (heavily pixelated) sharing of photos. 3G, especially with its later upgrades, made it possible to use applications on mobile phones not previously available such as video calls, music and live video streaming. 4G has improved these processes even more with ever faster data transfers, and at time of writing, 5G is just beyond the horizon. (whatsag 2017.)

One thing Fergusson back in 1999 probably wouldn't have predicted was the onset of social media. Social media has been a game-changer in terms of not only how people access information and content but how they distribute it. Major sites like Myspace and Facebook were originally shelved under the term social networking but Myspace has more or less disappeared. Facebook has long since evolved from its connecting people roots to becoming a fully-fledged platform for causes, news feeds, activism, commerce and business. Businesses can set up their own page (with arguably more engagement potential than their traditional website). As of early 2019, statistics measure global social media use as being around 4.3 Billion, with about 2 Billion of that number being registered Facebook users. (Smart Insights 2019.) A relatively new phenomenon intertwined with social media

is that of the “influencer”. These are people who are termed as such for their power to affect the purchase decisions of others because of their authority, knowledge, position or relationship with their audience. Alternatively, they can have a following in a particular niche which they actively engage with. The size of the following depends on the size of the niche. (Influencer Marketing Hub 2019.) Another relatively new phenomenon in social media is that of the hashtag. A hashtag can be utilised on most of the major social media sites such as Twitter, Instagram, LinkedIn and Facebook. Content on social media is nearly always accompanied by hashtags, and approximately 125 million hashtags are shared each day on Twitter alone (McGoogan 2017.) A hashtag is a keyword or a string of words including the hash symbol (#) to create metadata and make it a hyperlink. It was first introduced on to Twitter but has also found massive use on Instagram and to a lesser extent, Facebook and LinkedIn. Page (2012.) says that adding hashtags connects, coordinates and promotes content, making them “a crucial currency which enables visibility to its users” (Page 2012.). Hashtags can be clicked on to access any other content, but users can also add hashtags to their own content for giving visibility. The hashtag can be brand new or be a more well-established hashtag that will collate it with other content, such as the #metoo movement or #veganism. For the SusCop project, it would make sense to have a combination of branded hashtags (such as #suscop or #entocube, as two examples) but also to seek out relevant hashtags that are trending, depending on the platform that is getting posted to.

### **3.2 Constructing the plan**

It was agreed with Pajakkala and Rajakangas-Tolsa that a communications plan in rough form (appendix 5), would be supplied for presentation at an early SusCop meeting in Bilbao, Spain for the week beginning 19th of March 2019. It should be noted that the author was in the early stages of the thesis and the corresponding plan, so made a number of fair approximations on what to present for consideration. The author wasn’t so concerned as it presented a great opportunity to present what had been come up with so far from both research and the authors own knowledge, and then get feedback and comments to work from. In the time leading up to then, a Webropol survey (Appendix 4) was distributed via email to the project leaders of each representing country for the project.

Even though it had been initially identified that a communications plan was needed, it was not clear as to what kind of plan was required (be it internal or external), who exactly the target audience was, and what channels might work best. A rough guesstimate for how many survey respondents would potentially get involved was twelve. This was based on there being six primary partners in the project and an estimation of two respondents from each partner, though there was no real way of knowing beforehand. It was just hoped that

the Webropol survey would be shared to as many as possible and that having more than was expected would be a good problem to have. Because of the estimated number of respondents was quite small, it was decided to make the survey question part very open-ended (as in, not multiple-choice style). This was decided so the respondents would be free to provide whatever answers or opinions they felt were relevant, and without the restrictions of only having certain answers as an option.

Out of the twelve or so potential respondents, there were disappointingly only three that took part, which hindered efforts to get a wider range of answers to draw from and make decisions. The responses were as follows: For the question of “What is the target group for the communications plan?”, the general consensus was that it should be for all project partners to use, as well as VET (Vocational Education and Training) colleges (including students and teachers) in Europe, associated partners and also general members of the public. Given that the project aims to inform and influence, making the same information that is available to those from the institution side seems appropriate in order to have as far-reaching possibilities as possible.

For the question of “What are the tangible outcomes you would like to achieve through a communication effort?”, respondents wanted that project results and learning outcomes were widely available, and that an awareness of the need to innovate was instilled through the disseminated information. It was also pointed out that it should be made clear as to what needs to be done and when, so project organizers had a clear idea prior to commencement of the project. It should be noted that there was no agreement for the author to have any further participation in the plan after turning it in, meaning that organizers would need to agree on who would do what. However, from this information, there could at least be a guideline so the most suitable person could take charge.

This leads directly into another question that was included, “Who will be overseeing the implemented plan? (with any mid-course corrections needed?)”. The response was that organizers from each partner would take responsibility in keeping up to date with their dissemination, and determining what communication needs to happen and when.

Another question that the author felt was very important to address was “How would you like the communication plan to be physically represented?” What was it that they wanted to hold in their hands? Or was a PowerPoint preferred? It was generally agreed that the plan should be visual to show clearly what was to be done, but also that they would appreciate a PowerPoint version and a basic text version. The author agrees with this approach as the PowerPoint presentation serves as a digital version that can be shared but also



projected at meetings, whereas the text version could be printed out multiple times and kept on hand.

The next question posed was “What is the timeframe for implementing the communication plan (is it continual, or implemented at the start with periodical reviews?)”, and it was decided that it would be implemented at the start, but have periodical reviews to make sure that the information was still relevant and fit for purpose. This seems fair as it’s hard for anyone to foresee how the project will go and reviewing and revising (at the transnational SusCop meetings for example) means that action can be taken to *steer the ship if it veers off course*.

Finally, the author wanted to know what channels the organizers were expecting to be used (such as Facebook, YouTube or Instagram) and as expected, Facebook and Instagram were mentioned, as well as YouTube by one of the respondents. The question of “Is there a budget?” was drafted initially but was subsequently omitted as it was made clear that the budget didn’t need to be taken into consideration. Of the three survey responses that were received, the answers more or less matched with the authors own opinions about what the plan should entail, and how it should be presented.

From the feedback received, a rough version of the plan (Appendix 3) was put in place, **both** in PowerPoint and PDF form) and the following lists each element and reasons for inclusion. **Implementation personnel:** It’s important to have duties allocated so everyone is clear as to what needs to be done and by whom. This takes away any guesswork during the implementation of the plan. Proper implementation requires that all members of the organization know what is expected of them. If the plan is constructed correctly, each department will be supplied with the human and financial resources it needs to meet the plan's objectives. (Hill 2017.)

**Project communication objectives:** This was just a simple slide to outline the core objectives which were decided thus far as effective and timely dissemination of the project in each country, raising awareness of the results and learning outcomes of the project, what to do and when and suggesting ways to create a community. It was also intended to serve as a continual reminder for those implementing the plan, as well as new personnel that might join the project at a later date.

**Identifying our audiences:** This, like the previous slide, was intended to serve as a reminder slide for new and existing project organizers. Given that it was decided to have an

external communications plan, the author felt that it's important to specify who the information is intended for. In this case, the plan is intended for teachers from each participating institution, students from each participating institution and external parties (including external stakeholders and the public).

**Channels:** This was a very basic slide with more attention given to content rather than design, and the suggestions were for Facebook - Huge outreach possibility with ability to link to other SusCop accounts and share content such as blog posts, new YouTube content and all with comments section.

Instagram - Again huge outreach potential and great possibilities to profile newly created dishes, events and cooking class activities

Discussion forum – A discussion forum would be part of the SusCop parent website where relevant threads could be created, promoted and moderated. All of this would be in the name of community building, creating networks, sharing and discussing topics relevant to the alternative proteins industry

Blog posts on the parent website - Regular posts by SusCop organizers, teachers, students or industry professionals with relevant SusCop and alternative proteins topics being covered. There could also be opinion pieces, profiles of industry-relevant professionals, an ingredient, new relevant technology or listicle.

YouTube channel - Regularly posted content on event activity, cooking class/demonstration or industry professional interview and yet again, huge outreach potential.

Web conference - Online real-time meetings between classes in an effort to create a virtual classroom, where teachers and students could discuss together, share ideas and create a fun environment. This was the only possibility in the author's mind, to have communications of a synchronous nature.

Newsletter - A one or two-page roundup of relevant news via a pre-constructed newsletter template. It could consist of a welcome box with updates, relevant and interesting web links roundup, short profile/interview, classroom/event report with pictures, space for a dynamic YouTube thumbnail, key upcoming dates box, and space for other relevant items.

Media pitches - Reaching out to various media outlets to highlight what the project is up to, and pitch stories that could be commissioned for publication (the author was already offered media space in the Pirkka magazine to profile the SusCop project).

Press releases - Key events or topics that the associated press might be interested in giving media attention to, such as the topical news item at the end of the nightly news.

These channels all represent widely accessible platforms with minimal reliance on the budget, given that media resources will be drawn from each of the institutions.

**Publishing frequency:** This was considered crucial in order to keep the communicating of the SusCop project dynamic and not leave long breaks between any kind of new content. The author feels that in this age of abundant content and information being distributed, that no-one stays around for long waiting for new content or information (for example, a new Facebook post), so it's important to be dynamic with publishing frequency.

**Content suggestions:** This was a basic slide which would be kept as such (with some additions) in the finalized plan to suggest the kind of content that would be effective. YouTube content to create was neglected which was a mistake, but the author subsequently decided to include suggestions in the final plan. A dynamic YouTube channel with regularly posted content such as "highlights from this event", interviews with industry professionals (either with chefs or industry production personnel such as the CEO of Entocube) or online cooking tutorials would be an excellent way to inspire and inform.

**Example mock-ups:** These were not intended for inclusion into the final plan, but the author wanted to give clear and visual examples of what was intended with the initial suggestions.

**Newsletter template:** It had already been discussed that a newsletter would be used so it was important to create a rough template (appendix 6) to show how could be laid out. It was agreed that the rough version only intended to showcase what the author thought would be relevant and effective and was by no means the finished product. (which has been requested for 1 June 2019) The author feels that this stage was invaluable as all SusCop project leaders were present at the Bilbao meeting to view and discuss what they thought was good, bad, effective or not and to activate the discussion on what other suggestions there might be. In hindsight, a physical form of the Webropol survey would have been good to send with Eeva and Johanna to present at the meeting and collect answers in person, which would have given the author more to work from. Unfortunately, this was not thought of in time.

After the week of the Bilbao meeting, the author met with Pajakaala and Rajakangas-Tolsa to discuss what they and other project leaders thought of the proposals thus far. Whilst the feedback was quite positive, there were a few elements that were pointed out that needed changing or omitting altogether. One of the most crucial segments of the plan was that there would be social media accounts such as Facebook, Instagram and a YouTube channel that would be created solely for the project, as the author felt that it would create a more cohesive brand. However, it was decided at the Bilbao meeting that

each partner institute would post SusCop relevant content to their own social media channels. This was based on the very sensible notion that it cuts the work of creating, maintaining and boosting the presence of the channels, whereas each institute has likely got a high profile already (the Haaga Helia UAS Facebook page has fifteen thousand likes as one example), so the following would already be there.

The author feels quite strongly about the importance of creating a SusCop “alternative proteins” community which would extend long after the project has officially ended. This means not only a local community but an online community where ideas and information can be shared and discussed across borders. The web conference and discussion forum suggested in the first draft plan would be novel ways to promote this, but it means effort on the part of SusCop organizers and trainers. The project organizers were not clear about what would happen in the early stages of the project so it’s hard to be realistic as to whether two teachers would be inclined to put in the extra work of setting up a video conference in their respective kitchens. With a web conference, there is also the issue of time-zone differences, but this could be worked around with minimal effort. The discussion forum would take, from a technical standpoint, far less organization, with only a moderator(s) to start threads and moderate the conversations. Another sensible thing pointed out in the meeting with Pajakaala and Rajakangas-Tolsa in regard to the discussion forum, was that social media platforms also come with the ability to comment on posts too. There was not a solid answer on these “community-building” aspects of the plan’s first draft, and as previously stated, the author feels strongly that elements such as the web conference and discussion forum will remain in the final plan, regardless of whether they are acted upon.

It was also put to the author’s attention that there was no decision on who will take care of the implementation, either as a whole or for separate duties as “no-one wants to be named”. This is something out of the author’s control, so the spaces for names coinciding with tasks were kept blank with the hope that a mutual decision could be made later. Another bit of feedback was that there should be “high ambition” in the communications plan. This is something that struck the author as being a very good point to consider. All in all, the go-ahead was given to proceed with the plan with most of the core elements to remain.

## 4 Discussion

The final part of the thesis will outline what the author decided to implement and give detailed reasons for the decisions made. Additionally, there will be reflections on the final outcomes and discussion on improvements and further development of the author's skills. With the feedback and suggestions from the Bilbao meeting, the plan as it would be presented went into the completion stage. The final thought was to streamline the first draft of the plan in order to make it as compact and in as few pages as possible. This was done by simplifying certain parts and incorporating or omitting other parts. The parts that were omitted from the final plan were the YouTube and Instagram mock-ups, as well as the webference schematic. Elements from the first draft such as implementation personnel and publishing frequency have been incorporated into a one-page table (Appendix 1) as a shareable and editable Google Doc, as the author considers that it was possible to do so at no expense to clarity. This means that select documents created for the plan can be shared amongst the contributors with all content and edits viewable by all, and with the possibility to add comments and suggestions. As well as the action table, the newsletter mock-up was subsequently also converted into an editable template in Google Docs. The newsletter template (Appendix 2) contains all the boxes that the mock-up had but can be easily deleted, expanded, contracted and edited, depending on what is intended for inclusion for each newsletter. Additionally, all other elements such as the formatting, layout (like colours and bordering) can be easily changed as needed. The newsletter is intended as being digital so it can easily be imported into emails, social media channels and the SusCop website, but it can also be very easily converted to Word doc or pdf format for printing as well. The author considers this important to maximise reach possibilities. The post suggestions slide from the first draft remains in the final version of the plan but with some additions, including hashtags. The suggestions are left as quite broad and serve to help whittle down what kind of content (e.g. interview, school/ingredient profile, visual/not visual) the producer/s could come up with. As previously stated, the social media channels of each partner institute will be utilised as opposed to setting up new accounts, but there was a need for commonly used hashtags, which would be a unifying force between all the different accounts from each institution. A selection of hashtags has therefore been chosen based on specific SusCop-based content, and broader hashtags that have higher searchable qualities and can be more binding to the larger causes of introducing alternative proteins, and the environment.

With any project, certain goals should be set in order to make a rounded and effective means of communication planning. "Goals are part of every aspect of business/life and provide a sense of direction, motivation, a clear focus, and clarify importance. By setting

goals for yourself, you are providing yourself with a target to aim for". (Corporate Finance Institute 2019.) The S.M.A.R.T acronym is a goal planning tool that is widely used to make clear the goals that are to be achieved. Though not always prepared with the exact same wording, the meanings remain the same. S for Specific (well defined, clear, and unambiguous), M for Measurable (having specific criteria that measure progress towards the goal), A for Achievable (attainable and achievable), R for Realistic (within reach, realistic, and relevant) and T for Timely (a clearly defined timeline with target dates). With necessary goals in place from the start, little is left to chance once the project and corresponding plan commence.

Keeping all the above in mind, the author endeavoured to measure the goals set out by the content of the communications plan (and the execution thereof) with the S.M.A.R.T. tool to see if things would correspond satisfactorily. The specific goal of the communication plan is to support the SusCop project by outlining means of communicating to target audiences what the project is about and to empower changes to their diet in a more nutritious and sustainable way. The author considered it a challenge to have specific means of quantifying the progress for the organizers to follow but they are having approximately once a month face to face meetings (such as in Bilbao), and regular contact through email and WhatsApp to discuss the general activity, and it is advised to discuss the impact of the plan communications as well. In terms of monitoring engagement in all the channels, each channel producer will monitor engagement with that channels' native analytics. The author considers ongoing monitoring and the prompting of discussions, comments and posts from the target audience to be very important as well and could arguably be more effective at measuring success than cold analytics. What better way to know that the message is getting across than seeing an active community participating? Achievable and realistic could be intertwined, as they are both concerned with setting practical values to guide the plan along. The author considers the chosen channels to have great potential in reaching the target audience and beyond. The use of social media can really make an impact so long as the social media producers from each institution keep the channels active, fun and bold. Timeliness is another slightly challenging value to be set at the start of the project, but the frequency of the different communications has been specified in the plan for producers to adhere to. This is concerned with keeping the channels active and not letting there be long periods of inactivity.

As previously mentioned, it was hoped for a high amount of ambition and considering that the project (with its substantial funding) aims for more of an informative and learning of new skills return on investment, as opposed to financial. The author feels that was a good opportunity to tweak the S.M.A.R.T. model by adding ambition into it as well, in other

words, S.M.A.A.R.T. Being ambitious can be a willingness to take risks and due to the minimal financial restraints, the communications plan in its final form has several factors that the organizers could try and factor in during the project. This includes the proposed web conference as well as tactics to get the attention of the media and supply press releases to various media outlets.

While working for the SusCop project was seen as an exciting chance to make a difference, it is unfortunate that the author is not involved in the project subsequent to graduation. It has become clear over the course of putting the thesis and communications plan together that the project organizers are not yet clear themselves (at time of writing) how the project will go and what changes to the project and communication strategy might be needed. The author feels that it would have given a more holistic development to see how the communication strategy evolves over the duration of the project and that there would be invaluable learning outcomes from being involved to the end. This is beyond the author's control, though it is intended that regular contact with Pajakkala and Ranjakangas-Tolsa will be held after graduation to learn how it proceeds and offer any assistance if needed.

Reflecting upon the research part of the thesis, the author feels that seeking more qualitative data to back up the decisions made would have been helpful. However, the author was approaching the building of the plan more from a real-world professional sense, rather than from academic criteria so it did feel like two totally different aspects to the final work were running in tandem. The author feels though, that a survey could have been distributed to the target audience teachers to get better insights into their attitude about working with alternative proteins, both personally and in a professional sense. This would have had an influence on what type of content could have been suggested in the plan. However, after discussions with Pajakkala about the feasibility of getting participants to take part (the author had no direct contact with those in question), it was decided not to proceed. In hindsight, a survey would have been prepared and distributed on the off chance of getting some responses.

The author is relatively satisfied that the relevant key topics were explored, but in covering the background information on communications planning, there was a tendency to seek out the newest information, so extra care had to be taken to make sure that the source of information was credible. This is an issue that created slight unease initially, but the author found that the older source material still provided a relevant framework for creating a communications plan. The time and effort to prepare the thesis and communications plan

in parallel provided the author with several skills that could be applied in any similar future scenarios.

The primary skill acquired would be the ability to take a more theoretical approach to a similar kind of project, and the author hopes to utilise these skills and expand upon them in future projects. The author now has a much better understanding of social media channels, what is best for what content and how they can be a powerful (and inexpensive) means of getting out a message. Researching the simple hashtag and seeing the impact they can have if used wisely, was also enlightening. Finally, the author learned how to take on a rather big project and work methodically, but efficiently through the process. Finally, and perhaps most importantly for the author, is that the process of putting the plan and background thesis together has created the skills and confidence to approach communication planning in a real-world setting.



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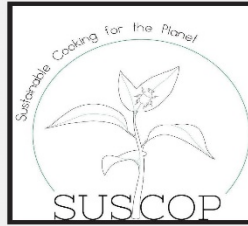
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**Appendix 1: Communication plan table**

<b>Communication type</b>	<b>Description of activity</b>	<b>Channel used</b>	<b>Frequency (at least)</b>	<b>Party responsible</b>
Blog post	Reporting on relevant SusCop topics, interviews, listicles	Website	One/two times a month	*
Newsletter	A roundup of the latest news from SusCop and relevant SusCop topics	Email, printed handouts	Once a month	*
Instagram post	Visual posts on relevant SusCop topics: New dish that students made, class activity, ingredient profile, event highlights. Relevant hashtags	Instagram	As often as there is something to post. At least once a month	*
Facebook post	Posts on relevant SusCop topics: New dish that students made, class activity, ingredient profile, event highlights. Link to Instagram and blog posts. Relevant hashtags	Facebook	As often as there is something to post. At least once a month	*
YouTube post	Video posts on relevant SusCop topics: Interviews with chefs, teachers, influencers. Company profiles (e.g. Entocube) and quick montages of classroom activity.	YouTube	As often as there is something to post. At least once a month	*
Web conference	Large screen-style webcam meetup between international classes (kitchen or classroom, or in any combination)	Adobe Connect or similar	Once or twice a month	Teachers and technical help
Discussion forum	Activate conversations on SusCop relevant topics such as veganism or environmental issues associated with food production	Website forum	Start one new thread per month	Website moderator(s)
<u>Ambitious activity</u> (keep an active discussion during project about what does, doesn't or could work)	Seek out media publications that would be interested in giving media attention to the SusCop project as a media or press release	Supermarket magazines, health publications, local TV stations	Once or twice a month	All project organizers

## Appendix 2: Newsletter template (in Jpg form)



Monthly newsletter February 25.02.2019

### Welcome!

This box could be a general roundup and highlights of the previous month's activities from all participating partners and institutions and institutions.

### Interview

This could be a short Q&A from anyone relevant such as teachers, students, external stakeholders. Alternatively it could be a "highlights of" from a larger interview in the SusCop blog

### Video link

### Key upcoming dates

- Bilbao meeting (date)
- Train the Trainer (date)
- Virtual Classroom - Haaga Helia-Da Vinci College (date)
- Landstede meeting (date)

Web Links

www.  
www.  
www.

**Class in Action**

Brief text about a class at one of the partner institutes on what they were cooking/studying.

Accompany with some select pictures

This box could be for press releases or media releases.

### Appendix 3: Communications plan PowerPoint presentation (screenshots)





# Identifying Our Audiences

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## Teachers

From each participating institution



## Students

From each participating institution



## External

Public, interested parties

## Content Suggestions

**Facebook post:** Facebook live (interviews, cooking demos, learn about ingredients), news updates, re-links from Instagram, YouTube and blog posts

**Instagram post:** Dishes prepared, raw ingredients, event activity

**Blog posts:** Influencer interviews, cooking demos, learn about ingredients...

**Forum thread:** Moderated conversations on sharing of recipes, new ideas, relevant topics

**Hashtags:** #suscop, #alternativeproteins, #vegan, #plantbased, #sustainability, #edibleinsects, #vegetableprotein, #meat substitute, #meat alternative, #entocube

Communication type	Description of activity	Channel used	Frequency (at least)	Party responsible
Blog post	Reporting on relevant SusCop topics, interviews, listicles	Website	One/two times a month	*
Newsletter	Roundup of the latest news from SusCop and relevant SusCop topics	Email, printed handouts	Once a month	*
Instagram post	Visual posts on relevant SusCop topics. New dish that students made, class activity, ingredient profile, event highlights. Relevant hashtags	Instagram	As often as there is something to post. At least once a month	*
Facebook post	Posts on relevant SusCop topics. New dish that students made, class activity, ingredient profile, event highlights. Link to Instagram and blog posts. Relevant hashtags	Facebook	As often as there is something to post. At least once a month	*
YouTube post	Video posts on relevant SusCop topics. Interviews with chefs, teachers, influencers. Company profiles (e.g. Entocube) and quick montages of classroom activity.	YouTube	As often as there is something to post. At least once a month	*
Webferance	Large screen-style webcam meetup between international classes (kitchen or classroom, or in any combination)	Adobe Connect or similar	Once or twice a month	Teachers and technical help
Discussion forum	Activate conversations on SusCop relevant topics such as veganism or environmental issues associated with food production	Website forum	Start one new thread per month	Website moderator(s)
Ambitious activity (keep an active discussion during project about what does, doesn't or could work)	Seek out media publications that would be interested in giving media attention to the SusCop project as a media or press release	Supermarket magazines, health publications, local TV stations	Once or twice a month	All project organizers

#### Appendix 4: Webropol survey and answers

##### 1. What is the target group for the communications plan?

For all project partners to use.
<ul style="list-style-type: none"><li>- associations of VET colleges in Europe</li><li>- VET colleges in Europe</li><li>- Teachers / students</li></ul>
External groups - students in the institutions, teachers and also laypersons.

##### What are some tangible outcomes you would like to achieve through a communication effort?

Effective and timely dissemination of the project in each country.
That colleges are aware of the results and Learning Outcomes of our project using the materials and creating awareness among teachers and future cooks of the need to innovate
What to do and when?

##### How would you like the communication plan to be physically represented? (such as basic text or PowerPoint)

Word document with a visual diagram to help show it clearly perhaps?
Both a basic text with the plan and strategy and a PP to present it
PowerPoint could be good. Clear structure and visual should it be.

**Who will be overseeing the implemented plan? (with any mid-course corrections needed?)**

Each partner would take responsibility for keeping up to date with their dissemination and what communication needs to be happening in a timely matter.

The coordinator and the team (coordinators of the different colleges

SusCop coordinators.

**What is the timeframe for implementing the communication plan (is it continual, or implemented at the start with periodical reviews?)**

Implemented at the start and then revisited throughout the duration of the project- I suggest that at every transnational meeting it is reviewed to ensure it is still relevant and fit for purpose.

it can start from now until after the end of the project, depending on results

Implemented at the start with periodical reviews.

**What channels are you expecting to be used? (such as Facebook, YouTube or Instagram)**

Facebook and Instagram mainly.

We can use the Instagram and Facebook account of the partners involved.

We will create a website to present the results

Facebook, Instagram and perhaps also YouTube.

**What elements are you expecting to be included? (such as videos, blog posts or podcasts)**

Blog posts and photos mainly.

we can make a newsletter after the first training event in Bilbao. The newsletter needs to have a template in line with the website. The website/ newsletter needs to be created by our partner IKASLAN.

Pictures, videos, blogs

**Appendix 5: First draft of communications plan (PowerPoint screenshots)**



# Identifying Our Audiences

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## Teachers

From each participating institution



## Students

From each participating institution



## External

Public, interested parties

## Channels

- Facebook
- Instagram
- Discussion Forum
- Blog posts (on website)
- YouTube channel
- Virtual get togethers
- Newsletter
- Media pitches
- Press releases

# Implementation personel

Name	Title	Responsibilities
Eeva Pajakkala	Coordinator	?
Johanna Rajakangas-Tolsa	Coordinator	?
?	?	?
?	?	?
?	?	?

**Facebook post suggestions** (FB live, information about upcoming events, links from Instagram, YouTube, blog posts)

**Blog post suggestions** (influencer interviews, cooking demos, learn about ingredients...)

**Forum thread suggestions** (moderated conversations on sharing of recipes, new ideas, relevant topics)



## Channels

- Facebook
- Instagram
- Discussion Forum
- Blog posts (on website)
- YouTube channel
- Virtual get togethers
- Newsletter
- Media pitches
- Press releases

## Publishing Frequency

<b>Content Type</b>	<b>Frequency (AT LEAST)</b>
Blog post	Weekly
Webference	Weekly
YouTube content (demos, interviews...)	Twice a week
Instagram post	Twice a week
Facebook post	Twice a week
New forum threads	Weekly



**Suggestions:**  
Kitchen class activity  
Photos of dishes prepared  
Event photos



Image removed for copyright reasons  
(Chinese-style grasshopper dish)

The Haaga Helia students might've been apprehensive about making a dish with these critters for lunch today... but the final result was a resounding **YES!!**  
[#SusCop](#) [#alternativeproteins](#) [#grasshoppers](#)



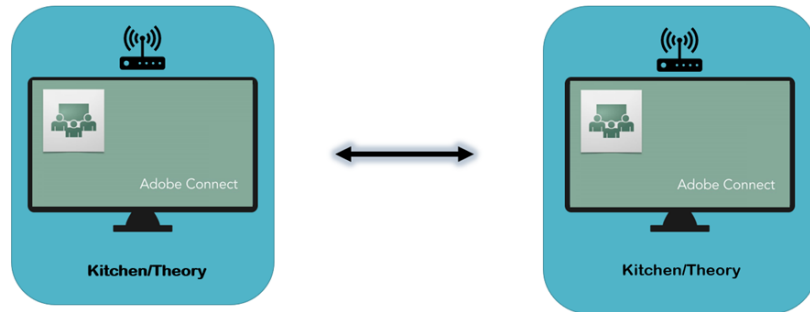
**Suggestions:**  
Influencer interviews  
Cooking demos  
Learn about ingredients



Image removed for copyright reasons  
(Picture of Henri Alen in the kitchen)

Well-known Helsinki chef, **Henri Alen**, takes us through some of his favourite dishes at his new restaurant, **Ultima.** # #

A **web conference** is a good way to get real-time transnational interaction, sharing of ideas and networking.



Examples:

Theory class – Kitchen class (and vice versa)

Kitchen class – Kitchen class

Theory class – theory class

Kitchen/Theory class – External (company HQ meeting room, etc)

Public access?....

## Appendix 6: First draft of newsletter template



**SusCop** - Sustainable cooking for the planet  
Monthly Newsletter  
Term: Spring | Issue 1 | Date: March 24, 2019

### WELCOME!

This box could be a general roundup and highlights of the previous month's activities from all participating partners and institutions

### INTERVIEW



This could be a short Q&A with a food influencer, chef etc



This could be a link to a featured video from the YouTube channel or something else that's relevant

### KEY UPCOMING DATES

25.03.2019:	25.04.2019:
Bilbao Meeting	TRAIN THE TRAINER 1
25.09.2019:	25.04.2019:
Landstede Meeting	Webference

## WEB LINKS

This section could be a roundup of useful and interesting links that participants have found and would like to share

<https://theecoguide.org>

<https://www.onegreenplanet.org>

Media releases

Press releases

## CLASS IN ACTION



This could include text about how the cooking class went with some comments from students and the teacher on what were key learning takeaways, what the dish was (and what key alternative protein ingredient was used).