

# The European Commission's science and knowledge service

Joint Research Centre



# Step 9

# Communication

**Francesco Panella**

COIN 2017 - 15th JRC Annual Training on Composite Indicators & Scoreboards  
06-08/11/2017, Ispra (IT)

# Communication

## communicate

verb • **UK**  /kə'mjuː.nɪ.keɪt/ **US**  /kə'mjuː.nə.keɪt/

**communicate** verb (SHARE INFORMATION)

★ **B1** [I or T] **to share information with others** by speaking, writing, moving your body, or using other signals:

*We can now communicate instantly **with** people on the other side of the world.*

*Unable to speak a word of the language, he communicated **with** (= using) his hands.*

*Has the news been communicated **to** the staff yet?*

*As an actor he could communicate a whole range of emotions.*

★ **B2** [I] **to talk about your thoughts and feelings, and help other people to understand them:**

*I find I just can't communicate **with** her.*



Message



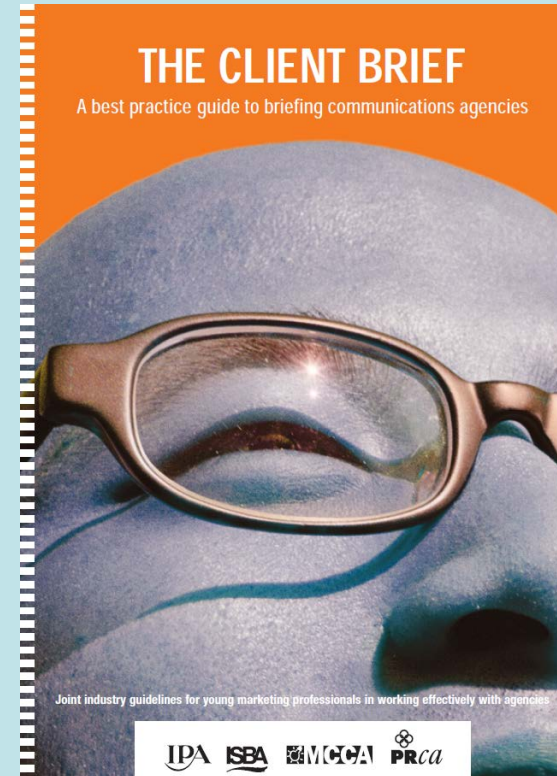
Audience



Media

Cambridge Dictionary Online

# Communication





# C3 Monitor

168 cities

29 indicators

9 dimensions

3 major facets



<https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor/>

# Checklist



Define your goals and objectives



Pick your audience



Choose your message



Define the media

# Goals



## Define your goals and objectives

Have final and intermediate communication aims of the composite indicator or scoreboard been specified? What is the impact intended?

Are the communication objectives SMART? (Specific, measurable, achievable, realistic, time-bound)

# Audience



## **Pick your audience**

Is your audience well defined? Relatively homogeneous groups?

Does it include relevant target groups?

Try to avoid “General public”



# Direct audience

Local authorities  
& policy makers


Businesses


Non-Governmental  
Organisations


Academics


Citizens &  
creative talents

## Did you know that...?

 **Lisbon**'s rich cultural heritage includes two UNESCO World Heritage Sites, namely the Belém Tower and the Jerónimos Monastery as beautiful examples of the Manueline architectural style.

 **Porto** has experienced important transformations in recent years through major investments in new cultural infrastructures, such as the concert hall Casa da Música, designed by the Dutch architect Rem Koolhaas.

 **Coimbra** is home to the oldest academic institution in the Portuguese-speaking world, the University of Coimbra. In 2013, its buildings were classified as a World Heritage Site by UNESCO.

 **Guimarães** hosts various Europe for Festivals, Festivals for Europe-labelled festivals. During one of these - Guimarães noc noc - all artistic disciplines are exhibited in unconventional venues such as private houses, studios, cafés, squares and streets.



Casa da Música. Credit: Jose Luis Hidalgo R. under CC BY 2.0 licence

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# Direct audience

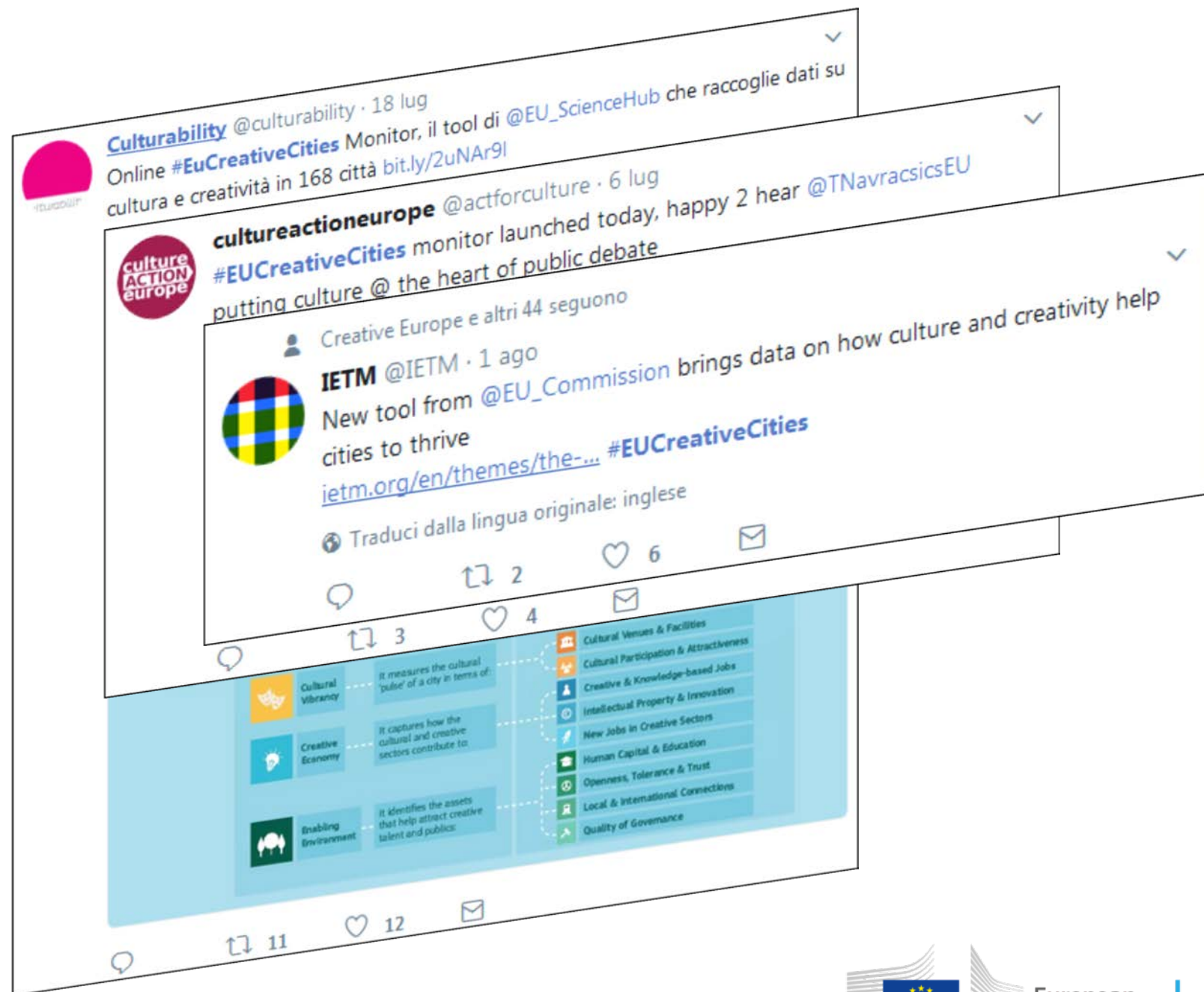
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C3 Monitor, DG JRC, COIN 2017

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creative talents



NUTS 3	Urban Code	City	City code	GDP	Employment	Population (1-5)	Population (XXL - S-M)
AT130	AT001C1	Vienna	1	1	3	1	XXL
AT221	AT002C1	Graz	2	2	2	3	L
AT312	AT003C1	Linz	3	1	1	4	S-M
BE100	BE001C1	Brussels	4	1	4	1	XXL
BE211	BE002C1	Antwerp	5	1	3	2	XL
BE234	BE003C1	Ghent	6	2	1	3	L
BE242	BE008C1	Leuven	7	2	4	5	S-M
BE251	BE006C1	Bruges	8	2	2	4	S-M
BE255	BE011C1	Ostend	9	3	5	5	S-M
BE323	BE009C1	Mons	10	4	5	5	S-M
BE332	BE005C1	Liège	11	4	5	3	L
BE352	BE007C1	Namur	12	3	5	4	S-M
BG321	BG017C1	Veliko Turnovo	13	5	5	5	S-M
BG331	BG003C1	Varna	14	5	4	3	L
BG411	BG001C1	Sofia	15	3	2	1	XXL
BG421	BG002C1	Plovdiv	16	5	4	3	L
CH013	CH002C1	Geneva	17	1	5	4	S-M
CH021	CH004C1	Bern	18	1	1	4	S-M
CH031	CH003C1	Basel	19	1	3	4	S-M
CH040	CH001C1	Zurich	20	1	1	3	L
CY000	CY001C1	Nicosia	21	4	4	4	S-M
CY000	CY501C1	Limassol	22	4	4	4	S-M
CZ010	CZ001C1	Prague	23	2	1	1	XXL
CZ032	CZ004C1	Pilsen	24	5	1	4	S-M
CZ041	CZ013C1	Karlovy Vary	25	5	5	5	S-M
CZ064	CZ002C1	Brno	26	5	1	3	L
CZ080	CZ003C1	Ostrava	27	5	3	3	L
DE111	DE007C1	Stuttgart	28	1	1	2	XL
DE123	DE035C1	Karlsruhe	29	1	1	3	L
DE125	DE522C1	Heidelberg	30	2	1	4	S-M
DE126	DE502C1	Mannheim	31	1	1	3	L
DE212	DE003C1	Munich	32	1	1	1	XXL
DE254	DE014C1	Nuremberg	33	1	1	3	L
DE300	DE001C1	Berlin	34	3	1	1	XXL
DE600	DE002C1	Hamburg	35	1	1	1	XXL
DE712	DE005C1	Frankfurt	36	1	1	2	XL
DE92	DE013C1	Hannover	37	2	1	2	XL
DEA13	DE006C1	Essen	38	2	3	2	XL
DEA23	DE004C1	Cologne	39	1	1	1	XXL
DEA51	DE015C1	Bochum	40	2	3	3	L
DE021	DE009C1	Dresden	41	4	1	2	XL
DE035	DE030C1	Weimar	42	3	3	5	S-M
DK011	DK001C1	Copenhagen	43	1	1	2	XL
DK042	DK002C1	Aarhus	44	2	1	3	L
EE001	EE001C1	Tallinn	45	2	1	2	L

D1.1 Cultural Venues & Facilities								D1.2 Cultural Participation	
Unit	[number per 100,000 inhabitants]	[number per 100,000 inhabitants]	[number per 1,000 inhabitants]	[number per 100,000 inhabitants]	[number per 100,000 inhabitants]	[number per resident population]	[number per 1,000 inhabitants]		
Sights & landmarks	Museums	Cinema seats	Concerts & shows	Theatres	Tourist overnight stays	Museum visitors			
14.01	6.72	NaN	5.69	NaN	7.30	NaN			
15.80	5.64	NaN	3.01	NaN	3.60	NaN			
6.79	6.79	NaN	2.09	NaN	4.00	NaN			
13.60	8.28	12.60	1.77	8.78	5.30	2885			
7.59	6.23	24.50	1.56	2.92	3.30	2719			
28.19	9.32	18.90	7.54	12.30	3.60	3220			
21.30	2.03	19.40	NaN	5.07	4.20	1218			
39.02	27.14	16.30	2.54	5.94	15.40	6481			
11.32	9.90	38.00	1.41	0.00	12.10	777			
15.73	15.73	42.80	1.05	4.19	1.30	445			
7.58	4.97	20.60	3.14	3.40	1.20	785			
8.08	6.29	40.00	2.69	3.59	1.30	459			
17.40	14.50	4.50	1.45	NaN	2.20	5464			
4.76	5.36	10.60	1.19	0.89	13.40	444			
4.09	1.72	14.10	0.90	1.88	1.10	602			
7.04	4.69	7.10	0.88	1.17	1.10	420			
17.75	15.14	30.80	5.22	9.40	10.70	6139			
22.51	10.87	57.40	1.55	10.87	5.60	5078			
32.86	20.31	31.00	7.17	9.56	6.90	7978			
13.25	13.77	27.90	3.64	5.72	7.60	2890			
57.64	26.90	NaN	5.55	NaN	NaN	NaN			
56.19	13.51	NaN	4.32	NaN	NaN	NaN			
27.00	24.54	16.00	10.80	6.51	10.40	2501			
17.75	4.14	20.00	1.77	6.51	1.90	845			
46.20	8.04	8.90	4.02	4.02	31.80	562			
13.51	4.50	10.00	2.65	4.24	1.90	1229			
3.74	2.04	11.00	0.68	2.04	1.40	445			
7.28	3.97	18.60	2.65	2.32	5.70	3845			
4.35	2.67	17.00	1.34	1.34	3.50	2723			
19.72	7.89	2.80	2.63	1.31	8.00	12558			
7.08	2.02	15.60	2.36	0.67	4.00	2135			
8.67	4.33	10.20	2.13	1.35	9.60	4264			
11.83	5.61	15.10	2.41	1.20	5.70	3573			
9.21	5.96	14.90	3.07	1.02	8.40	4735			
5.96	3.49	10.50	2.58	1.32	6.80	1237			
12.55	5.42	13.00	2.85	1.71	11.50	2954			
9.84	2.51	12.40	1.54	1.54	4.00	1167			
4.74	1.58	15.90	1.40	0.70	2.50	3318			
11.02	3.19	8.60	1.74	1.35	5.50	1926			
0.28	2.21	16.90	0.83	1.11	1.70	1511			
10.55	6.41	20.20	2.45	1.70	8.40	6033			
45.80	23.63	27.40	4.74	1.58	10.50	19063			
26.48	13.94	18.20	6.08	20.74	1.80	6439			
50.14	6.58	15.90	1.88	NaN	1.80	3789			
21.43	21.18	12.90	2.71	1.49	6.90	7782			

C3 Monitor, DG JRC, COIN 2017

# Direct audience

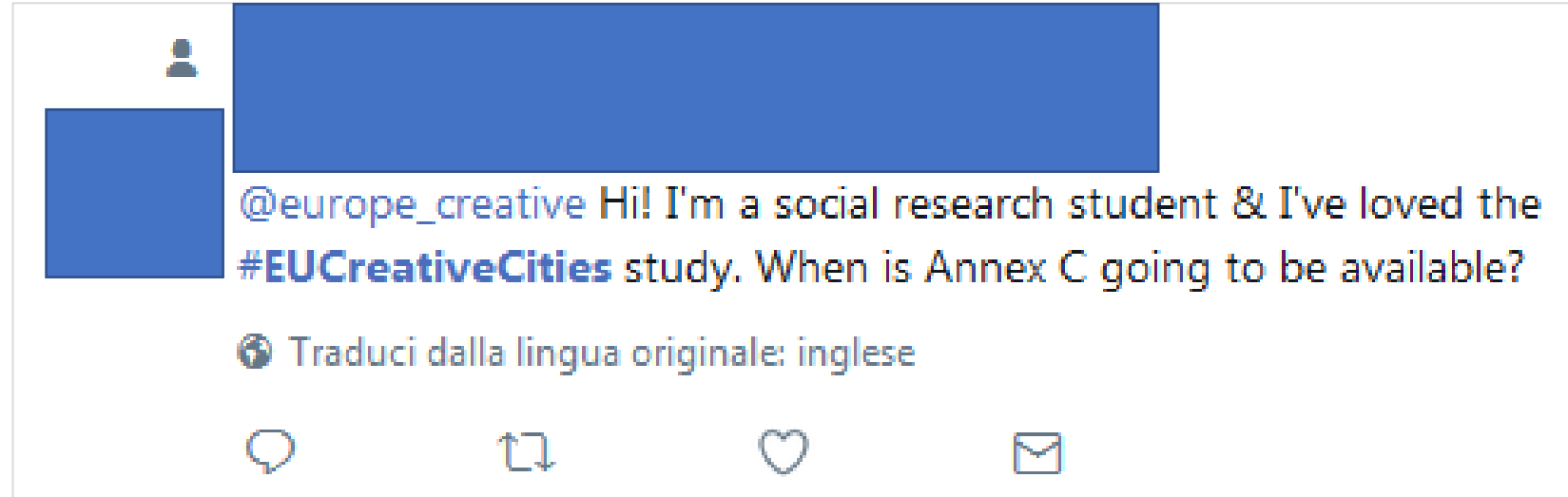
Local authorities  
& policy makers

Businesses

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# Intermediaries: Businesses



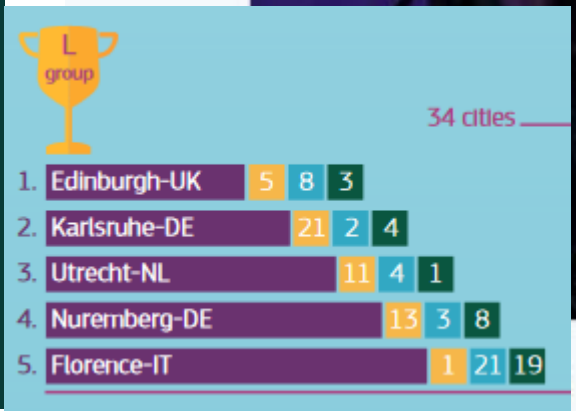


# Intermediaries: Businesses



**GCB International** @GermanyMeetings · 27 lug  
 #Meetingprofs - innovative & creative destination needed?! Try #Nuernberg: 1 of the leading #EUCreativeCities! [bit.ly/2tmD7OG](https://bit.ly/2tmD7OG) [sp]

Traduci dalla lingua originale: inglese



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# Intermediaries: Press



EUROPEAN COMMISSION

PRESS RELEASE

6 July 2017

## **New Monitor shows how culture and creativity help cities to thrive**

Today, the European Commission released the first ever edition of the 'Cultural and Creative Cities Monitor'. This new tool provides comparable data on how European cities perform across nine dimensions – covering culture and creativity – and underlines how their performance contributes to cities' social development and economic growth and job creation.

Developed by the European Commission's in-house science service, the Joint Research Centre (JRC), the Cultural and Creative Cities Monitor will help policy makers as well as the cultural and creative sectors identify local strengths and areas for improvement, and learn from comparable cities. It also sheds light on the strong relationship between cultural vibrancy and various dimensions of a city's life, starting with its social diversity and its economic activity.

Tibor **Navracsics**, European Commissioner for Education, Culture, Youth, Sport, responsible for the JRC, said: *"My objective is to place culture and creativity at the heart of the European policy agenda. In times of major societal transformations and sharpening global competition between cities, we must look beyond traditional sources of growth and socio-economic well-being and explore the role of culture in vibrant, innovative and diverse cities. The Cultural and Creative Cities Monitor highlights successful European cities that have found their own ways of using the potential of culture and creativity to drive development, innovation and job creation and improve quality of life for citizens. It*

C3 Monitor, DG JRC, COIN 2017

Financial Times, 16 July 2017

# FINANCIAL TIMES

FRIDAY 14 JULY 2017

WORLD BUSINESS NEWSPAPER

UK 62.70 Channel Islands £300, Republic of Ireland €320

## Gillian Tett

What would Gary Cohn bring to the Fed chair role? — COMMENT PAGE 13

## Winter isn't coming

Game of Thrones' HBO is thriving in world of disruptors — COMPANIES PAGE 17

## Bolivarian bourgeoisie

How a few became rich in a starving Venezuela — FT INVESTIGATION PAGE 11

# London goes on offensive in effort to entice Aramco IPO

- Reforms open door for \$2tn listing
- Battle heats up with rival New York

CAROLINE BRIDGEMAN, DAN MCCORMICK AND MARTIN WOLF

The UK has gone on the offensive in its battle to win the world's largest public offering from Saudi Arabia by proposing a new listing for state-owned companies that would loosen governance restrictions on Saudi Aramco if it chose London for its initial public offering.

Britain's Financial Conduct Authority said yesterday that it was planning to create a new category within its "pre-market" listing rules that would exempt companies controlled by governments from some curbs that apply to oligarchs or other private groups.

At present, overseas groups rarely seek a premium listing on the main London market, which entails adherence to rigorous governance standards, but a standard listing is seen as second best and would put off many investors.

The FCA move is part of broader plans by the agency to reform equity and debt markets in an attempt to keep the UK open for business after Brexit.

But it is also a sign of how the UK is attempting to use all available incentives to lure the world's largest oil producer to the London Stock Exchange.

Saudi Aramco is seeking to sell 5 per cent of itself, a move that would allow

Arabia this year in a lobbying effort. The UK regulator's proposals came just four years after Britain's listing regime had been tightened after a string of governance failures at overseas groups run by foreign tycoons, including mining groups ENRC and Bannockburn.

Both became cautionary tales about the dangers of bringing resource companies from emerging markets to the London bourse. A criminal investigation by the UK's Serious Fraud Office into ENRC, which crashed out of the FTSE 100 last year, and amid allegations of corruption, is under way.

Under the new category's proposed rules, a sovereign shareholder would not be treated as a related party, meaning it would not need prior shareholder approval for a transaction between the government and the company. Since March, the FCA has been asked by government to keep the competitiveness of the UK's financial markets in mind when making policy — something the FCA and the Bank of England previously argued against.

Andrew Bailey, the FCA's chief executive, noted that the plans were formulated with Saudi Aramco in mind, or that the FCA had succumbed to political

## Liu Xiaobo

### Death of a Chinese dissident

'I hope I am not the type of person who, standing at the doorway to hell, strikes a heroic pose and then starts frowning in indecision'

Liu Xiaobo, the Chinese dissident, is seen at the Tiananmen Square protests in 1989. He was imprisoned by the Chinese government for his role in the protests.

Liu, a veteran of the Tiananmen Square protests, was, in 2009, sentenced to 11 years in prison after writing "Garden of Ashes".

at the 2009 Nobel Peace Prize ceremony in Oslo in 2010. Liu is the first Nobel Peace Prize winner to die in custody since Carl von Ossietzky, a German resistance leader, died in 1954.

China's government has refused to release his body for burial. His death has been widely mourned, and his funeral was held in Beijing.

## Briefing

► **Fox move for Sky heads to full inquiry** 21st Century Fox has declined to take a new offer to protect the editorial independence of Sky News, almost certainly triggering a full inquiry into the US group's £1.17tn deal for broadcaster Sky. — PAGE 9

► **May faces 'hell' over repeal bill** Theresa May published the repeal bill that ends the supremacy of EU law, as her opponents warned that she faces "hell" at Westminster and a Scottish fight to get it passed. — PAGE 2, MARTIN WOLF, PAGE 13

► **Rollercoaster Wanda deal eases woes** Wanda's \$9.5bn sale of theme parks assets to Sunac cuts borrowing and opens the way to an IPO. It also eases fears that its borrowing presents a risk to the banking system. — PAGE 18

► **France to appeal against Google tax win** The French government will appeal against a Paris court decision that Google did not have to pay more than €1.3bn in back taxes, even as the prime minister praised Google as a "wealth creator". — PAGE 4

► **Tata paid bonus £25m after pensions cut** Tata Steel paid its top 1,000 managers by July bonuses of about £25m after its UK staff accepted a pension cut to keep the business alive, a move likely to anger the workforce of the steelmaker. — PAGE 19

► **Lula prison sentence divides Brazilians** Brazilians have taken to the streets to march for and against the jail sentence for ex-president Luiz Inácio Lula da Silva, whose very name splits Brazilians as few others. — PAGE 6, EDITORIAL COMMENT PAGE 12

► **Battler crisis spreads across Europe** Rising demand and a decline in milk production has doubled butter prices, with French bakeries seeking to charge more for croissants and Britons warned of a shortage at Christmas. — PAGE 24

## Datawatch

### Cultural and creative cities

Country	Number of Cities
Paris	10
Brussels	20
London	30
Berlin	40
Madrid	50
Rome	60

Source: European Commission

in 2016. The FTSE 100 rose 1.1 per cent to 6,270.10. The FTSE 250 rose 0.8 per cent to 16,270.10. The FTSE 1000 rose 0.9 per cent to 16,270.10.

► **FTSE 100** rose 1.1 per cent to 6,270.10. The FTSE 250 rose 0.8 per cent to 16,270.10. The FTSE 1000 rose 0.9 per cent to 16,270.10.

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# Choose the message



Is it something new?

Does your audience want to know about it?

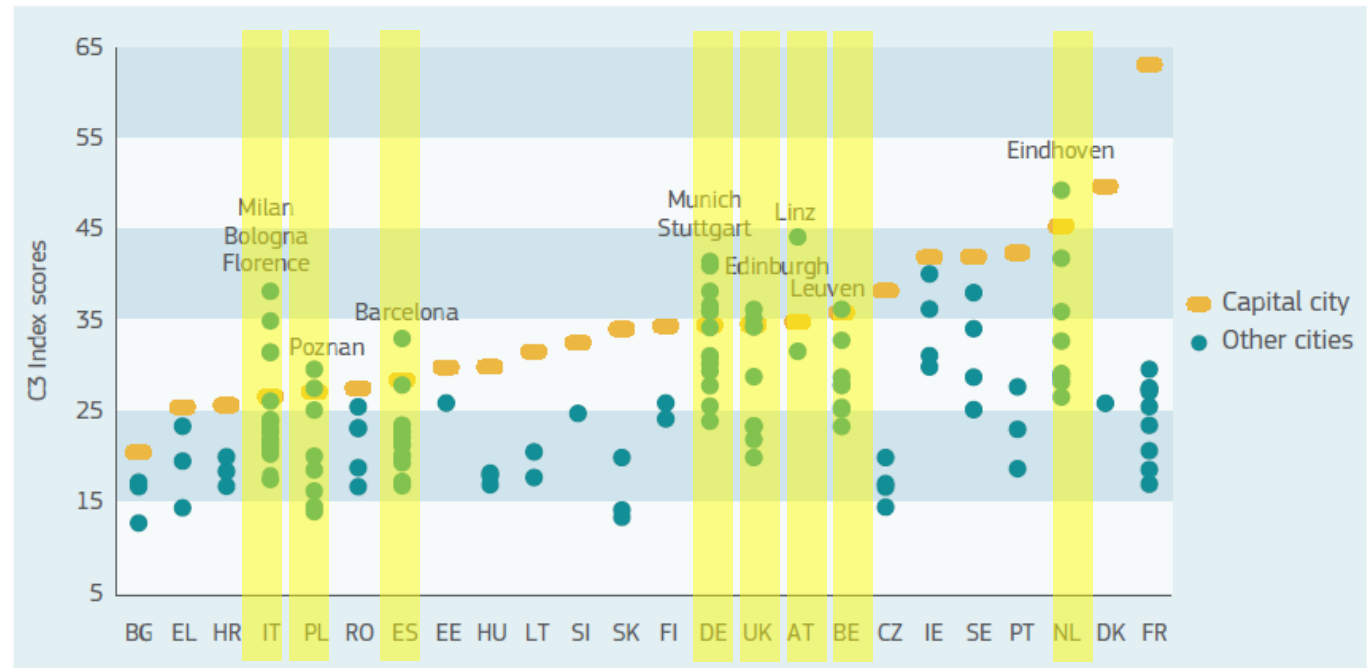
Are you connecting to your communication objectives?

**Tell a story...**



# Message

Look into your data  
to tell a story



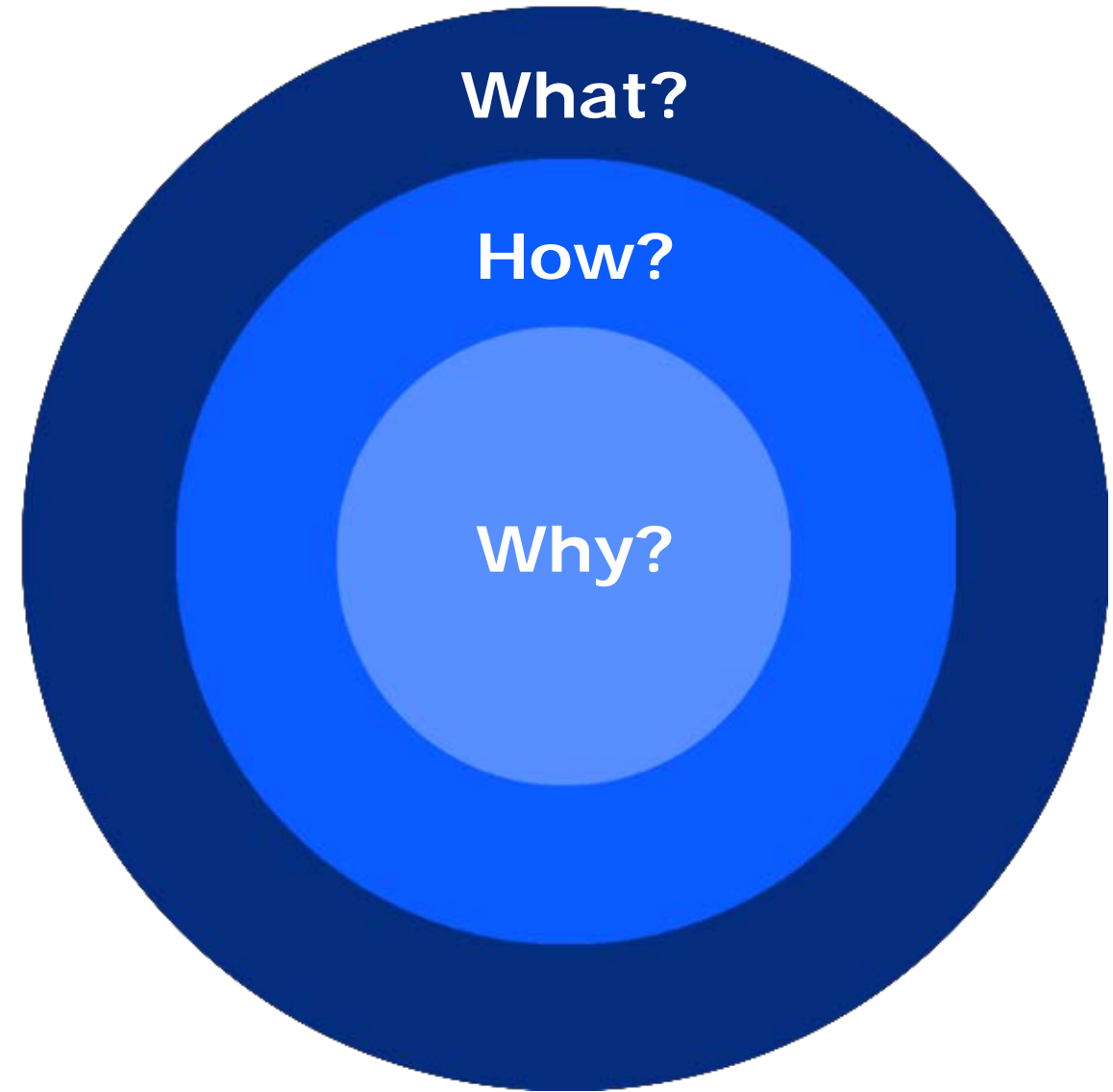
**Figure 4.**  
C3 Index scores within EU countries

# Message

**What?** Your scoreboard!

**How** did you develop it?

**Why** did you develop it?



*The golden circle.* Simon Sinek



# Define your medium (or media!)



## Examples of interpersonal communication

- Dialogues, face-to-face conversation
- Group discussions
- Conferences
- Brokerage events
- School visits
- Tours
- Round tables
- Exhibitions
- Meetings
- Workshops
- Open days
- Demonstrations and prototypes
- Telephone calls
- E-mail information service (question and answer)
- Internet debate
- Policy brief

Smaller audience, lower costs, more effort (more effect?!)  
Interactive, good for acquiring input  
Flexible (easy to change tone, strategy and content)

## Examples of mass media communication

- Newspapers and magazines
- Press releases
- Newsletters
- Manuals
- Brochures, booklets, flyers
- Letters
- Radio
- Television
- Video
- Posters
- Stickers
- Banners
- Billboards
- Website
- Blogs
- Social media

Potentially large audience  
Uses the credibility of the mass media

# Medium

## Paper: report



# Medium

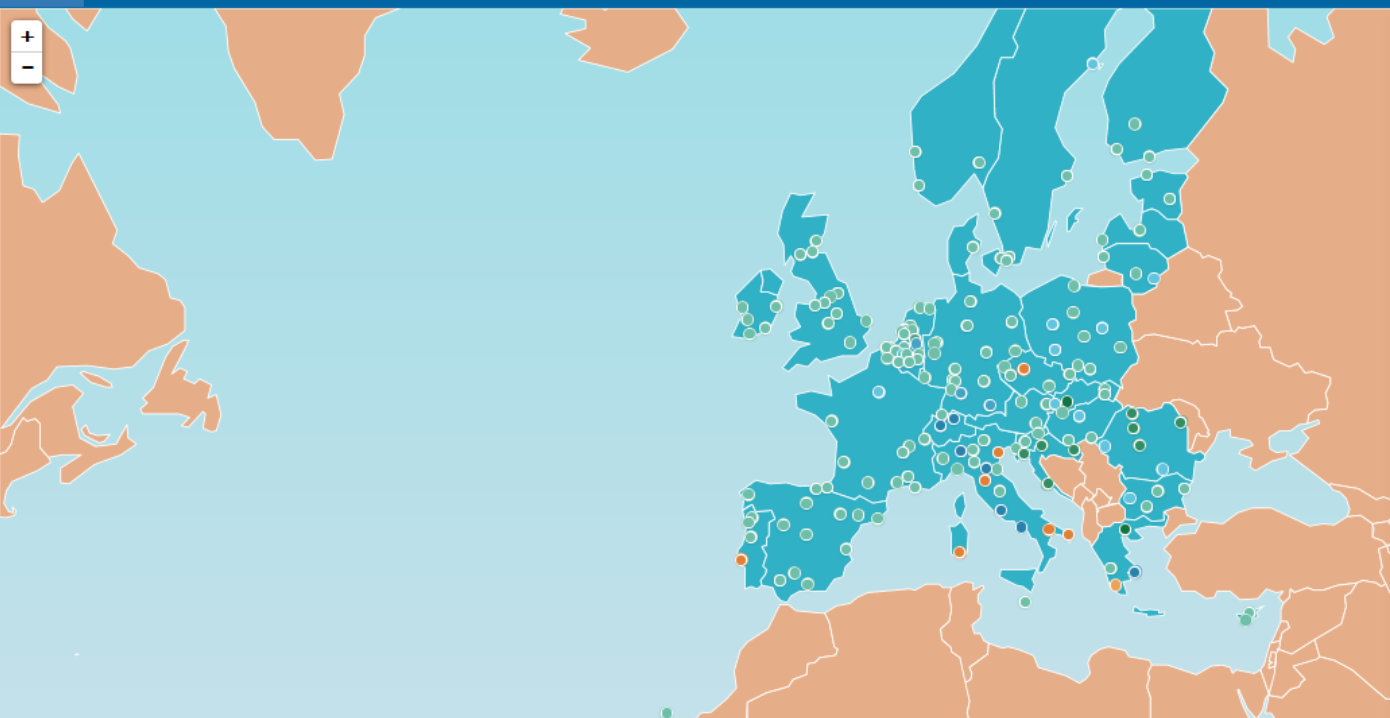


## Cultural and Creative Cities Monitor

A tool to promote mutual exchange and learning between cities to boost culture-led development

European Commission / EU Science Hub / Cultural and Creative Cities Monitor

Home About Cities ▾ Countries ▾ Create your own Monitor FAQ



### Top Ranking Cities by

Population	GDP	Employment
XXL		XL
1 Paris	1 Copenhagen	
2 Munich	2 Amsterdam	
3 Prague	3 Lisbon	
4 Milan	4 Stockholm	
5 Brussels	5 Dublin	
L		M
1 Edinburgh	1 Eindhoven	
2 Karlsruhe	2 Linz	
3 Utrecht	3 's-Hertogenbosch	
4 Nuremberg	4 Cork	
5 Florence	5 Heidelberg	
S		
1 Galway		
2 Leuven		
3 Weimar		
4 Limerick		
5 Waterford		

### Sort cities by

C3 Index
C3 Index
Sub-Indices
1 Cultural Vibrancy
2 Creative Economy
3 Enabling Environment
Dimensions
1.1 Cultural Venues & Facilities
1.2 Cultural Participation & Attractiveness
2.1 Creative & Knowledge-based workers
2.2 Intellectual Property & Innovations
2.3 New Jobs in Creative Sectors
3.1 Human Capital & Education
3.2 Openness, Tolerance & Trust
3.3 Accessibility – local & international
3.4 Quality of Governance

C3 Monitor, DG JRC, COIN 2017

# Medium

## Online: Twitter



**EU\_ScienceHub** @EU\_ScienceHub · 14 ago

What to use to benchmark & access the performance in #culture & #creativity of EU cities? ➔ [europa.eu/ldb97xk](https://europa.eu/ldb97xk) #EUCreativeCities 🏙️

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C3 Monitor, DG JRC, COIN 2017

# Medium



## Cultural and Creative Cities Monitor

A tool to promote mutual exchange and learning between cities to boost culture-led development

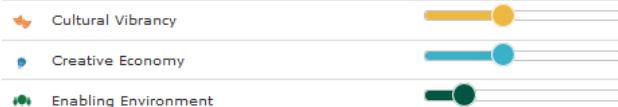
European Commission / EU Science Hub / Cultural and Creative Cities Monitor

Home About Cities Countries Create your own Monitor FAQ

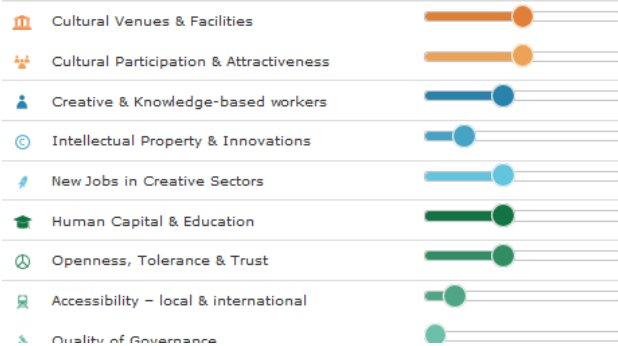
Move the sliders according to the importance of the different components of the C3 Index in your city.

This will affect the scores and the ranking positions, which will be updated accordingly.

### Sub-indices



### Dimensions



There are 2 types of ranks available:

- Full rank - containing all the cities selected for the first edition of the Cultural and Creative Cities Monitor
- Group rank - containing only cities in the same group

Groups

Full ranking

Ranking

#	City	Dimensions	Score
1	Paris		63.2
2	Copenhagen		49.9
3	Eindhoven		49.5
4	Amsterdam		45.5
5	Luxembourg		45.2
6	Linz		44.3
7	Lisbon		42.6
8	Stockholm		42.1
9	Dublin		42.1
10	's-Hertogenbosch		42.0
11	Munich		41.7
12	Stuttgart		41.2
13	Cork		40.3
14	Prague		38.4

Video removed to reduce file size.  
<https://www.youtube.com/watch?v=XrTuLJacOEo>



# What about the weaknesses?



Do NOT hide them, but don't start with them.  
Explain them briefly and simply






Explain limitations

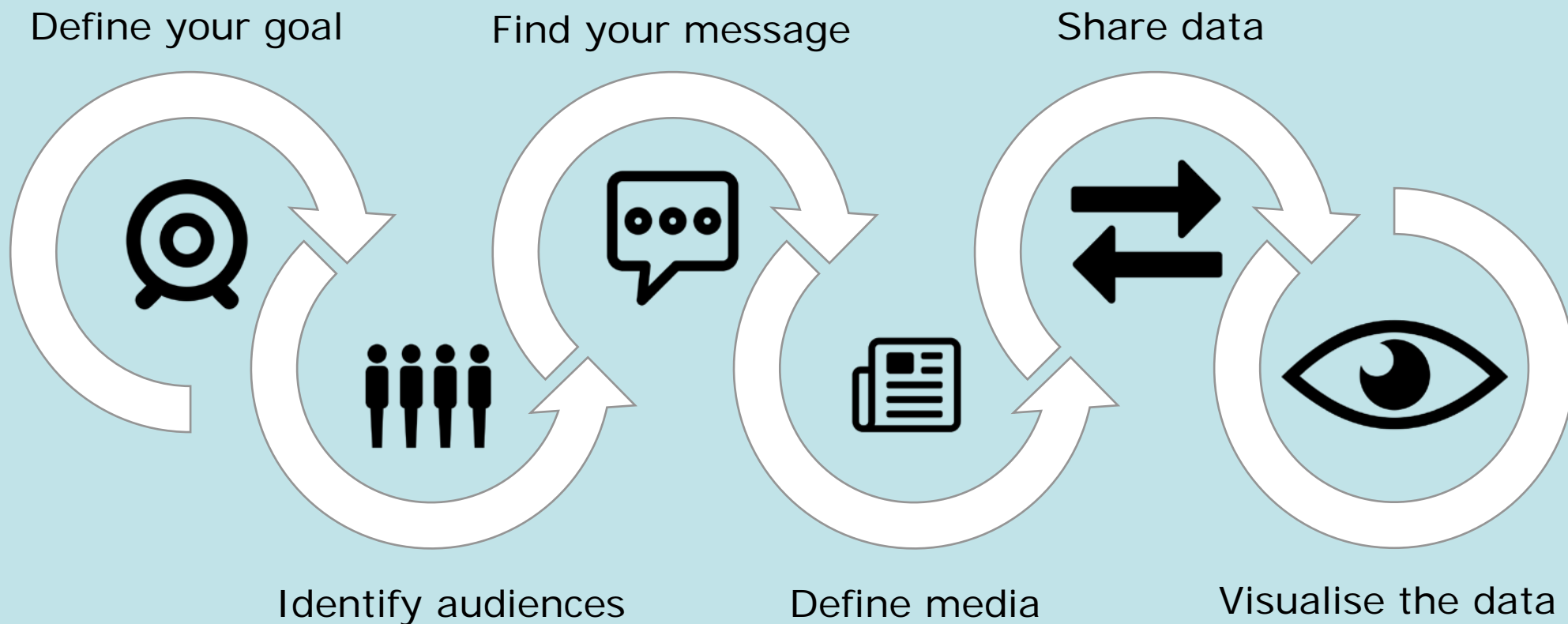


Comparability over time (yes/no)

# Join forces

-  Exchange information, data, methods
-  Open data access encourages reuse
-  Engage with stakeholders (including local authorities)

# Conclusions



# Sources

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# Thank you!

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