

EUnetHorse

European network for knowledge exchange and peer-to-peer learning between actors and stakeholders of the horse sector to improve the resilience of equine farms

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List of Abbreviations

AKIS	Agricultural Knowledge and Innovation Systems
CAP	Common Agricultural Policy
CRS	Corporate Social Responsibility
C&D plan	Communication and Dissemination Plan
EAB	European Advisory Board
EEF	European Equestrian Industry
EU	European Union
EUSTB	European Scientific and Technical Board
FAO	Food and Agriculture Organization of the United Nations
FEI	International Equestrian Federation
KPI	Key Performance Indicator
NAB	National Advisory Board
n.d.	no date
NF	National Facilitator
NH-AKIS	National Horse - Agriculture Knowledge and Innovating Systems
NSTB	National Scientific and Technical Board
REA	Research Executive Agency
ROI	Return of Investment
RSS	Really Simple Syndication
SDG	Sustainable Development Goals
SWOT	Strenght-Weaknesses-Opportunities-Threats
WP	Work Package

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1. Introduction

Funded by the European Research Executive Agency (REA), the EUnetHorse project will last four years (2023-2027) and will bring together 15 partners from nine countries: France, Belgium, Finland, Germany, Poland, Portugal, Spain, Romania and Switzerland. Among these nine countries, there are more than four million equines dedicated to one of these four main branches: **sport/leisure, racing, agriculture and food production**, and with important implications for aspects such as the economy, rural employment, tourism, sustainable agriculture and European cultural identity.

The European equine sector stands out for its excellence and contributes to Europe's global influence. **European horses are recognized worldwide, being exported to various parts of the world and being involved in Olympic disciplines and racing.** In addition to their role in sport, horses play a significant role in agriculture and forestry in several Member States.

With millions of horses in Europe, the **equine sector generates employment for hundreds of thousands of people and brings significant economic value**, contributing to objectives such as public health, social inclusion and the creation of new jobs. Equines also offer healthy and close-to-nature activities, strengthening the link between urban and rural environments.

The **structure of equine farms** varies among the nine member states, but a large proportion of them are small and medium-sized family farms, with a significant proportion of women working in the equine sector compared to other agricultural areas. These farms **generate employment opportunities** especially for young people in rural areas and have diversified into lucrative activities, such as agricultural tourism and environmental care.

In some regions, the use of horses in small-scale agriculture is still relevant and can contribute to sustainable low-emission agriculture. The equine sector is considered a service sector as horses are used for various purposes such as sport, tourism, therapy and food production. However, despite its importance, the equine sector lacks a strong and coordinated structure which makes it difficult to connect the different actors at European and national level.

Therefore, the funding of the EUnetHorse project is crucial for Europe, as the equine sector has a significant impact on the economy, rural employment, tourism and sustainable agriculture. By creating a network for knowledge exchange between actors and stakeholders, collaboration and resilience of equine farms will be strengthened, enhancing Europe's global position in this key sector. As a consequence, the development of a communication plan that unifies and provides relevant information for decision making is necessary to achieve the objectives in terms of communication, dissemination and awareness of these sectors as will be detailed in the executive summary.

2. Executive overview

It has been launched a multi-stakeholder European Union (EU) funded project in several countries which **overall objective** is to **establish an active network to improve the performance and resilience of equine farms in Europe** through the widespread dissemination of best practices, tools and solutions that will improve their socio-economic performance, on-farm animal welfare and health, and the environmental sustainability of the sector. After several months of preliminary research, the need to give visibility to the European equine sector was addressed. As a result, it was possible to confirm that the excellence of this sector stands out year after year, strengthening the global influence of the whole of all of Europe, backed by the statement that "The horse has been the most crucial animal throughout history, playing fundamental roles in agriculture, warfare and transport over thousands of years" (The Confidential, 2023).

Therefore, it is important to keep in mind that the **final or marketing objective** of the project is to **organize and systematize the existing knowledge available on the European equine sector and to communicate and disseminate this knowledge and the new knowledge generated throughout the project** in order to attract more members seeking to be part of the EUnetHorse community.

In order to achieve these goals, the following **Communication Plan for EUnetHorse** has been elaborated, in which first a deep research (external, internal and audit) and its corresponding analysis organized in a SWOT has been carried out. After this first step, we have established the objectives of the plan, its target audiences, the messages for each of them, and the strategies to follow to specific actions.

Likewise, the following **strategic communication objectives** have been established to be achieved in the period of one year, which is the duration of the present Communication Plan (from June 2023 to June 2024) with a total overall budget of **174.437,50€(WP5, 2023-2026)**:

- To raise awareness of the EUnetHorse brand among the actors and stakeholders of the equine sector by 25% during the first year of the communication plan.
- To position EUnetHorse as the leading thematic network for the exchange of knowledge and solutions for the equine sector across Europe by 2025.

We will achieve these goals through a **positioning strategy**, which we will use to position EUnetHorse at the **top of mind** of the target audience as the leading **active equine network in the fight for the resilience of the sector in Europe**. This strategy will be reflected especially in **online communication actions**, since in addition to being the most profitable medium due to the limited budget of the plan, they are currently the most used due to the increase in digital consumption.

Therefore, through the implementation of this Communication and Dissemination Plan (C&D plan), EUnetHorse will **improve its online presence and positioning**, and all this will be reflected in an **increase in the notoriety** of the project, as well as in the increase of members and participants.

3. Analysis of the situation

3.1. External analysis: Macroenvironment

3.1.1. Demographic factors

EUROPEAN POPULATION

The **population size** of Europe in 2023 is 751.713,837 people, of which 362.620,284 are men (48.2%) and 389,093,552 women (51.8%) according to data from the National Institute of Statistics. As observed in Figure 1, in Europe, the **birth rate** has been decreasing at a relatively constant rate since 2012. This recorded data is largely due to the fact that the number of live births in the EU has been decreasing at a relatively steady pace. And in 2020, it is also related to the COVID-19 pandemic (INE, 2023).

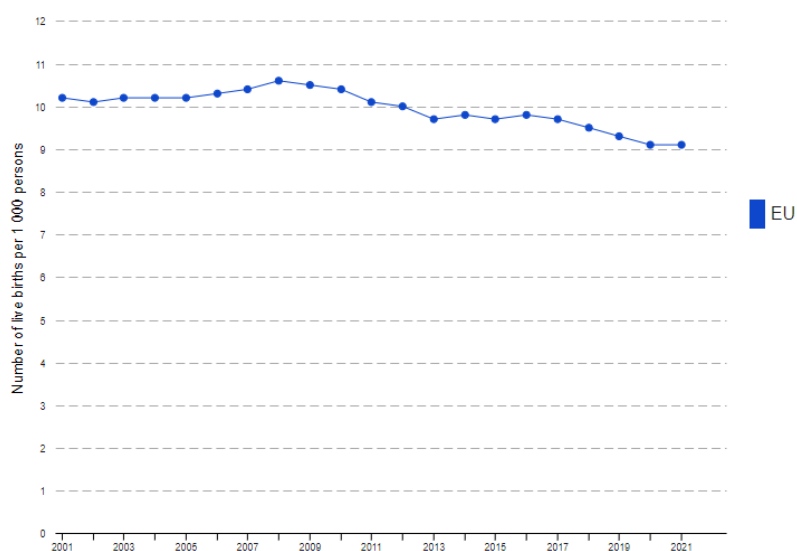


Figure 1. Crude birth rate (number of live births per 1,000 persons). Source: Eurostat.

In Figure 2, we can see the population pyramid for Europe in 2023, extracted from the official Population Pyramid website. As we can see, it is a regressive pyramid, already known in developed countries, which means that it has a very low birth and death rate as reported above. Therefore, the largest number of people is located in the central part, between 20 and 70 years of age. The population under 20 and over 70 is very small. Therefore, it must be taken into account that life expectancy is very high today, and there is a trend towards ageing in the population studied.

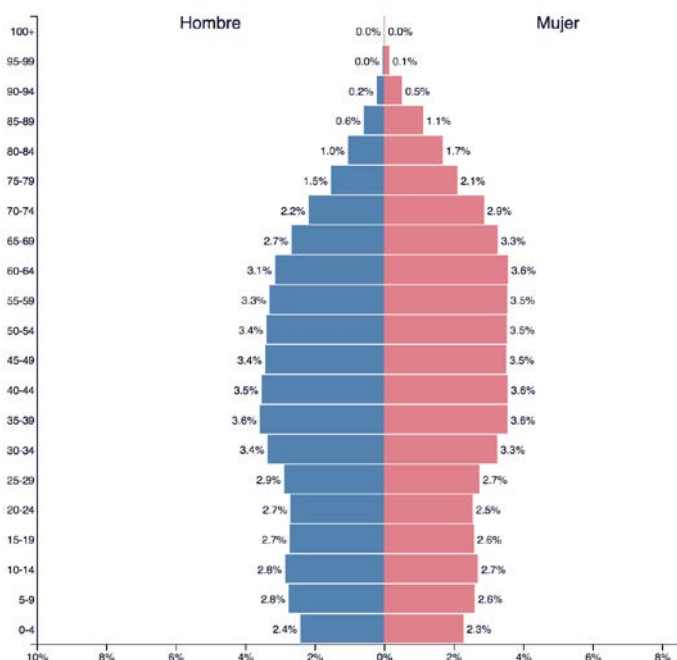


Figure 2. Europe's population pyramid in 2023. Source: INE.

Therefore, given that the majority of the population is concentrated in the 20-70 age range, EUnetHorse project can **take advantage of this opportunity and target its communication efforts** towards this group. This segment of the population may be more willing to participate in events and trainings, which can lead to a more active and engaged participation in the thematic network.

The EU has a surface area of 4 million km² (Figure 3). In terms of surface area, France is the largest EU country with over 64 million people and Malta the smallest with a population of 520,000.

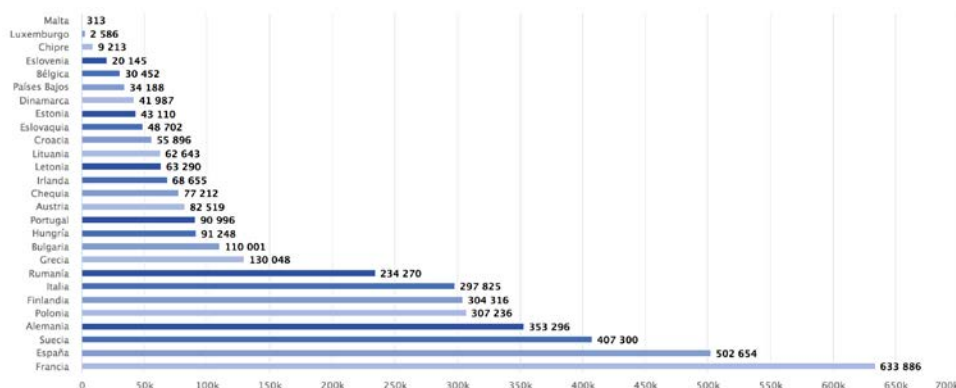


Figure 3. EU area in square kilometres. Source: European-union.europa.eu.

With the above data, it is worth noting that the diversity of land areas and populations in these countries can influence the communication of the project. We see a great **opportunity** in that **each country can bring different perspectives, resources and audiences**. Countries with larger land areas may have an advantage in terms of agricultural production or availability of raw materials, such as Romania. On the other hand, countries with larger populations may represent greater market potential and financial resources to support communication activities.

CLIMATE CHANGE

Climate change poses a threat to the ability to ensure global food availability, eliminate poverty and achieve sustainable development. In 2016, around 31% of total emissions generated by human activities came from systems related to food production. This includes activities such as deforestation, animal husbandry, soil and nutrient management, as well as food loss and waste. Rising levels of greenhouse gases are causing increased heat trapping in the atmosphere, resulting in global warming (Food and Agriculture Organization of the United Nations, 2023).

Climate change affects both directly and indirectly agri-food systems due to variability and unpredictability of rainfall and temperatures, increased extreme weather events such as droughts, floods and outbreaks of pests and diseases. FAO is supporting countries in mitigating climate change, i.e. reducing or preventing greenhouse gas emissions, as well as in adapting to climate change through the implementation of practical, field-based research-based programmes and projects. These actions are an integral part of the 2030 Agenda and the Sustainable Development Goals (SDG).

Climate change has consequences at all levels in the primary sector, including production, pasture, feed, etc. This **threat** poses significant challenges for businesses, especially at the level of horse farms, as climate change may have negative effects on their resilience and performance, as well as on the socio-economic conditions of the sector.

3.1.2. Economic factors

ECONOMIC CRISIS

The current economic crisis may adversely impact the equine industry and therefore the project's objectives and communication strategies. The **lack of natural resources** necessary for the breeding and care of equine farms could limit their performance and animal welfare, which would affect their overall objective. In addition, **high inflation rates could lead to significant increases in production costs**, putting the economic sustainability of farms at risk. Furthermore, if the agricultural production models adopted are macro or industrial, they could have negative impacts on the resilience and sustainability of the sector.

According to the World Bank data, economic crises can lead to reduced disposable income for equine stakeholders, which may limit their participation in events, trainings and activities promoted by EUnetHorse project. In addition, high inflation rates may increase the costs of production and operation of farms, stables and horse-related activities, which could lead to lower investment in knowledge sharing and training initiatives.

A study by the Vienna University of Economics highlights that agricultural production models may have a negative impact on sustainability and biodiversity, which could affect the image and reputation of the equine sector in terms of animal welfare and sustainable practices, as mentioned above. This, in turn, could influence the perception and commitment of the project's target audiences towards the proposed activities.

In summary, the economic crisis in the form of lack of resources, high inflation and industrial production models represents a **threat**. These factors can limit the participation of equine stakeholders, increase costs and affect the sustainability and image of the sector. In the face of this threat, the communication plan should consider mitigation and adaptation strategies to address the economic challenges and maintain the effectiveness of communication actions.

UNEMPLOYMENT RATE

The unemployment rate in the European Union is a relevant economic indicator that may have an impact on the EUnetHorse project. According to official sources from Eurostat, the Statistical Office of the European Union, the unemployment rate in May 2023 was 5.9%, which represents a decrease compared to 6.0% in April 2023 and 6.1% in May 2022. Actual unemployment rate is at its lowest level in the entire history. These data show a positive trend towards lower unemployment in the region.

Consequently, a lower unemployment rate indicates greater economic stability and an increase in the population's ability to invest in equine-related activities such as horse breeding, training, and participation in equestrian events and competitions. With fewer people unemployed, there is more likely to be a demand for and active participation in the activities proposed by EUnetHorse.

Therefore, a low unemployment rate can also be an **opportunity** for project finance and sponsorship capacity, as people with stable employment have a **higher purchasing power and may be more willing to invest in projects** and initiatives related to their interests such as the equine world. Therefore, the equine sector can contribute to generate better employability rates and become a growing employment niche.

3.1.3. Technological factors

NEW TECHNOLOGIES AND DIGITALISATION

Considering the actual historical moment, it is imperative to recognise the **fundamental role of technology in society**, institutions and organisations. This is **especially relevant for an EU project like EUnetHorse**, which relies on the **use of technology for its communications**.

Within the technological aspects, the Internet stands out as one of the most important. According to an article by Eustat, in 2022, 86.3% of the population will be connected to Internet, which represents an increase of 1.4% over the previous year. Internet use has grown exponentially in recent years, even among demographic groups that previously had less access. For example, 50% of people over the age of 65 will have used the Internet by 2022.

According to these data, Internet is now available to everyone and has become the present and future means of communication. Practically everything that exists can be found on the Internet. Moreover, it is worth noting that the use of streaming platforms to consume audiovisual content has increased significantly since the beginning of the pandemic.

Summarizing, there is an excellent **opportunity** for the communication of EUnetHorse project since the Internet, as a current and future means of communication, becomes an ideal channel for extending the project related information and establishing a two-way communication bridge with its audience. In addition, it also offers a favourable space for the transformation and renewal of audiovisual communication, both in terms of content and dissemination.

TECHNOLOGICAL INNOVATION AND ONLINE TRAINING

As mentioned above, in today's digital age, online education has experienced exponential growth due to a number of factors, such as accessibility, flexibility and, in many cases, **lower costs** for users. This trend aligns significantly with the preferences of equine farms.

According to the Global e-Learning Market Report (2021 to 2026), the global e-learning market is expected to reach significant value due to the growing demand for flexible and quality training options. Technology and digital platforms have proven to be effective tools for reaching a diverse audience and providing personalised learning opportunities.

The focus on **online training and learning** can become a powerful message for the project by communicating its objectives and proposals to members of the equine community and the general public. This can be leveraged to emphasise the **accessibility offered by the project** through virtual platforms, allowing stakeholders to access relevant resources and knowledge from any geographical location and at a more affordable cost.

By capitalising on this trend, the project can position itself as a facilitator of online learning and professional development, which would generate greater interest and participation. In addition, this option may be especially attractive to those in rural areas or with time constraints, as it overcomes geographical barriers and offers flexibility.

In conclusion, the rise of online training and learning is a strategic **opportunity** for EUnetHorse in its communication. By highlighting the accessibility, flexibility, quality and economy of this modality, the project can gain a competitive advantage in a constantly changing environment.

CYBERSECURITY

Cybersecurity is a growing concern in today's digital age, and any vulnerability in this area can have significant consequences for reputation and trust in the EUnetHorse brand.

Firstly, **cybersecurity issues can result in the exposure of sensitive or personal user data**, which could lead to a loss of trust in the project. According to PwC's 2021 cybersecurity survey, 55% of respondents were concerned about the privacy of their online data. Therefore, mismanagement of data security could damage reputation and user engagement with the brand.

In addition, **cyber-attacks can disrupt the normal functioning of the project's operations**, affecting the continuity of services and user satisfaction. According to the Hiscox report on cyber security, "28% of companies surveyed experienced at least one cyber attack that resulted in a disruption to operations".

This issue is accentuated by the fact that such intrusions can be exploited by competitors or malicious actors to defame the brand or spread false information. News of data breaches or successful cyber-attacks are widely reported and can damage public perception of the EUnetHorse brand, the project.

In summary, we are facing a **threat**, as cyber-attacks and the exposure of sensitive data can damage public trust and **affect the projects's reputation**. It is essential to implement robust security measures and to be transparent with users about data protection practices, as well as to be prepared to respond efficiently in case of cyber security incidents.

3.1.4. Socio-cultural factors

LINGUISTIC DIVERSITY

According to the Multilingualism in the EU Report (2023), "language diversity can make it difficult to promote political and commercial messages effectively across linguistic boundaries". **Multilingual communication can be challenging**, particularly in terms of establishing a consistent brand identity and uniform understanding by audiences. The linguistic diversity across the nine member countries can therefore **present challenges in terms of communication effectiveness**. The use of multiple languages makes it difficult to convey a consistent and unified EUnetHorse brand message across different cultures and audiences.

This handicap can be particularly problematic in terms of maintaining consistency and clarity of message. Different languages have different nuances and connotations, which could lead to misunderstandings or misinterpretations of the contents. In addition, accurate and culturally appropriate translation of materials is essential to avoid offence or misinterpretation.

Therefore, the presence of different languages in the project represents a **threat** due to potential challenges in message coherence, interpretation and understanding by diverse audiences. It is **crucial to address it with culturally sensitive translation and adaptation strategies** to ensure successful communication and unified understanding in the member countries.

ENGLISH AS A BRIDGE FOR COMMUNICATION

English is recognised as the main language in international business, technology, science and higher education. This implies that a large proportion of professionals, experts and key audiences in the **equine sector are already familiar with English although not all of them such are farmers**. According to data from the Cervantes Institute, in 2021, more than 1.6 billion people were estimated to have at least some degree of proficiency in English, representing around 20% of the world's population. This prevalence of English in the international environment provides the organisation with a platform to reach a **wider audience in different countries**. By using English as the primary language of communication, the active network is able to overcome language barriers and reach audiences that share interests in the equine sector across Europe and beyond **although some caution needs to be applied at regional level**.

In addition, the use of this lingua franca can be a **catalyst for attracting the participation of English-speaking experts, researchers, practitioners and enthusiasts** who wish to share their knowledge and experience in the field of the equine sector. This will enrich the network of knowledge and collaboration.

In conclusion, the position of English as a lingua franca represents an **opportunity**. By leveraging this **language as a primary means of communication**, the organisation can reach a diverse international audience, promote the exchange of information and knowledge, and strengthen its presence in the international equine sector even though special care should be taken with non-english speaking stakeholders such as equine farmers of many participating EU countries.

INCREASINGLY ENVIRONMENTALLY CONSCIOUS CITIZENSHIP

The growing environmental awareness among citizens, aligned with the SDGs set by the EU, emerges as a trend that reflects a **significant change in people's attitudes and values towards sustainability and respect for the environment**. This is particularly relevant for EUnetHorse, as it can **capitalise on this growing awareness to strengthen its message** and activities related to animal welfare, sustainability and responsible farming practices in the equine sector.

This increasingly environmentally conscious citizenship is demonstrating a greater inclination towards the adoption of **sustainable practices and products**. According to the Eurobarometer (2022) on climate change, 92% of Europeans consider environmental protection to be important and 80% believe that combating climate change is a priority. This attitude influences **purchasing decisions and support for organisations** that advocate sustainability.

The project needs to align its efforts with the EU SDGs, specifically those related to sustainability and animal welfare. The SDGs provide a globally recognised framework for addressing environmental and social challenges, and alignment with these goals can increase the relevance and credibility of the active network among today's citizens.

This factor represents a valuable **opportunity** for EUnetHorse project. By capitalising on this trend in its communication strategies and activities, the project can **reinforce its position as a benchmark for sustainable practices and animal welfare in the equine sector**, attracting greater support and engagement from citizens and stakeholders.

FOOD CONSUMPTION

As aforementioned, horse meat production in different European countries has been presented as another alternative within the supply of meat and as a possibility to make use of marginal land that cannot be used by other species.

Up to 2021, horse meat consumption in Europe has varied over time and has been influenced by **cultural and social factors**. Historically, some European countries have traditionally consumed horse meat, while in other countries, its consumption is less common or even taboo, also taking into account the current trend towards veganism.

The countries where horse meat has historically been consumed the most according to the Food and Agriculture Organisation of the United Nations (FAO, 2023) are:

Italy: Horse meat has been a traditional part of the diet in some Italian regions such as Lombardy and Venice. It has been used in dishes such as "Bresaola" and "Carne Salada". However, consumption has declined in recent decades.

France: Horse meat has been part of the diet in some French regions and has been used in dishes such as 'Steak de cheval' (horse steak). However, consumption has also declined in recent years.

Belgium: Historically, Belgium has also been known for its consumption of horse meat. In the past, it was consumed in various dishes, but consumption has declined due to cultural and animal welfare concerns.

If we talk about **Spain**, according to data from the Ministry of Agriculture, Fisheries and Food, in 2020, 36,900 horses were slaughtered in Spanish slaughterhouses for meat production. Although this figure is equivalent to 9,529 tonnes of meat, most of this amount was not consumed in Spain. As a result, the excess meat produced in the country is exported to other countries, with Spain being one of the main exporters of horse meat in Europe, along with Italy, Romania, Poland and France.

Overall, there is a clear **threat** related to the belief and social valuation of horse meat consumption, being a subject of controversy and causing a decline in consumption in many countries due to mainly cultural issues. As a result, we are facing a **drop in the rate of consumption**.

VIRAL ANIMAL ABUSE

In today's communication landscape, the virality of content on social media can have a significant impact on the public perception of an organisation. In the context of this project, which seeks to promote animal welfare and encourage sustainable and resilient practices in the equine sector, the emergence of viral scandals related to animal abuse could represent a direct warning.

The **power of social media to disseminate information** instantly and on a large scale **has raised public awareness of animal abuse issues**. Scandals involving images or testimonies of equine abuse can spread quickly, affecting an organisation's reputation and undermining public confidence in its aims and values. According to World Animal Protection, "online exposure of animal abuse can generate intense emotional reactions and a call to action", which could damage the organisation's image if not handled properly.

A quote from the Viral Scandals and Their Impact on Animal Industries Report (2019) highlights how viral scandals can influence consumer perceptions and trigger changes in demand for animal welfare-related products and services. This could directly affect stakeholders in the equine sector and compromise the credibility of EUnetHorse project in its role as a promoter of animal welfare.

The possibility of the emergence and spread of viral animal abuse scandals represents a significant **threat**, as the rapid spread of negative content through social media could undermine project's efforts to promote animal welfare and sustainability in the equine sector. Effective crisis management and communication strategies would need to be implemented to address this potential threat.

USE OF SOCIAL NETWORKS, THEIR INFLUENCE AND TRENDS

In the digital age, social networks have become a fundamental tool for making connections and **disseminating messages to a wide and diverse audience**. The influence of social media on public opinion is undeniable. According to the We Are Social and Hootsuite Report in 2022, "more than 4.9 billion people worldwide will be actively using social media". Collaborating with influencers, who have built engaged and trusted audiences, allows the project to reach its audience in a closer and more authentic way. These influencers, who are often influential figures, in this case, in the equine or animal welfare field, can help to convey project's message effectively and achieve a wider reach. And, not forgetting at this point, the growing trend, shown on these same networks by influencers, to spend more time outdoors with animals, a situation from which EUnetHorse can benefit.

In addition, the involvement of influencers in campaigns promoting good practice can have a **significant impact on public perception**. According to a study conducted by InfluencerDB, "80% of respondents consider influencers' recommendations to be as effective as those of their friends". This demonstrates the influence they have in shaping opinions and consumer behaviour.

In other words, the active network could not only increase its visibility and reach, but also strengthen its position as a leader in promoting its practices. The strategic use of influencers can help build an engaged and connected community around the project's values.

The collaboration with influencers and their current trends and the smart use of social media represent a valuable **opportunity** in the field of external communication for the EUnetHorse project. Leveraging the influence and reach of these platforms could strengthen the connection with the target audience and reinforce engagement with the organisation.

3.1.5. Political and legal factors

CHANGES IN EQUINE REGULATION

Changes in equine regulation in Europe represent a significant variable that **can influence the industry and the operations of equine stakeholders**. These changes may cover aspects related to **animal welfare legislation**, equestrian competition regulations, horse identification and registration requirements, transport rules and sanitary conditions, among others.

According to the Consejo General de la Abogacía Española (2023), "Horses are sentient beings, capable of developing very deep feelings and of having a full rapport with human beings. They are intelligent, expressive, sensitive and very sociable animals, who are also very fond of people and are true companion animals". They also assert that "the recent reform of the Penal Code regarding animal abuse, articles 337 and 337 bis of the Penal Code, has been a great step forward, but there is still a long way to go". Therefore, we are facing a delicate situation as far as animal welfare is concerned, with more awareness and, therefore, more restrictions that advocate their care.

If regulatory changes impose **stricter restrictions, additional costs** or requirements that make it more difficult to implement EUnetHorse's activities or **limit the scope of its active network among member countries**, this could be a counterpoint. Furthermore, if the project fails to adequately adjust to the new legal requirements or fails to clearly communicate how it will address these changes, it may face **obstacles and challenges that will affect its effectiveness and acceptance**.

On the other hand, the project can **position** itself as an **active network that promotes compliance and enforcement**, and use regulatory changes to highlight the importance of animal welfare and sustainability in the horse industry, making regulatory changes a good basis for reinforcing its message and attracting greater support. By focusing on providing resources and solutions that help equine owners and farmers adapt to the changes and comply with the new legal requirements, the organisation could gain credibility and trust among key industry stakeholders.

In summary, changes in equine regulation may represent both a **threat** and an **opportunity** for EUnetHorse, depending on how the project addresses and responds to these changes. The ability to adapt, communicate effectively and promote sustainable and ethical practices in the equine sector will be key in determining the impact of regulatory changes on the organisation's mission and objectives.

CURRENT GEOPOLITICAL SITUATION

The unpredictable nature of geopolitical events can have significant repercussions on the equine industry, as they are highly correlated with **abrupt changes in trade policies, instability in financial markets and potential conflicts** that could limit the scope and effectiveness of project operations.

The current geopolitical context is marked by a number of challenges and tensions in different parts of the world. For example, trade disputes and sanctions imposed by some countries may have a negative impact on the global economy, which in turn could **affect investment and support for the project**. In addition, geopolitical conflicts and regional crises can generate uncertainty and volatility in the financial markets, which could limit the budget available for the achievement of the active network.

According to the World Economic Forum's Global Risk Report (2023), geopolitical instability and international conflicts are among the main risks to the global economy. Tensions among countries, shifts in international alliances and unilateral measures can generate **uncertainty in markets and affect the confidence of investors and stakeholders in international collaborative projects**.

The current geopolitical situation poses a **threat** to the EUnetHorse project due to its potential to create **political and economic instability** on a European level. This instability could have a negative impact on investment and support for the project. The unpredictability of geopolitical events and their influence on the global economy make it essential for the organization to closely monitor the geopolitical situation and develop contingency strategies to mitigate potential adverse impacts.

COMMON AGRICULTURAL POLICY

The Common Agricultural Policy (CAP) is a fundamental tool for the planning and regulation of agricultural production within EU. The new **strategic plan, which will be implemented during the 2023-2027** period concurrently with the EUnetHorse project, has the potential to significantly influence the agricultural sector, and consequently, the operations and objectives of the project.

The CAP aims to address various challenges, ranging from environmental sustainability to food security. The implementation of this plan could provide opportunities to align EUnetHorse's activities and messages with the policies and priorities set at the EU level. For instance, the CAP's focus on **sustainability and agricultural resilience could serve as a pathway to reinforce the project's activities** related to responsible farming practices and animal welfare.

The 2023-27 CAP strategic plan is built upon the **objectives of the European Green Deal**, which seeks to transform the EU's economy into a more sustainable and equitable model. According to the European Commission (2023), the CAP is expected to promote more sustainable agricultural practices, efficient use of natural resources, and mitigation of climate change. This not only supports the project's mission to promote sustainable practices and animal welfare within the equine sector, but also strengthens its position as a relevant partner in the pursuit of sustainable agricultural solutions on a European level.

There is a significant **opportunity** within this strategic plan being carried out by the CAP. EUnetHorse can **leverage this regulatory framework to enhance its impact and visibility**, actively contributing to the broader objectives of sustainability and resilience in the European agricultural sector. In order to achieve this, equines need to be included in all relevant sections of the CAP.

GEOPOLITICAL AND HEALTH CRISIS

The combination of the geopolitical crisis and the global repercussions of the pandemic has created an environment of instability that can impact the focus and attention of work teams. Political and economic uncertainty can generate **anxiety and concern** among collaborators, which could **negatively influence their productivity and engagement**.

The War in Ukraine has had an impact on international relations and the perception of security in Europe. Additionally, the COVID-19 pandemic has significantly altered how organizations operate and communicate, with changes in work dynamics and the need to adapt to virtual environments. This can lead to distractions and **difficulties in maintaining cohesion and effective communication among project members**.

Sources such as reports from international institutions like the United Nations and the World Bank, as well as analyses from geopolitical and public health experts, support the complexity of the situation. The crisis in Ukraine and the ongoing consequences of the pandemic have the potential to divert attention from the objectives of projects like EUnetHorse and consequently affect internal communication.

A **threat** has been identified in the combination of the War in Ukraine and the repercussions of the pandemic, as these situations generate **uncertainty and distraction**, which can hinder effective internal communication

within the project. Therefore, clear information, emotional support, and providing communication channels will be necessary to help teams stay focused on the project objectives.

3.2. External analysis: Microenvironment

3.2.1. The market and the demand

MARKET: OTHER EQUINE NETWORKS AND ORGANIZATIONS

Within the context of microenvironment analysis, it is essential to define the market that the project targets. This market comprises a variety of networks and organizations operating within the equine world. These entities span both international and national scopes and are involved in various areas related to horses, such as equestrianism, animal welfare, scientific research, training, sports, and more.

This market encompasses a wide range of stakeholders, from sports organizations to research institutions and entities dedicated to equine therapy. It covers everything from equestrian competitions and sporting events to animal welfare and production initiatives within the equine industry. Thus, we are dealing with a diverse and dynamic market that is crucial for knowledge exchange and collaboration among professionals, experts, and enthusiasts within the equine sector.

Several of the most well-known equine organizations and networks, both on a national and international level, are listed below:

1. **International Equestrian Federation:** The governing body for equestrian sport worldwide, overseeing events such as the Equestrian Olympic Games.
2. **British Horse Society:** A British organization dedicated to promoting safe and ethical horsemanship, as well as horse welfare.
3. **American Horse Council:** A U.S.-based entity advocating for the equine industry and working on issues related to legislation and regulation.
4. **International Federation of Horseracing Authorities:** An international organization overseeing and promoting horse racing globally.
5. **European Equestrian Federation:** A European federation bringing together various organizations related to equestrian sports in Europe.
6. **Horse Welfare Alliance of Canada:** A Canadian society focusing on promoting equine welfare and educating the public about horse-related issues.
7. **Equestrian Australia:** An organization representing and promoting equestrian sports in Australia.
8. **Canadian Thoroughbred Horse Society:** A Canadian entity working to promote the breeding and welfare of thoroughbred horses.
9. **International Society for Equitation Science:** An international society promoting research and education in evidence-based horsemanship.
10. **International Federation of Therapeutic Riding:** An organization that promotes and supports equine-assisted therapy worldwide.

- 11. Mexican Federation of Charrería:** A Mexican federation dedicated to preserving and promoting charrería, a traditional equestrian practice in the country.

These organizations represent different aspects of the equine market and can be relevant depending on the focus and scope of the EUnetHorse project.

In terms of demand, the demand in the equine market is divided into several distinct sectors, each with its own characteristics and specific needs:

- 1. Agriculture:** The agricultural sector demands horses for various purposes such as fieldwork, agricultural tasks, and transportation. Additionally, the audience often seeks information about sustainable practices and horse management techniques for agriculture.
- 2. Sports/Recreation:** In this sector, the demand is oriented towards recreational riding, equestrian events, and leisure activities related to horses. Equestrian sports enthusiasts look for information about competitions, training, and equine well-being.
- 3. Racing:** The horse racing sector requires information about training, care, and performance of horses in races. The demand focuses on techniques to enhance performance and ensure animal welfare.
- 4. Food Production:** In the food production sector, the demand focuses on horses used in meat and other derived products production. Information about breeding practices, animal nutrition, animal welfare and food quality is demanded.
- 5. Other generic sectors like equine therapy:** Equine therapy and other more generic uses also generate demand in the market. People here seek information on how to use horses in therapies and therapeutic activities, as well as in other non-traditional and/or new areas.

In summary, the equine market is composed of diverse networks and organizations spanning multiple sectors, from agriculture and sports to food production and therapy. Each sector has its own specific demands and needs in terms of knowledge, resources, and collaboration, making the mission of EUnetHorse to connect these stakeholders even more vital and relevant.

3.2.2. The competition

The competition that EUnetHorse project may encounter depends entirely on its primary goal of establishing an active network among nine European Union countries to enhance the performance and resilience of equine farms and related organizations. Therefore, considering this objective, some of the potential competitors the project will face will be mentioned.

ESTABLISHED EQUINE ORGANIZATIONS AND ASSOCIATIONS

There are several established equine organizations and associations in Europe that already have a solid presence in the industry. These organizations are focused on similar topics such as animal welfare, sustainability, or improving the equine sector. EUnetHorse project may face competition in capturing the attention and collaboration of farm owners, breeders, and other stakeholders in the sector who are already affiliated with these organizations.

International Equestrian Federation

- Philosophy, areas of action, and resources

The International Equestrian Federation (FEI) is the international governing body for equestrian sports, consisting of 134 Member States divided into regional groups. Its headquarters are located in Lausanne, Switzerland. The FEI oversees seven disciplines: dressage, eventing, and show jumping as Olympic

disciplines, para dressage as a Paralympic sport, endurance riding, vaulting, reining, and driving. It is also a member of the International Olympic Committee and a signatory to the World Anti-Doping Code, overseen by the World Anti-Doping Agency. It registers around 85,000 horses and organizes over 4,500 events annually, with 134 national federations affiliated in 2016.

The FEI serves as the global governing and regulatory organization for equestrian sports. Its website provides news, events, results, regulations, statistics, and other resources related to equestrian sports. It stands out as the ultimate authority in the governance of equestrian sports. Its focus on governing and regulating these sports ensures consistent standards and practices across all affiliated nations. With an inclusive organization, it promotes participation and the development of equestrian sports in different countries and cultures. Additionally, the federation allocates resources for athlete and coach development within the equestrian field, fostering growth and talent in the industry.

As an organization and governing body, as they mention on their website, they are passionate about equestrian sports and celebrate the unique bond between horses and humans as their company philosophy.

- Communication, campaigns, and actions

On their website, news and articles related to equestrian sports, along with information about events and competitions can be found. They also showcase profiles of equestrian athletes and trainers, as well as information about development programs. Therefore, their communication is very comprehensive and visually appealing, with an easy and intuitive user experience (Figure 4).

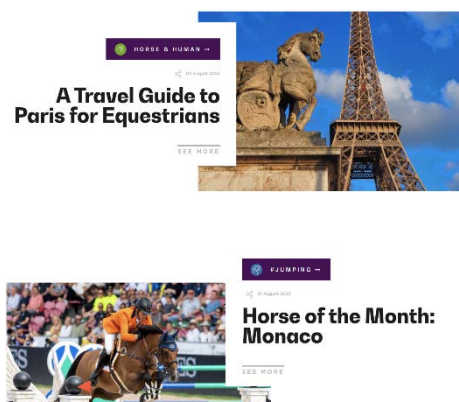


Figure 4. Homepage of the FEI website.

The FEI undertakes various communication actions to promote and develop equestrian sports worldwide:

Event promotion: They use various communication channels to promote important equestrian events, such as world championships or prominent competitions (Figure 5).



Stories

07/08/2022

Eventing Jumps Explained



Stories

03/08/2021

Eventing's Wonder Women

Figure 5. Events offered by the FEI through its website.

Awareness campaigns: They develop awareness campaigns on significant topics related to equestrian sports, such as horse welfare, rider safety, or inclusive riding (Figure 6).



Stories

19/08/2021

FEI Celebrates WeThe15 Campaign Launch



Stories

08/02/2023

The Thrilling Driving Season in Photos!

Figure 6. Campaigns conducted by the FEI promoted on its website.

Communication with other organizations: The FEI establishes cooperation and communication agreements with other organizations related to equestrian sports, such as the World Organisation for Animal Health.

- Social Media

In addition to their official website, <https://www.fei.org/>, where you can find news, event results, information about equestrian sports, and the organization itself, as mentioned earlier, they have various social media platforms to enhance their visibility and reach:

Facebook: They maintain a Facebook page where they post news, photos, and videos related to equestrian sports (Figure 7). The page has over 1 million followers.



Figure 7. Official Facebook page of the FEI.

X account: Their X account provides real-time news and updates about equestrian sports events, with over 200 thousand followers (Figure 8).



Figure 8. X profile of the FEI.

Instagram: They utilize Instagram to share photos and videos from equestrian sports events, boasting a following of over 300 thousand (Figure 9).

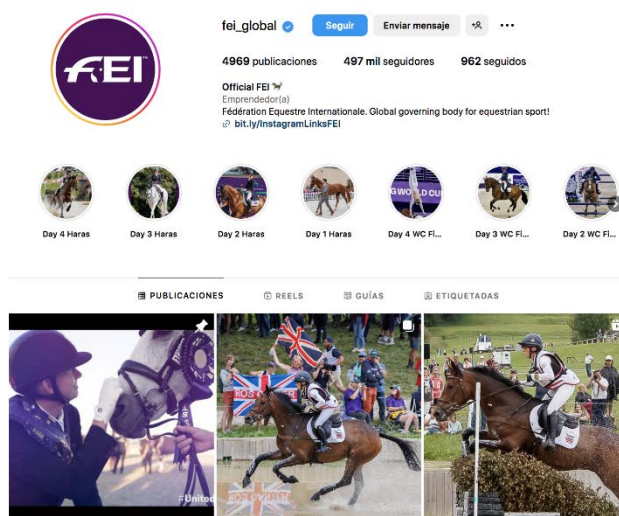


Figure 9. Instagram profile of the FEI.

YouTube: Their YouTube channel hosts videos of equestrian sports events, interviews with riders and trainers, and other equestrian-related content (Figure 10). The channel has over 200 thousand subscribers.

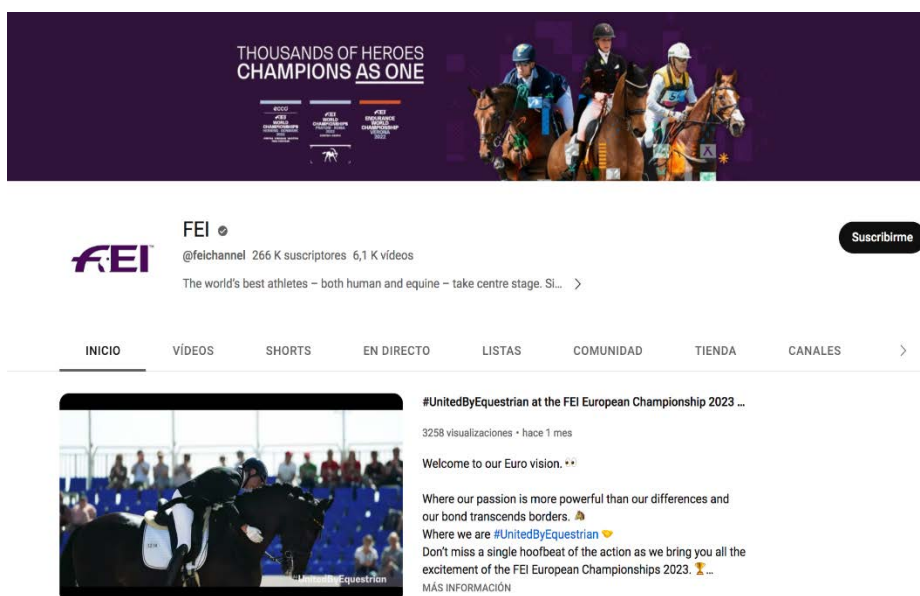


Figure 10. YouTube channel of the FEI.

It is evident that the International Equestrian Federation has adopted a solid and effective communication strategy to promote and develop equestrian sports worldwide. Their philosophy of regulating and fostering these sports has been backed by a variety of well-implemented actions and resources. The FEI has demonstrated a prominent digital presence, with a comprehensive and visually appealing website that provides relevant and up-to-date information about events, results, and regulations. Furthermore, their emphasis on social media, with a strong presence on Facebook, Twitter, Instagram, and YouTube, has enabled them to increase their visibility and reach a broad global audience.

The promotion of events, consistent communication with their members, and conducting awareness campaigns on key issues all contribute to strengthening the equestrian community and promoting ethics and animal welfare in the sport. Additionally, their collaboration with other relevant organizations has been a great success, allowing for greater cooperation to benefit equestrian sports worldwide.

However, the FEI faces a distinctive challenge in this area – societal undervaluation. Despite the essential role the equine sector plays in the economy and culture of many European regions, it often contends with a lack of societal recognition compared to other industries. This might influence the responsiveness of professionals in the field. According to the FAO, despite the economic and social significance of the equine sector, there has been a "relative invisibility" compared to other agricultural industries, potentially hindering the visibility of organizations like the FEI.

In summary, the federation has successfully established a strong presence in the communication realm, supported by a well-thought-out strategy and effective resources. Their focus on promotion, awareness, and cooperation has been pivotal to their success in developing and regulating equestrian sports on an international scale (Table 1).

Table 1. Strengths and weaknesses of FEI's communication.

Strengths of FEI	Weaknesses of FEI
It is the organization that governs and regulates equestrian sports worldwide, which grants it significant authority in the field of equestrian sports.	The website can be overwhelming for visitors who are not familiar with equestrian sports, as it offers a vast amount of information and resources.
The website provides a wealth of resources and information related to equestrian sports, including news, events, results, regulations, and statistics.	Linguistic limitations: While it has a multilingual digital platform with information available in various languages, there might be some difficulty in reaching audiences who do not speak the main languages used in the federation's communication.
It has a presence on various social media platforms, allowing it to reach a wider audience.	Low social value, lack of recognition compared to other industries.

There are several other online platforms that provide information and resources related to the equine industry, including management practices, technological solutions, and equestrian events. These platforms can compete with EUnetHorse in disseminating knowledge and promoting best practices in the equine industry.

Horse Forum

- Philosophy, areas of action, and resources

Horse Forum is a forum community dedicated to horse owners and enthusiasts. Its philosophy is to provide a platform for them to connect, share knowledge, and engage in discussions about various aspects of horse care and riding. These discussions cover topics such as breeding, health, behavior, and housing. The website's areas of operation include online discussion forums, an educational platform, community building, resource sharing, and terms of use to ensure a positive community environment.

There are no indications that there is a cost to join the Horse Forum community, as the website does not mention any fees or associated costs. Therefore, it can be assumed that joining the platform is free, providing easy and straightforward access. Additionally, it's important to note that Horse Forum is one of many equestrian discussion forums available online and is not affiliated with any specific magazine or organization.

Overall, the philosophy of Horse Forum revolves around collaboration and collective equine learning.

- Communication within the Community

By creating a community, Horse Forum aims to foster strong communication among its participants. Through active engagement in discussion forums, users can share their experiences, ask questions, and provide support to fellow community members with clear and friendly messages that establish connections.

The platform enables users to share resources, suggestions, and tips related to horse care and riding. By encouraging this exchange of information, the community can tap into the diverse experiences and knowledge of its members.

To maintain a respectful and positive environment within the community, terms of use are established that users must accept when accessing and using the platform. These rules ensure a safe and constructive online space for horse enthusiasts.

In addition to forum discussions, Horse Forum also allows the use of other forms of online communication, such as instant messaging or private messaging within the forum platform. These features offer users the opportunity to have more direct and private conversations with other community members.

- Website and social media

The official website of Horse Forum can be found at www.horseforum.com. It provides a platform for users to share their experiences, ask questions, and engage in conversations with other members of the equestrian community. While it may not be an extensive website, its functionality is adequate and straightforward (Figure 11).

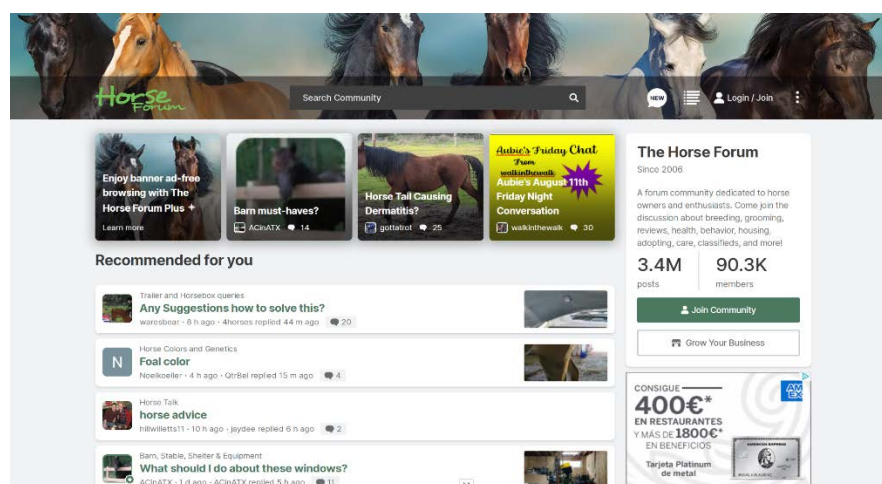


Figure 11. Homepage of Horse Forum website.

The areas of operation of the website are as follows:

1. **Online discussion forums:** The main feature of Horse Forum is its online discussion forums, where users can join discussions on various equestrian topics (Figure 12).

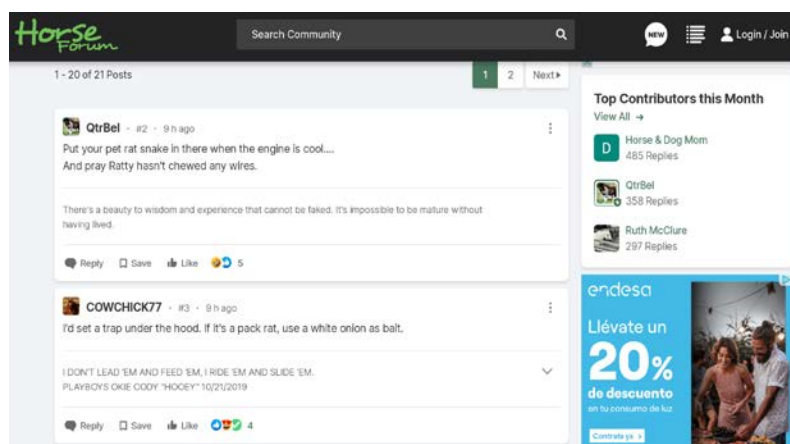


Figure 12. Online Discussion Forums.

2. **Educational platform:** Known as the Equine Wellness Forum, this platform educates horse owners and equine industry professionals about current horse health issues, ranging from basic preventive health to advanced medical treatments (Figure 13).

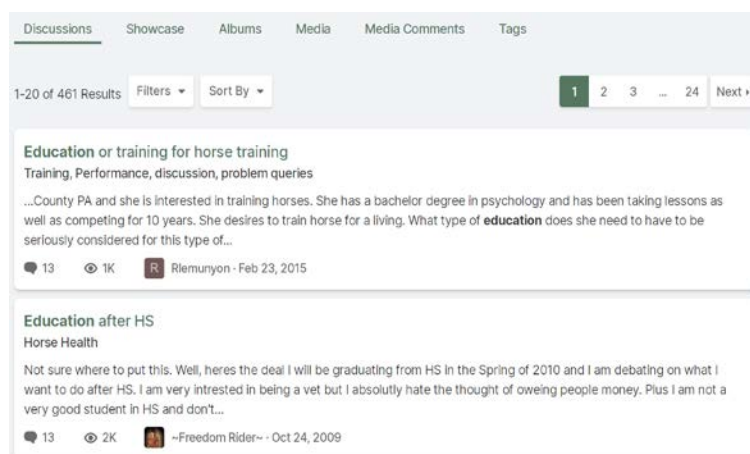


Figure 13. Educational platform Equine Wellness Forum.

3. **Community building:** The website aims to foster a community of horse owners and enthusiasts through its online discussion forums, providing a platform for sharing knowledge, support, and engagement within the equestrian community (Figure 14).

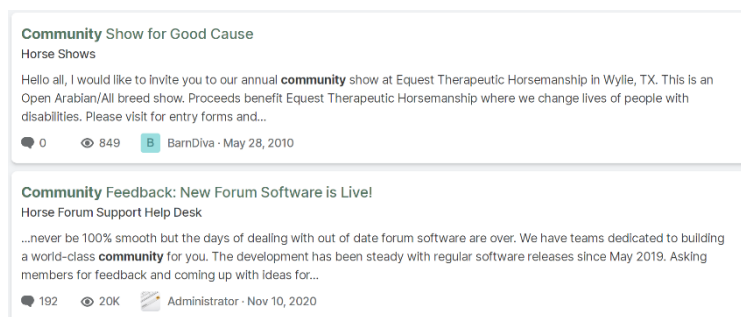


Figure 14. Horse Forum Community.

4. **Resource Sharing:** It offers a platform for users to share their experiences. This facilitates the exchange of resources, suggestions, and tips related to horse care and riding.

It is important to note that Horse Forum is primarily a forum-based platform and does not have a strong presence on major social media platforms like Facebook, Twitter, or Instagram. However, users can still share and discuss content on their personal social media accounts if they wish.

Therefore, we can confirm that Horse Forum's communication strategy is based on providing an interactive and participatory platform to connect horse owners and enthusiasts, fostering a community for knowledge and experience sharing. Despite a suitable choice of strategy, this community doesn't manage to reach a high number of professionals and horse farmers due to the diversity within this sector and the geographical dispersion of its members.

It is important to remember that the equine sector encompasses a wide range of stakeholders, from farmers and caretakers to trainers and equine health professionals. Some of these professionals might be located in remote rural areas or have limited access to technology and digital communications. According to a Eurostat report, rural areas in some European countries face challenges with digital connectivity, which can hinder participation in online platforms like Horse Forum, and potentially could be a concern for EUFarmBook as well (Table 2).

Table 2. Strengths and weaknesses of Horse Forum's communication

Strengths of Horse Forum	Weaknesses of Horse Forum
Bidirectional communication: it provides an interactive platform through its online discussion forums, encouraging community participation and knowledge exchange.	Limited social media presence: lack of a strong social media strategy that could enhance the platform's reach and visibility.
Educational focus: the Equine Wellness Platform.	Lack of focus on multimedia content: communication primarily based on discussion forums might lack diversity in terms of multimedia content.
Community building: aims to create a community of horse owners and enthusiasts.	Specialized content limitation: lack of expert-focused content.
Resource Sharing: enables the exchange of equestrian knowledge and experiences.	Limited website: the website is visually lacking and has minimal content.
	Difficulty reaching professionals and horse farmers due to sector diversity.

3.3. Internal analysis: Audit

3.3.1. EUnetHorse

3.3.1.1. THE PROJECT: PHILOSOPHY, STRUCTURE AND RESOURCES

The European Commission announced in July 2022 the financing of the EUnetHorse project, giving rise to the first European agricultural R&D project dedicated to horses. The project began on March 1, 2023, coordinated by the IFCE (French Horse and Equitation Institute) and Mont-le-Soie and counting on these as partners, it has a total budget of €3,037,381.25 and a European Union contribution of €2,999.997.00.

Therefore, EUnetHorse is the **first European thematic network dedicated to horses** financed by Horizon Europe. A network for the exchange of peer learning knowledge between actors and stakeholders in the equine sector **to increase the resilience and performance of equine farms in the face of environmental, social, health, economic or political crises.**

The organization has a clear **objective of establishing an active network of multiple European actors through the widespread dissemination of practices, tools and solutions that will improve:**

- their resilience and socioeconomic performance
- animal welfare and health on farms
- and the environmental sustainability of the sector and its integration into the agricultural world.

In order to achieve its objectives, EUnetHorse will increase the **flow of practical information** between farmers in the nine member countries (France, Belgium, Finland, Germany, Poland, Portugal, Spain, Romania and Switzerland) **in a geographically balanced manner** and taking into account the differences between territories through the structuring of Agricultural Knowledge and Innovation Systems (AKIS) of national horses in each country.

It will also collect and evaluate practical solutions by disseminating best practices in the three thematic areas mentioned above and respond to specific needs. It will also achieve greater user acceptance of such solutions and

best practices collected through cross-fertilization among all industry players (horse breeders, advisers, trainers, technical experts, scientists, policy makers, industry representatives, etc.) and at all levels (local, regional, national and European) during **exchange activities** that allow for peer learning, such as workshops, demo days, training and cross-visits.

That is, you will maintain **practical knowledge in the long term**, beyond the project period, by sharing the full set of project results on the EUFarmbook platform accessible to all, by training advisors during the project, by establishing a sustainable network that can continue to train equine breeders and disseminate the mentioned solutions using the training kit available through your activities with equine breeders.

Therefore, by promoting sustainable agricultural and forestry practices, the organization will not only **contribute to the development of rural areas** and **job creation** in those places, but will also **offer valuable job opportunities for women and youth in those areas**. This unique combination of approaches reflects EUnetHorse's commitment to sustainability and equity across its three thematic areas, while establishing the organization as an essential enabler in the convergence of environmental, social and economic objectives in Europe.

DATA SHEET

EUnetHorse EUROPEAN PROJECT HORIZON-CL6-2022-GOVERNANCE

FULL TITLE: EUNETHORSE - European network for knowledge exchange and peer-to-peer learning between actors and stakeholders of the horse sector to improve the resilience of equine farms

BUDGET: €3,037,381.25

EUROPEAN UNION FUNDING: €2,999,000.00

PARTICIPATING COUNTRIES: France, Belgium, Finland, Germany, Poland, Romania, Spain, Portugal and Suisse.

DURATION: From March 2023 to March 2027

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EUROPEAN ACTIVE NETWORK BETWEEN PEERS

The organizational structure and available resources are crucial elements for the success and effectiveness of any project, especially in the field of communication. In the case of EUnetHorse, the way the organization is structured and the resources available to it can influence its ability to achieve its strategic and functional communication objectives.

The great **diversification by sector and by nationality** within the active network, if not properly managed, could become an inconvenience. The heterogeneous nature of the actors involved in the project can **hinder the cohesion and coordination of communication strategies**. Since the equine industry encompasses a wide range of interests and needs, it is essential that the organization establish a clear and well-defined focus in its communication to satisfy its highly diverse audience.

The wide geographical dispersion of actors and stakeholders, together with their **different cultural and linguistic contexts**, can create challenges in implementing uniform and effective communication strategies. It is crucial to ensure that **key messages are appropriately tailored to different audiences**, avoiding loss of impact due to lack of personalization.

On the other hand, the **diversity of actors and nationalities can be addressed as an advantage** to enrich communication. By considering the different contexts and needs, the active network can **design personalized messages that resonate with each group**. This can **strengthen the sense of belonging to the network** and identification with its objectives, despite the differences. In addition, the availability of resources, both human and financial, such as the subsidy from the European Commission, must be optimized to guarantee the execution of the Communication Plan.

For this reason, as the Community Information Service on Research and Development (CORDIS, 2023) mentions on its official website, EUnetHorse will increase the flow of practical information, collect and evaluate grassroots solutions and practices, disseminate them and achieve greater acceptance of them by users during activities that allow for peer learning, such as workshops, demo days, training, and cross-visits. In addition, you will maintain practical knowledge in the long term by sharing the complete set of project results.

Diversification by sector and by nationality in EUnetHorse presents a great **weakness** but also an important **strength**. By addressing these potential weaknesses with a flexible organizational structure and proper strategic planning, the organization can turn this diversity into a communication asset. The key lies in tailoring and personalizing messages to create effective and cohesive communication that resonates with all stakeholders in the network.

As we can see and when we are faced with a project that has just started its steps, the lack of a solid structure that facilitates the connection between the actors of the different branches, both at a European and national level, represents a significant handicap. This obstacle arises from the inherent complexity and diversity of the equine industry, where different segments such as breeders, trainers, stable owners, veterinarians and other players play vital roles. The lack of a unified and coherent structure can hinder effective collaboration and smooth communication between these various actors, limiting the scope and effectiveness of EUnetHorse initiatives.

To fully understand this situation, we can look at the difficulties that the equine sector faces in terms of connectivity and collaboration. According to a report by the European Equestrian Federation "the lack of a solid communication and collaboration network has been identified as one of the main barriers to the sustainable development of the equine sector in Europe" (Strategies for Sustainable Growth of the

European Equestrian Industry, EEF, 2020). This translates into challenges to share knowledge, best practices and resources between different branches and countries.

In essence, we may face a **weakness** since a lack of a solid structure also impacts on EUnetHorse's mission to be a leading thematic network in the exchange of knowledge and solutions. Without an adequate structure, it is **difficult to coordinate activities**, facilitate collaboration and take advantage of synergies among actors from various disciplines and nations.

3.3.1.2. MISSION, VISION AND CORPORATE VALUES

EUnetHorse's **mission** is to promote animal welfare and health, as well as the environmental sustainability of the sector, to contribute to its integration and success in the European agricultural world through a thematic network in Europe.

Its **vision** is to aspire to become the main European reference in the exchange of knowledge and collaboration between actors in the equine sector. Likewise, they seek to be recognized as an active and dynamic network that promotes the sustainable development and resilience of the equine sector in the face of future challenges. A vision of building a cooperative environment where innovation, peer learning and excellence in practice are fundamental pillars of welfare for progress and that of equine farms throughout Europe.

The **values** of the project are:

- **Excellence and shared knowledge:** Committed to promoting excellence in the equine sector through the exchange of practical knowledge and innovative solutions. Believing in the importance of sharing knowledge to improve the performance and sustainability of equine farms.
- **Collaboration and networking:** Promote collaboration and networking between breeders, advisers, trainers, researchers and all stakeholders in the equine sector throughout Europe. Recognizing that joint work and cooperation are essential to address common challenges and achieve the objectives set.
- **Commitment to animal welfare and the environment:** An organization committed to animal welfare and health, as well as to the environmental sustainability of the equine sector. Working to ensure that all practices and solutions promoted are respectful of the environment and the welfare of horses.
- **Resilience and adaptability:** In the face of changes and crises that may arise, promote resilience and adaptability in equine farms. Seeking to train the actors of the sector to face environmental, social, health, economic or political challenges with efficiency and flexibility.
- **Transparency and ethics:** Act with transparency and ethics in all actions and communications. Promoting integrity in its relationships with partners, stakeholders and the community in general.
- **Social and economic impact:** Generate a positive impact on society and the economy through the development of the equine sector. A task that will contribute to the sustainable growth of farms and the improvement of the quality of life of rural communities.

With this mission, vision and corporate values, EUnetHorse will be able to guide its communication plan and establish a solid and coherent identity in its messages addressed to internal and external audiences.

3.3.1.3. MARKETING

To achieve its purpose, EUnetHorse works mainly in three key areas: education and awareness, advocacy, and scientific work and research.

Political advocacy : In the field of political incidence, the organization seeks to establish **alliances with European and national institutions** related to the equine sector to advocate for policies and regulate that promote sustainable development and environmental protection. In addition, he will actively participate in working groups and forums related to the equine sector at a European level to influence decision-making, promoting actions that benefit the equine industry in Europe.

Education and awareness tools : Regarding education and awareness tools, the organization will focus on raising awareness in the equine community and the general public about the importance of **adopting sustainable and responsible practices in the care and management of horses**. Developing educational projects in collaboration with organizations and institutions and offering free online courses aimed at students and professionals in the equine sector. Likewise, it will carry out videoconference sessions aimed at companies, breeders and educational centers to promote the exchange of knowledge and good practices in horse care.

Research : It will **actively collaborate with universities and research centers specializing in equine issues**. Through citizen science, the different players in the sector will be involved in research projects that address challenges and opportunities for the European equine industry. This collaboration between research and the public will make it possible to generate solutions based on scientific evidence and adapted to the needs of the sector.

In summary, the thematic network seeks to influence the development of the equine sector in Europe through advocacy, educating and raising awareness in the equine community and promoting research and knowledge sharing to ensure a sustainable and responsible equine industry.

Services

In this case, we are dealing with a project that offers a range of services aimed at promoting the exchange of knowledge and practices among the players in the equine sector in Europe and, likewise, getting its target audience to participate in this knowledge that EUnetHorse can grant them.

EUFarmBook Platform : An online platform where innovative solutions, best practices and practical knowledge related to the equine sector are collected and shared. This encyclopedia, as a tool, allows access to relevant and up-to-date information for breeders, advisers and other interested parties.

Workshops and learning events : EUnetHorse will organize workshops, demo days, trainings and cross-visits in the participating countries. These activities allow for peer learning, interaction and the dissemination of practical solutions in the equine sector.

Training : The organization will provide a training kit aimed at advisers and trainers, which will allow a greater dissemination of the solutions and practices learned during the project.

Therefore, we find great **strength** in its **EUFarmBook** platform which becomes a key tool to collect and share innovative solutions and best practices. In addition, training, workshops and learning events allow interaction and dissemination of practical information, while the training kit provides resources to achieve greater dissemination of the knowledge acquired.

Prices

The EUnetHorse project, funded by Horizon Europe and supported by the European Commission, **focuses on providing free or affordable services to users**. Its main objective is to promote access to information and knowledge in the European equine sector community, ensuring that the economic barrier is not an impediment for participation. By receiving the support of the EU, the project can cost the offer of these services, allowing all interested parties to obtain free access to this valuable platform of resources.

By providing affordable resources and services, it seeks **to break down economic barriers that could hinder the participation of diverse stakeholders**, from established professionals to farmers and young people interested in the equine field. Therefore, financial support allows the organization to offer services at affordable prices or free without compromising the quality and value of the resources provided.

We are facing a **strength**, since the ability to provide services at affordable prices thanks to the support of the EU not only highlights the organization's commitment to equity and inclusion, but also positions the project as a reliable **initiative supported by an internationally recognized entity**. Therefore, it can be used to emphasize the added value that the active network offers to the European equine community and its commitment to the sustainable growth of the sector.

Distribution channels

EUnetHorse's distribution approach reflects its **commitment to innovation and connectivity** in the equine industry. Digitization plays a key role, enabling a wider and more effective distribution of information and resources among network members across Europe. The EUFarmBook platform is presented as one of the pillars of this strategy, as we have already mentioned above.

The organization also recognizes the **importance of face-to-face learning events** and activities in the distribution of its content. By organizing these events in different participating countries, taking advantage of already existing local and regional networks to reach a wider and more diverse audience. These events will provide the opportunity for **closer and more personalized interaction**, which has contributed to establishing stronger bonds between members of the equine community.

Digital media such as images and videos, as well as web pages and social media, will play a vital role in the organization's distribution strategy. These channels make it possible to reach a larger number of target audiences, and are especially effective for transmitting visual and attractive information. Social networks, in particular, offer a space for real-time interaction and dialogue with the audience, which can foster an active and engaged community around the brand.

However, it is important to take into account that the **lack of understanding of the advantages of online training by our target** and international collaboration could present a barrier to the adoption of the digital distribution channels proposed by EUnetHorse. Some professionals and stakeholders in the equine industry may be more developed with traditional learning approaches and may be reluctant to embrace new technologies and forms of collaboration. This lack of understanding might require additional communication and education efforts by the thematic network to highlight the benefits and added value that digital distribution channels provide.

At this point, we find a potential **weakness** since, despite the solid digital distribution strategy, the lack of understanding could limit the effectiveness and adoption of its distribution channels among professionals and players in the equine sector.

External and internal communication

So far, the project is in its early stages, which means that it has not yet had a wide external communication presence. However, actions are being carried out to establish internal communication and encourage collaboration among team members. The presence of the WP5, in charge of the communication and dissemination of information among the member countries and the different horse sectors, and the "meetings", as a key tool for sharing information, ideas and progress, the effective evolution of the project manages to move towards the achievement of the established objectives through fluid and agile communication. These meetings allow members to keep abreast of progress, resolve challenges, and stabilize aligned project goals.

Despite limited external communication, the project is being laid to develop a comprehensive communication strategy that addresses both external and internal audiences. It is crucial that the project establishes a solid presence in the market, reaching the different target audiences effectively. The lack of external communication tools, up to now, becomes an opportunity to implement a strategic approach in the selection of channels and messages that guarantee effective communication that is consistent with the values and objectives of the project. At the same time, internal communication and collaboration between the members should continue to be fostered in order to maintain cohesion and efficiency in the execution of the project.

The presence of the WP5 and effective meetings to share information represent **a strength that reinforces internal communication and collaboration among members**, which in turn contributes to cohesion and efficiency in the execution of the project and the selection of channels and messages that ensure effective and coherent communication.

External communication: Brand and positioning

The brand must reflect the collaborative and information-sharing approach that characterizes this unique European network dedicated to improving animal welfare, environmental sustainability and the socio-economic performance of equine farms. In addition, another differentiating value of the organization with respect to the competition is that they intend to be **much closer and offer a much more personalized service**.

EUnetHorse seeks to position itself as **the main reference in the exchange of knowledge and collaboration in the equine sector at a European level**. Its focus on the resilience and sustainable performance of equine farms distinguishes it as a leading project in promoting innovative practices and effective solutions to face the challenges of the future. Some key aspects of the project's positioning are:

Expertise in the equine sector : EUnetHorse presents itself as an expert in the equine field, backed by the support of Horizon Europe and the European Commission, which gives it unique credibility and authority in the sector.

Collaboration and active network : Its positioning is based on the idea of collaboration between multiple actors in the equine sector throughout Europe. The brand emphasizes the importance of working together and learning horizontally, allowing EUnetHorse to stand out as a driver of peer learning and cooperation.

Sustainability and resilience : EUnetHorse is positioned as an agent that promotes sustainable practices and innovative solutions. The brand represents the commitment to animal welfare, environmental sustainability and the socioeconomic viability of the sector.

Accessibility and dissemination of knowledge : The focus on accessibility and digitization enables EUnetHorse to position itself as an easily accessible and inclusive platform for all interested members of the European equine sector.

Leadership in learning and development : It also stands out as a leader in learning and development in the equine field. Its focus on the dissemination of best practices and collaboration among industry players positions it as a catalyst for progress and continuous improvement in the industry.

The positioning and brand EUnetHorse is presented as a leading thematic network in the exchange of knowledge and experiences in the equine sector in Europe, which is a **strength**. Its **focus on sustainability, resilience and collaborative learning** gives it a unique position as a key driver of sustainable development and well-being in the equine agricultural world.

Internal communication

Internal EUnetHorse communication is essential to maintain collaboration and effective knowledge sharing between equine sector stakeholders in participating countries. To achieve effective internal communication, the following tools are used:

Collaborative platforms : Digital tools, which in this case will be *Teams, Klaxoon, Whatsapp* (instant messaging), email, among others, that allow communication and information exchange between members of the network, as well as forums and discussion groups.

Newsletters : Regular email newsletters with updates, relevant news and upcoming events to keep members informed and engaged.

Virtual meetings and conferences : Organization of periodic virtual meetings to discuss progress, share experiences and address the challenges of the project.

Code of Good Practices : It is based on establishing clear and effective guidelines for internal communication, promoting transparency, collaboration and coherence in the project.

The collaborative platform, the informative bulletins and the Code of Good Practices ensure that the members of the network are informed and committed to the progress and activities of the project, finding several **strengths** in one hand, fluid and continuous communication and, on the other hand, establishing fully transparent communication internally. Virtual meetings and conferences also encourage interaction and the exchange of information and experiences, allowing peer learning.

4. Diagnosis of the situation

4.1. EUnetHorse SWOT

With the information shared on March 9, 2023 at the Kick off meeting by the countries that participated, and together with the study and research of the project itself, an analysis of the macroenvironment and microenvironment has been carried out to understand the current situation of the equine sector, with the aim of implementing an effective communication strategy. These are the resulting SWOTs :

4.1.1. STRUCTURAL SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> - Great diversification by sector and by nationality - Exchange of information and practical experiences between different countries and different actors (researchers, trainers and farmers) - Contributes to rural development (jobs in rural areas and access to new services) and to sustainable agriculture and forestry, strengthening links with the urban environment - Good labor market niche for women and youth in rural areas - EUFarmBook Platform 	<ul style="list-style-type: none"> - Great diversification by sector and by nationality - Lack of structure that creates difficulties to connect the actors of the different branches both at European and national level
Opportunities	Threats
<ul style="list-style-type: none"> - New technologies and digitization mean the creation of synergies for the transfer of knowledge in the equine sector. - Citizens increasingly aware of the environment in line with the EU SDGs - Strategic Plan 2023-27 of the CAP (Common Agricultural Policy) in the EU - Animal defense, protection and welfare regulations - Each member country can bring different perspectives, resources and audiences - Greater purchasing power for our target 	<ul style="list-style-type: none"> - Consequences of climate change at all levels in the primary sector (production, pasture, feed, etc.) - Economic crisis (lack of natural resources, high inflation rates, macro or industrial agricultural production models, etc.) - Critical geopolitical situation - Fall in the rate of consumption of horse meat - Animal defense, protection and welfare regulations

OPPORTUNITIES

New technologies and digitization mean the creation of synergies for the transfer of knowledge in the equine sector

The creation of synergies through technology offers the possibility of achieving the proposed objectives more effectively.

Citizens increasingly aware of the environment in line with the EU SDGs

It allows the organization to adapt to the preferences of citizens committed to the environment, while fostering collaboration with other stakeholders in the sector.

Strategic Plan 2023-27 of the CAP (common agricultural policy) in the EU

By aligning with this plan, EUnetHorse can consolidate institutional support and established policies for the agricultural sector in member countries.

Animal defense, protection and welfare regulations

Rules and provisions that guarantee the ethical and safe treatment of animals, ensuring their well-being in different contexts.

Each member country can bring different perspectives, resources and audiences

The diversity of countries in the network makes it possible to take advantage of a variety of approaches, resources and audiences, enriching collaboration.

Greater purchasing power for our target

Our target audience has greater economic power, which increases the possibility of participation and financial support.

THREATS

Consequences of climate change at all levels in the primary sector (production, pasture, feed, etc.)

Alterations in weather patterns can affect the availability and quality of pasture and feed, which in turn could influence animal health and welfare, as well as equine farm production and profitability.

Economic crisis (lack of natural resources, high inflation rates, macro or industrial agricultural production models, etc.)

The factors of the current economic crisis could generate negative impacts on the resilience and sustainability of the sector.

Critical geopolitical situation

Political uncertainty can affect the organization's long-term planning and strategic decision-making, limiting its ability to meet the challenges that the project will face.

Fall in the rate of consumption of horse meat

Decreased demand and consumption of horse meat, impacting the industry and attitudes towards this practice.

Animal defense, protection and welfare regulations

Differences in regulations between EUnetHorse member countries may require individual adaptation and compliance in each of them, which adds complexity to the operation of the network of unwanted parties.

STRENGTHS

Great diversification by sector and by nationality

Wide variety of sectors involved in the equine industry and participants from different countries, enriching the network and opportunities for collaboration.

Exchange of information and practical experiences between different countries and different actors (researchers, trainers and farmers)

The exchange encourages mutual learning and adaptation as the most effective strategies to increase the resilience and performance of equine farms can be identified and applied.

Contributes to rural development (jobs in rural areas and access to new services) and to sustainable agriculture and forestry, strengthening links with the urban environment

EUnetHorse has the opportunity to generate employment in rural areas and promote access to new services, which can have a positive impact on local communities. Also, by promoting sustainable practices in agriculture.

Good labor market niche for women and youth in rural areas

The participation of women and youth in the equine sector brings new perspectives and ideas, driving innovation and economic sustainability in rural areas.

EUFarmBook Platform

Online encyclopedia that provides knowledge about the equine sector and its aspects, offering a valuable resource for the community and facilitating the dissemination of information.

WEAKNESSES

Great diversification by sector and by nationality

It will affect the lack of sectoral knowledge in some countries, as it may limit effectiveness in addressing specific problems. In addition, the acquisition and management of resources in various countries can be difficult.

Lack of structure that creates difficulties to connect the actors of the different branches both at European and national level

You may find it difficult to establish and maintain an active network among stakeholders, which would limit your ability to achieve the objectives for which this project is carried out.

4.1.2. COMMUNICATION SWOTs

4.1.2.1. EXTERNAL COMMUNICATION SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> - WP5 in charge of communication and dissemination of information between member countries and the different horse sectors - Ad hoc budget for communication (funded by the EU) - Focus on sustainability, resilience and collaborative learning - Existence of the European agricultural platform EUFarmBook 	<ul style="list-style-type: none"> - Different cultures and customs of communication - Existence of digital divide by actors and countries - Hard to reach equine professionals and farmers - Low social value, lack of recognition compared to other industries - Lack of understanding of the benefits of online training by the target audience
Opportunities	Threats
<ul style="list-style-type: none"> - Technological innovation overcomes geographical barriers and offers flexibility for all audiences - English lingua franca - Rise of online training/learning (cheaper for participants) - Social networks (influencers) to promote good practices - Tendency, shown on social networks, to spend time outdoors with animals - Active communication between the EUnetHorse target age range 	<ul style="list-style-type: none"> - Linguistic diversity: nine different languages - Cybersecurity issues - Trend towards veganism: public opinion rejects the use of horses for the production of milk and meat - Viral scandals about animal abuse

WEAKNESSES

Different cultures and customs of communication:

This can make creating effective messages difficult and challenging as messages and approaches need to be tailored to each country and specific audience.

Existence of digital divide by actors and countries

The digital divide can be an obstacle to reach certain actors or countries that have limited access to communication technologies.

Hard to reach equine professionals and farmers

Challenge in establishing effective communication with this target group due to its geographical dispersion and diversity of activities.

Low social value, lack of recognition compared to other industries

Lack of appreciation and visibility of the equine sector in relation to other fields, which can influence the perception of the audience.

Lack of understanding of the benefits of online training by the target audience

Lack of awareness or resistance to online learning opportunities, which could limit the adoption of this modality.

STRENGTHS

WP5 in charge of communication and dissemination of information between member countries and the different horse sectors

This allows effective coordination between member countries and different sectors, facilitating the dissemination of consistent messages and the exchange of knowledge and good practices.

Ad hoc budget for communication (funded by the European Union)

A properly approved budget can support the implementation of effective communication strategies and enable the use of the right tools and channels to reach the target audiences.

Focus on sustainability, resilience and collaborative learning

Emphasis on promoting sustainable practices, adaptability to challenges and fostering collaboration in the educational process.

Existence of the European agricultural platform EUFarmBook

By participating and using this platform, you can reach a wider audience and establish connections with other players in the agricultural sector in Europe.

THREATS

Linguistic diversity: nine different languages

It is important to consider the translation and adaptation of messages to different languages to ensure coherent and understandable communication for all audiences.

Cybersecurity issues

Adequate security measures must be implemented to avoid any cyber threat and protect the reputation of the organization.

Trend towards veganism: public opinion rejects the use of horses for the production of milk and meat

Change in food preferences towards options without animal products, decrease the demand for equine products.

Viral scandals about animal abuse

Risk of media exposure of situations of animal abuse that can affect the image of the project and the equine industry in general.

OPPORTUNITIES

Technological innovation overcomes geographical barriers and offers flexibility for all audiences

Use of technology to overcome geographic limitations and provide flexibility in training and communication, facilitating outreach to various audiences.

English lingua franca

Facilitates communication with international audiences and overcomes language barriers. The use of English as a common language of communication can facilitate the dissemination of messages and cultural exchange on a global level.

Rise of online training/learning (cheaper for participants)

Growing demand for online training due to its accessibility and reduced costs, in line with the EUnetHorse proposal.

Social networks to promote good practices

Use of digital platforms and prominent people to disseminate and strengthen the messages of practical managers in the equine industry.

Tendency, shown on social networks, to spend time outdoors with animals

Increased desire to spend time outdoors in the company of animals, which can benefit from promoting sustainable equine activities.

Active communication between the EUnetHorse target age range

Possibility of effective communication with the target audience, which is usually more active on digital platforms and receptive to messages related to animal welfare and sustainability.

4.1.2.2. INTERNAL COMMUNICATION SWOT

Strenghts	Weaknesses
<ul style="list-style-type: none"> - Participation and support of all partners in the development of project communication - Continuous internal communication - Code of Good Practices 	<ul style="list-style-type: none"> - Internal communication difficult to manage due to the breadth of actors involved - Lack of communication and connection at different levels (by sectors, geographical levels, category of actors)
Opportunities	Threats
<ul style="list-style-type: none"> - New technologies enable online communication between member countries (videoconferences, webinar, etc.) - English lingua franca 	<ul style="list-style-type: none"> - Linguistic diversity: nine different languages - Geopolitical crisis (Ukrainian War) and repercussions of the pandemic

WEAKNESSES

Internal communication difficult to manage due to the breadth of actors involved

It can hinder the effective transmission of messages and coordination between different sectors and geographic levels.

There is a lack of communication and connection at different levels (by sectors, geographical levels, category of actors)

It implies that there may be difficulties in establishing fluid and coherent communication between the different sectors and categories of actors.

STRENGTHS

The participation and support of all partners in the development of project communication

They are an important strength. It indicates a widespread commitment and collaborative approach to internal communication.

Continuous internal communication

The existence of regular and fluid communication between the different project stakeholders means that strategies are being implemented to address the specific communication needs of each member.

Code of Good Practices

Establishment of a set of ethical standards and guidelines that guide communication and interactions within the project, promoting coherence and collaboration in all activities.

THREATS

Linguistic diversity: nine different languages

It can be a challenge for internal communication, as it makes it difficult to understand each other and convey messages effectively.

Geopolitical crisis (Ukrainian War) and repercussions of the pandemic

They represent a threat, since they can prevent certain forms of communication such as congresses and face-to-face meetings. These events may be limited or even canceled due to adverse circumstances.

OPPORTUNITIES

New technologies offer opportunities to improve internal communication (videoconferences, webinar, etc.)

Videoconferences, webinars and other similar tools can streamline communication and overcome existing geographical barriers between the different actors.

English considered as lingua franca

It is an advantage, since it facilitates communication and understanding between the different actors.

DECISION MAKING

After carrying out the study based on the structure, internal and external communication of EUnetHorse, these two points can be highlighted in the way of the correct development of the communication plan:

- Internal communication can be difficult to manage due to the breadth of actors involved, as well as the scarcity of communication and connection at different levels (by sectors, geographical levels, category of actors) (reflected in the SWOT of internal communication as weaknesses).
- Different cultures and communication customs, as well as the existence of a digital divide by actors and countries (reflected in the SWOT of external communication as weaknesses).

Therefore, the true communication plan would emphasize in the following elements:

- ***Notoriety and positioning: make the project known***

The objective of this route is to highlight the uniqueness and values of EUnetHorse to achieve notoriety and positioning in the European equine sector. For this reason, we will focus on strategic communication that clearly conveys the objectives and benefits of the project. It will seek to establish relevant collaborations with organizations and key players in the sector, which will increase the visibility of the organization and attract a broader audience. The generation of quality content, especially online, will be essential to educate the audience about the project and show how it can contribute to the sustainable development of the equine sector in Europe.

The EUnetHorse project is in a fragmented market and needs to position itself as a leader in the exchange of knowledge and solutions in the European equine sector. Therefore, a pathway is necessary to highlight the unique values and establish relevant collaborations that will help **differentiate from the competition by increasing the visibility of the industry**.

- ***Facilitate communication among all members (internal communication)***

Improving internal communication between all EUnetHorse members, including partners, the NH-AKIS, the NF and the NSTB, as we will explain in the next point, effective and fluid communication between the different actors is essential. Internal communication tools and platforms will be implemented to facilitate the exchange of information, collaboration and teamwork. In addition, regular meetings and virtual events will be organized to **strengthen team cohesion and ensure that everyone is aligned with the objectives** and activities of the project.

Internal communication is one of the strongest points for the proper functioning of the project. By facilitating interaction and collaboration among all members, better coordination and a unified approach to project objectives are ensured. This will allow for a more efficient execution of communication actions and will ensure that everyone is aware of the latest updates and developments.

- ***Digitize the communication process***

The online communication developed by the project must be adapted to the different options available on the network. The zero knowledge of this project, due to its recent creation, makes it necessary to create a website, and some RSS with relevant content for users.

Efforts must be made to make the most of digital tools to improve the efficiency and reach of communication. Therefore, **digital marketing strategies** will be implemented, such as the use of social networks, email campaigns and online content, to reach a broader and more diverse audience. Digitization will allow more agile and effective communication with the different target audiences, in addition to providing metrics and data to evaluate the impact of communication actions.

In today's era, digitalization is essential, since much of the communication is done online. By adopting digital marketing strategies, EUnetHorse will be able to reach a larger and more diverse audience, increasing the visibility of the project and attracting new members and stakeholders. In addition, digitization facilitates the measurement and analysis of results, which will make it possible to continuously adjust and optimize communication actions.

5. Conversion funnel

Before considering the communication objectives, it is necessary to remember what the marketing objective of EUnetHorse is: **the recruitment of members and participants**. Therefore, a conversion funnel is proposed so that this communication plan is in tune with aforementioned objective.

The conversion funnel is a tool used in marketing to determine the steps that the target audience takes from their first contact with the organization/project until the final objective is achieved (in our case, loyalty and participation) (Figure 14). Next, these phases of the funnel are determined, which will help us **understand the steps that the user will take before becoming a participant**. In addition, specific actuations will be developed.

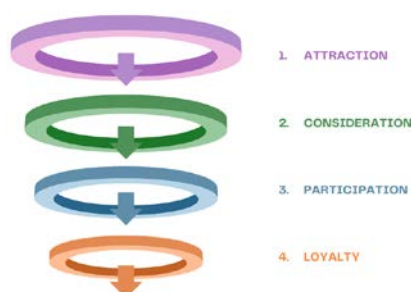


Figure 14. Phases of the conversion funnel as a tool for marketing.

1. ATTRACTION

In the first part of the funnel, an attempt will be made to attract as many people as possible through the communication actions that will be considered later in this plan (communication on social networks, etc). In this phase, users will begin to follow EUnetHorse on the different networks and will begin to find out what the project does.

2. CONSIDERATION

In this second phase is when the user is really interested and is informed in depth of the activities carried out by EUnetHorse. To do this, they will go to the project's website or arrive at a landing page, which could be disseminated through online communication actions. The users who carry out this process are the ones who will really consider participating partially or totally with the project.

3. PARTICIPATION

In the third phase is when we achieve the voluntary participation of the user. This cooperation is carried out through the project's digital media or by directly contacting its members. This contact can be made through two ways: *Through the messaging tools of social networks or through the website or email (these contacts must be provided on the website or on social networks).*

4. LOYALTY

Getting the participant or member to continue collaborating in the activities of EUnetHorse is another great challenge, for this, the most appropriate thing would be to establish tools to keep users loyal, such as through mailings, content on social networks, events, etc.

6. Communication objectives

Based on the previous diagnosis reflected in the SWOTs, the following communication objectives are proposed in order to achieve what was established in the first phase of the conversion funnel : **attraction**.

It is important to note that the final goal is to achieve the **Return of Investment (ROI)**, which is the profit margin that the project will receive after the investment made in the communication campaign. Having said that, the objectives of this plan are presented below. The goal will be to meet them during the first year of the project.

6.1. Strategic objectives

- *To get EUnetHorse brand known among the actors and stakeholders of the equine sector by 25% during the first year of the C&D plan.*

One of the project's biggest problems is that it is not known nationally or internationally. For this reason, this will be one of the key objectives of the plan, to ensure that Europe discovers EUnetHorse and that, thanks to its differentiated positioning, the user is able to remember it first (Top Of Mind) when talking about an equine thematic network that safeguards all sectors of the horse world.

- *To position EUnetHorse as the leading thematic network in the exchange of knowledge and solutions for the equine sector throughout Europe by the year 2025.*

Despite the fact that EUnetHorse already has a differentiated position (since it is the only thematic network with the aforementioned characteristics), one way to achieve greater differentiation is by becoming the pioneer organization/project in establishing an active network to improve performance and resilience of European horse farms,

6.2. Functional objectives

Strategic objective 1: To get EUnetHorse brand known among the actors and stakeholders of the equine sector by 25% during the first year of the C&D plan.

- *To create national (National Advisory Board (NAB), National Scientific and Technical Board (NSTB)) and European (European Advisory Board (EAB), European Scientific and Technical Board (EUSTB)) advisory boards with experts in the equine sector.*

This is a crucial responsibility for National Facilitators (NF). These, by collaborating jointly with the NAB and NSTB, contribute to the creation of solutions and strategies adapted to the specific needs of each country. At the same time, its role will extend to the European level, collaborating with the EAB and the EUSTB to ensure that the continental perspective is reflected in EUnetHorse's decisions and actions.

- ***Foster collaboration among at least 50 racehorse owners, producers and farmers, trainers, advisors, and EUnetHorse to improve horse management and performance in competitions during the first year of the campaign, through National Horse - Agriculture Knowledge and Innovating Systems (NH-AKIS).***

With this strategic collaboration, EUnetHorse can achieve to highlight its ability to improve the performance of horses and increase its recognition as an influential and effective network in the equine sector.

- ***Increase the participation of at least 10 professionals from the sector in events, training and activities that promote the responsible and effective use of horses as therapy animals.***

This objective will help raise awareness of the therapeutic value of horses and increase awareness and recognition of EUnetHorse as a driver of good practice in this field, promoting the responsible and effective use of horses.

- ***Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production.***

This content strategy will inform and educate the audience, thus increasing awareness and recognition of EUnetHorse as a trusted source of information and resources. Generating interest and commitment among the target audience by promoting content of interest.

- ***Promote the different actors to participate in at least 15 virtual and face-to-face events organized by EUnetHorse.***

This active participation in the events will increase the interaction with the brand, improve the perception and knowledge about EUnetHorse and strengthen the recognition of the network in the equine sector.

Strategic objective 2: To position EUnetHorse as the leading thematic network in the exchange of knowledge and solutions for the equine sector throughout Europe by the year 2025.

- ***Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.***

The aim is to increase the active participation of professionals from the equine sector in the EUnetHorse community and in the various activities that are organized. Through solid participation, a greater exchange of knowledge and experiences will be generated among the members of the organization, which will strengthen the network of actors in the sector.

- ***Increase the number of registrations in at least 5 workshops, webinars and events aimed at professionals in the equine sector during the first semester of the C&D plan.***

The objective is to increase the number of registrations in events specifically aimed at professionals in the equine sector during the first six months of the campaign. By attracting more participants to these focused activities, it will further disseminate specialized knowledge and promote learning and training in the sector.

- ***Establish strategic alliances with at least 3 equine feed producers committed to sustainable and ethical practices, and promote them as preferred suppliers for EUnetHorse during the first year of the C&D plan.***

This objective reinforces the network's focus on sustainability and ethics and positions EUnetHorse as a benchmark in the responsible equine sector and in the supply chain. Likewise, it will highlight the importance of responsible practices in the equine food industry.

- ***Increase the visibility of at least 40 equine products of sustainable and traceable origin that come from suppliers associated with EUnetHorse during the first year of the C&D plan.***

This promotion will highlight the importance of sustainability in the equine industry and will position EUnetHorse as an organization that supports suppliers committed to sustainable practices and encourages responsible consumption.

7. Target audiences

Once the objectives have been determined and taking these objectives as a basis, the C&D plan will be directed at specific audiences, so that the actions carried out have a clear recipient.

According to the information provided, EUnetHorse already has 15 partners from 9 European countries (France, Belgium, Finland, Germany, Poland, Portugal, Spain, Romania and Switzerland). Therefore, taking into account the characteristics of this project, we can differentiate between **internal target audience** (within the organization) and **external target audience** (outside the organization). External target audiences are essential to widen the network, spread awareness and improve brand recognition across Europe. However, internal target audiences are essential for the development and management of the project at the national level.

7.1. Internal target audience

The **internal target audience** includes NH-AKIS, NF, NAB, EAB and NSTB. This public is part of the organization and plays a key role in the implementation of the communication plan and the management of the project in their respective countries.

7.1.1. National Facilitator (NF)

They are the main leaders and the **link between the experts of each country and the project**. Its function is vital for the **collection of information and content from the national level**. By having contacts like NF, EUnetHorse is able to obtain valuable information directly from horse farmers and breeders in different countries, which reinforces its multi-stakeholder approach and its relevance at a European level.

Characteristics of the NF

Link with local communities: NFs have a close presence in the farming and horse-breeding communities in each participating country. This allows direct access to local information, specific challenges and opportunities for improvement in the equine sector.

Communication facilitators: NFs act as communication facilitators between EUnetHorse and local stakeholders in the equine sector. Their role is essential to ensure that information and solutions flow effectively between stakeholders and the project.

Gathering valuable information: By having close contacts with farmers and horse breeders, NFs can gather valuable information on sustainable practices, challenges and needs of the sector at the national level.

Support to the multi-stakeholder strategy: EUnetHorse's multi-stakeholder approach is strengthened by the collaboration of NFs, who represent different perspectives and experiences in the equine sector at the national level.

Relevance at the European level: The collaboration of NFs from different countries contributes to the relevance of EUnetHorse at the European level. The connection between local communities and the European thematic network enriches the exchange of knowledge and experiences across Europe.

7.1.2. National Advisory Board (NAB)

This target audience is made up of a group of key people who make up a permanent and political board of **between 7 and 12 members in each country participating** in the project, between **public and private entities related to the equine sector**. He plays a strategic role in the success of this, as he represents a diversity of perspectives and leadership in the equine sector at the national level. NAB members are presidents and directors of institutions, experts in the equine industry, politicians and influential people in the field of agriculture and equine.

Characteristics of the NAB

Political and leadership perspective: By having political representatives and leaders of the equine sector, EUnetHorse ensures a political and strategic vision to address the challenges and opportunities of the sector. This strengthens the political focus of the project and supports its position as a leading thematic network.

Access to resources and institutional collaboration: NAB members have access to resources and networks of influence in their respective countries. Collaborating with them facilitates access to new financing opportunities, institutional collaborations and support in the implementation of the initiatives.

Credibility and recognition: The participation of renowned political leaders and experts in the NAB gives credibility and recognition to the project. This helps to increase the prestige of EUnetHorse and its visibility in the equine sector at a national level.

Facilitators for the NF: The NAB is consulted and advised by the NF. The latter are the direct links to the experts in each country and the source of information and content for EUnetHorse. The public that concerns us provides orientation and support to the NF, which contributes to a better coordination and execution of the communication plan.

7.1.3. National Scientific and Technical Board (NSTB)

This group of experts and farmers make up a **non-permanent and technical board of between 10 and 15 members**. It has a **more technical and operational focus** and its role is fundamental for the development and implementation of practical solutions in the equine sector.

Characteristics of the NSTB

Experience and technical knowledge: Members of the NSTB are experts in various areas of the equine industry, such as reproduction, animal welfare, nutrition, health and farm management. Their experience and technical knowledge are critical to developing effective, evidence-based solutions.

Developing practical solutions: The NSTB works closely with NF to identify specific challenges facing farmers and the equine sector in each country. Through research, analysis and practical experience, the NSTB helps develop concrete and actionable solutions.

Focus on sustainability: Focuses on sustainable and efficient practices that benefit both farmers and the equine sector in general. Their work contributes to improving the performance and well-being of horses, thus promoting a more sustainable and responsible equine agriculture.

NH-AKIS community link: By collaborating with the NSTB, EUnetHorse connects directly with the NH-AKIS community, ensuring that the proposed solutions are well-founded and accepted by the equine stakeholders themselves and stakeholders.

7.1.4. European Advisory Board (EAB)

The European Advisory Board (EAB) is a key target audience within the Communication Plan, since it is a **permanent and political board made up of between 7 and 12 strategic members**, representing various relevant institutions and organizations in the equine field in All Europe. His role is to provide **advice and strategic direction** to EUnetHorse, contributing his experience and knowledge to ensure the success of the project and the achievement of its objectives.

Therefore, it plays a major role in the decision-making process and the strategic orientation of the organization. Their participation allows us to have a broader and more **global vision of the equine sector in Europe, identifying opportunities for improvement and priority areas of focus**. In addition, its presence reinforces the credibility and relevance of the project at a European level, consolidating its position as a leading thematic network in the exchange of knowledge and learning between actors and interested parties in the equine sector, as we have been mentioning up to now.

7.1.5. European Scientific and Technical Board (EUSTB)

As experts looking for solutions, the EUSTB plays an important role in the structure of the project, being a group of highly **qualified scientific and technical experts in the equine field**. Its main function is to **provide specialized technical knowledge and scientific advice** that will contribute to the development of innovative and evidence-based solutions to the challenges and opportunities within the European equine sector.

Your active participation in the project will enable information sharing, research collaboration, and the development of practical solutions that will benefit the entire equine community.

Characteristics of the EUSTB

Generation of knowledge: It will contribute significantly to the generation and dissemination of high-quality scientific knowledge in the equine field. Through his experience and contributions, he will drive research and innovation, helping the organization to establish itself as a center of excellence and leadership in the sector.

Development of technical solutions: By bringing together experts and scientists, you will play a fundamental role in the identification and development of technical and technological solutions for existing problems in the field we deal with. This will reinforce the reputation of the project as a trusted source of evidence-based and practical solutions.

Multidisciplinary collaboration: It will facilitate multidisciplinary collaboration between researchers and technicians from different countries and fields of study. This will contribute to comprehensive and holistic approaches to address complex issues, fostering the exchange of ideas and best practices.

Credibility and reputation: Both granted by your active participation in the organization's activities, you will attract the attention and collaboration of other academic and research institutions throughout Europe.

Communication with the EUSTB will be carried out through regular meetings, online discussion forums and research collaborations. Through these channels, we will seek to make the most of the experience and knowledge of this target audience, which will significantly contribute to the general objectives of the project.

7.1.6. National Horse-Agriculture Knowledge and Innovating Systems (NH-AKIS)

It is the primary audience as it brings together all stakeholders in the equine industry, including farmers, trainers and advisers. By attracting a large number of participants from different countries and branches of the sector, a wide diffusion of knowledge and experiences will be achieved, positioning EUnetHorse as a leader in the exchange of information and solutions throughout Europe.

Characteristics of the NH-AKIS

Wide dissemination of knowledge: By attracting a large number of participants from different countries and branches of the equine sector, the NH-AKIS will enable a wide dissemination of knowledge throughout the industry. This will facilitate the identification of best practices, innovations and solutions for the equine sector in Europe.

Multi-stakeholder representation: The participation of farmers, trainers and advisors from different countries and branches of the sector guarantees multi-stakeholder representation in the NH-AKIS. By having different perspectives and experiences, the exchange of knowledge will be enriched and the common challenges of the sector will be addressed more effectively.

Strengthening EUnetHorse's leadership: As a meeting point for all stakeholders in the equine sector, the NH-AKIS will strengthen EUnetHorse's position as a leader in the exchange of information and solutions. Turning the network into a benchmark for the industry and will contribute to the progress and resilience of the sector in Europe.

Generation of synergies and collaborations: The connection between farmers, trainers and advisors from different countries will foster the creation of synergies and possible collaborations. These partnerships can lead to new initiatives and joint projects that drive development and innovation in the equine sector.

We cannot forget that outside of NH-AKIS, we are interested in people or organizations dedicated to:

- milk, meat and derived products
- farm and forestry work
- horse breeding
- pensions for retired horses
- stables
- horse races
- donkeys
- tourism
- sport activities
- equine breeding centers
- equine clinics
- horse-assisted therapies
- ecosystem services

7.2. External target audience

On the other hand, we have the **external target audience** that has the following groups: public and private entities related to the equine sector, specialized media and influencers/opinion leaders. These groups are external to EUnetHorse and their participation and support are critical to achieving strategic objectives, such as positioning as a leader in knowledge sharing and building brand recognition.

7.2.1. European and national institutions

The objective of this target audience is to **establish strategic alliances with these entities, promoting collaboration and support for the project**. These institutions represent key actors in the **political, social and economic fields** of Europe and each country, and their participation can generate a significant impact in the equine sector.

The communication plan will seek to identify and contact relevant institutions, such as ministries of agriculture, government agencies, rural development organizations, among others. It will focus on presenting the objectives and scope of the project, highlighting how the exchange of knowledge and learning between stakeholders in the equine sector can contribute to improving the resilience of equine farms and have a positive impact on areas such as the economy, rural employment and The sustainability.

The participation and support of the European and national institutions will strengthen the position of EUnetHorse as a relevant and necessary initiative for the equine sector in Europe. In addition, collaboration with these entities can open up **opportunities for funding, additional resources, and visibility** into high-level political and social impacts.

7.2.2. Mass media

In a dynamic and constantly evolving communication environment, the relationship with the media plays a crucial role in disseminating relevant information and building a strong brand image. Recognizing the importance of this interaction, EUnetHorse has dedicated itself to identifying and establishing strategic collaborations with specialized media in the equine sector at a European level. These media not only act as dissemination channels, but also serve as platforms for sharing knowledge and experiences among experts, professionals, and enthusiasts in the sector.

Specialized Media

To achieve greater efficiency and precision in managing this network of specialized media, the organization has centralized the information in an Excel **document available on the collaboration platform** that we share with project members through *Teams*. In it, the different European media that have been identified as relevant to the project are detailed and categorized. Each of these outlets has its own focus and audience, and access to this consolidated information allows for a deeper understanding of their interests and viewpoints.

The Excel provided **lists the names of the media**, their thematic areas of focus, their geographic reach and other pertinent information that facilitates the selection and contact process. This initiative seeks to optimize the relationship with the media, guaranteeing effective communication adapted to the preferences and specific needs of each entity.

By taking advantage of this updated database, the aim is to ensure a fluid and beneficial interaction with said media, thus promoting the **dissemination of our message, values and achievements in the equine sector at a European level**. This tool is a reflection of EUnetHorse's commitment to strategic communication and a holistic approach to building strong relationships with media who share interests and goals.

7.2.3. Influencers

Influencers and opinion leaders in the horse world have a **high degree of credibility and visibility among the audience, among the different actors and stakeholders in the equine sector**. As these are individuals with a large presence and following on digital platforms, such as social networks, blogs and YouTube channels, they can have a significant impact on the opinion and behavior of their audience. Therefore, collaborating with them in the

promotion of EUnetHorse will allow it to have a wider reception, generate more interest and increase the reputation of the project in the equine sector.

For this reason, it will seek to identify influencers who are related to the horse world and who can marry the project. These can be **well-known jockeys, leading trainers, specialized veterinarians, animal welfare experts, etc.**, who have an engaged and relevant audience for the equine sector. In other words, this collaboration will allow reaching a more diverse audience throughout Europe, since influencers can **promote the project, its objectives and activities through their digital platforms.**

Some examples of who could be considered as influencers for the project at a European level are (Figure 15 to 24) :

- **Matt Harnacke (Italy):** Model, jockey and influential leading equestrian. His career began at age 17 and skyrocketed after doing his first show for Emporio Armani. He took advantage of his large following on Instagram (739K), making him the most followed equestrian influencer to date. Due to this follow-up, he continues to work closely with the FEI.

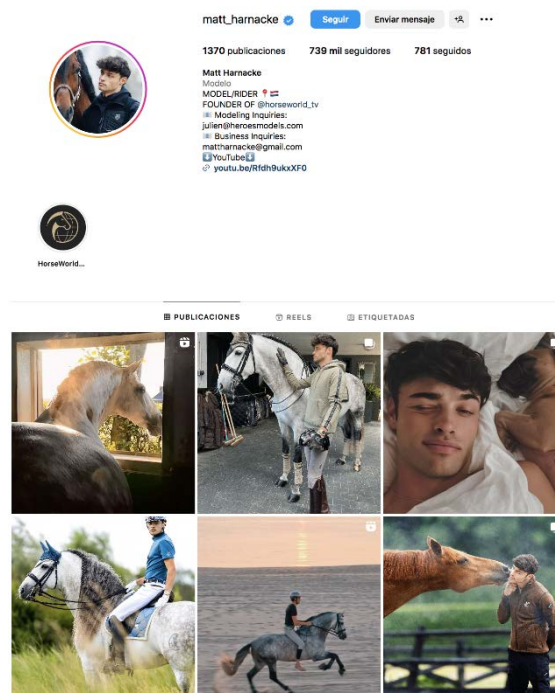


Figure 15. Instagram: @matt_harnacke

- **Jesse Drent (Netherlands):** Trainer who teaches his horses natural tricks like lying down, standing on two legs, head bowing and sweet kisses. He has 465K followers on Instagram and a Youtube channel with 227K subscribers and 222 videos.

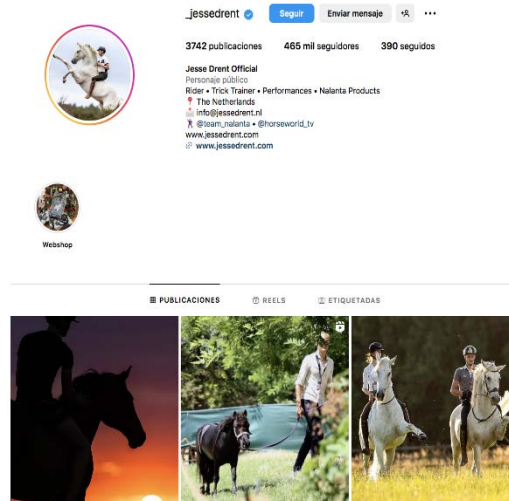


Figure 16. Instagram: @_jessedrent

- **Charlotte Dujardin (UK):** Highly successful dressage rider. She is a three-time Olympic gold medalist and winner of world championships and records, known for her association with the famous horse Valegro. She is known as “The Girl with the Dancing Horse”, she has gone on to reach 501K followers on Instagram.



Figure 17. Instagram @charlotte_dujardinbe

- **Esmé Higgs (UK):** Equestrian fanatic with a YouTube channel called “This Esme” that includes pony vlogs, horse care videos and edits of her rides. Her content has been viewed more than 243 million times with 321K followers on Instagram. She has also been an ambassador for the Brooke charity, which promotes animal welfare for horses.

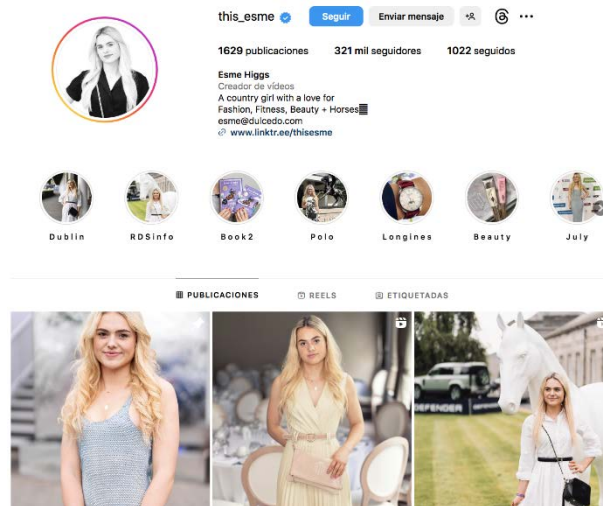


Figure 18. Instagram @this_esme

- **Eva Roemaat (The Netherlands):** Horse trainer and Instagram phenomenon who has amassed a large following. Her frequent horse pictures have earned her more than 143K followers on Instagram. She is also the co-captain of the YouTube channel “AlwaysHorseLove”.

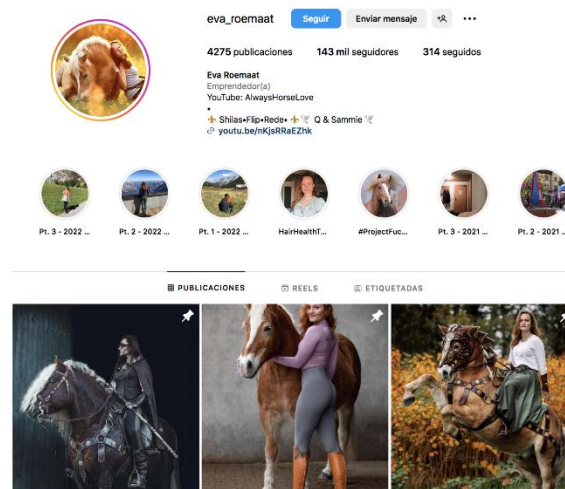


Figure 19. Instagram @eva_roemaat

- **Eva Ursin Leiser (Norway):** Norwegian Amazon has 75K Instagram followers on her Facebook, YouTube and Instagram profiles, 5.08K YouTube subscribers and a blog where she talks about her professional career and life her staff.

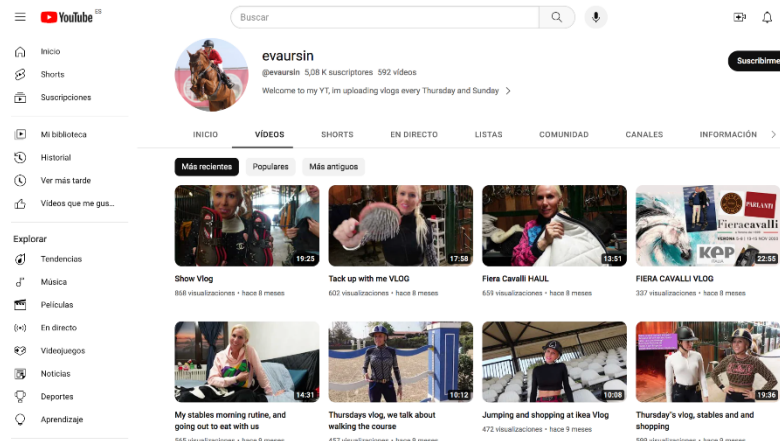


Figure 20. Instagram @evaursin

- **William Fox-Pitt (United Kingdom):** Horse trainer specializing in the discipline of eventing horse riding. Winner of three Olympic medals in the team event and six medals in the World Eventing Championship. Fox-Pitt goes public with his career with 48.2K followers after his achievements on Instagram and 6.26K subscribers on Youtube.

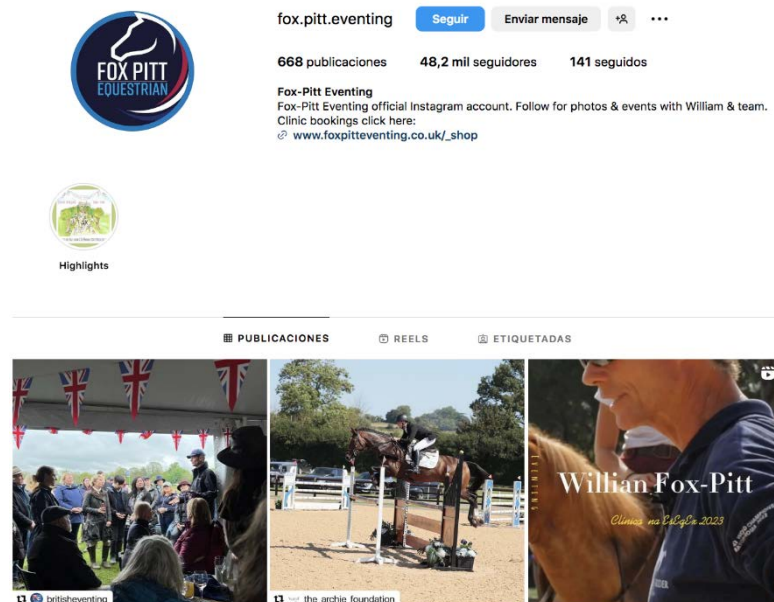


Figure 21. Instagram @fox.pitt.eventing

- **Michael Jung (Germany):** An accomplished eventing rider with three Olympic and world victories and seven times European champion, one of the most successful German jockeys. His 84.3K followers on Instagram endorse his career.
Instagram: @michaeljungofficialnews

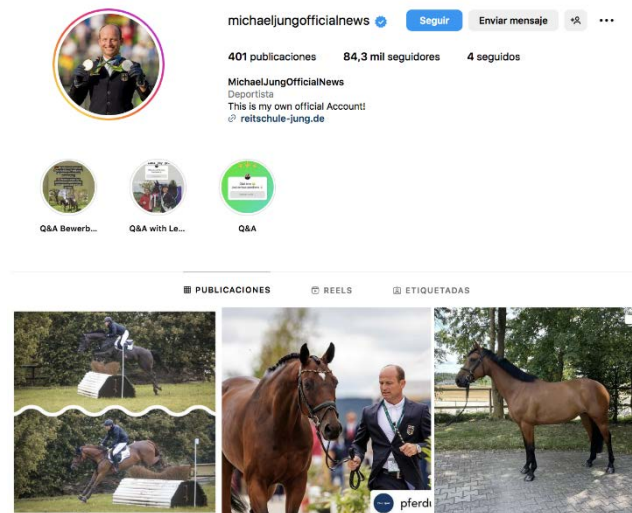


Figure 22. Instagram @michaeljungofficialnews

- **Nina Rademaekers (Sweden):** At a young age, she was part of the Swedish national pony team and became a name to reckon with. She has since competed on the Pony, Junior, Young Rider and U25 national teams. In addition to her dressage endeavors, she also has a blog, Instagram account, podcast, and YouTube channel, all of which are well established in the equestrian world.

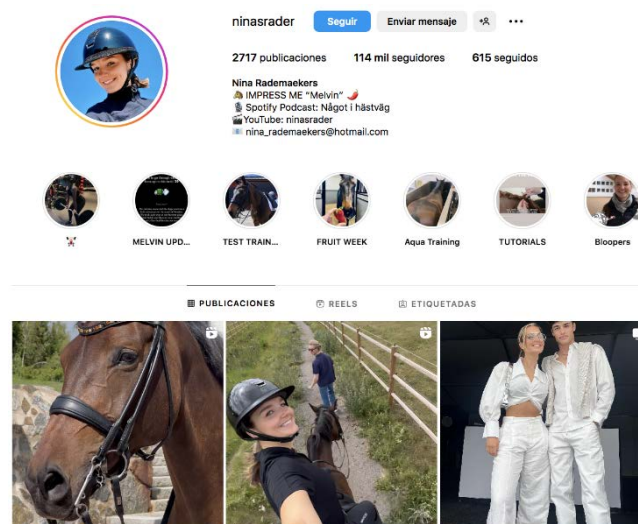
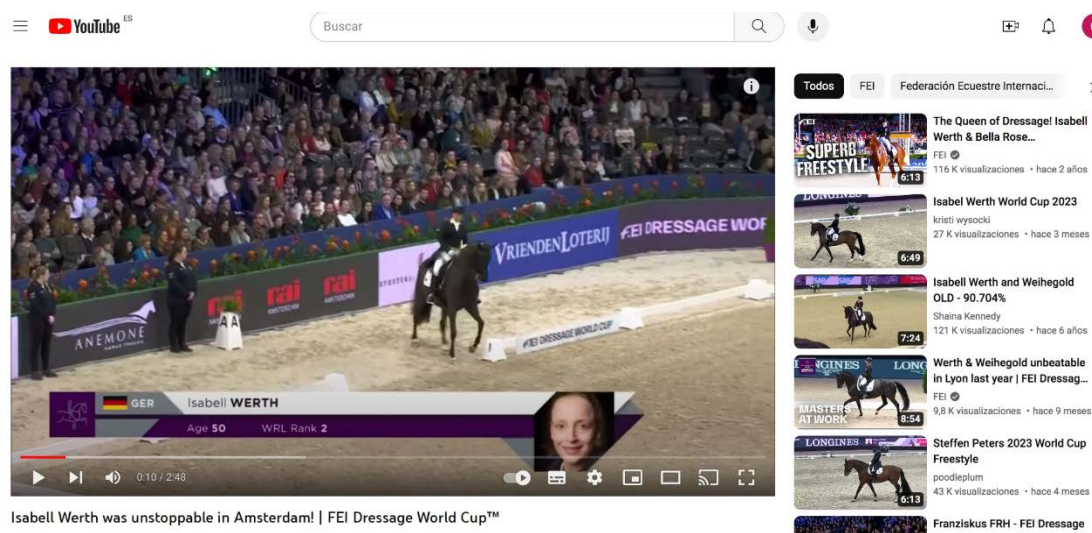


Figure 23. Instagram @ninasrader

- **Isabell Werth (Germany):** Legendary dressage rider with seven Olympic gold medals, nine times world champion and twenty-one times European champion. Many are the followers who look for her videos through the FEI Youtube channel.



8. Creative axis

The creative axis that the C&D plan will follow is based on the idea that EUnetHorse is a meeting point for all the voices and actors of the equine sector in Europe. The thematic network brings together farmers, trainers, advisers, institutions and experts from different countries and branches of the sector, creating a strong and unified community. The image we want to convey is that of a platform that encourages collaboration, the exchange of knowledge and the improvement of the equine sector as a whole.

8.1. Communication messages

The **main strategic message** of the Communication Plan will be the following:

"Connecting voices, strengthening the European equine community"

This message stands as the core of the EUnetHorse project, effectively encapsulating the essence and purpose. Reinforcing the **bond of collaboration and synergy in the European equine community**. The message evokes a shared commitment to mutual empowerment. This declaration also frames the European identity of the project, highlighting its role in forging a **robust and united equine community**. Through this inclusive call to action, EUnetHorse aspires to create a space where all voices converge to shape a sustainable future for the sector. In its brevity and memorability, the message resonates both internally and externally and proposes a persuasive and motivating basis for the project in the context of the European equine sector.

These are the secondary messages that will be adapted to different target audiences according to their needs:

1. *"Joining forces for a sustainable equine future"*

Highlight the collaboration and union of different actors and countries to work together to build a sustainable future for the equine sector in Europe. It also highlights the focus on sustainable practices, animal welfare and equine performance enhancement.

2. *"Experts and farmers, working for the same goal"*

Distinguish the active participation of technical experts and farmers in the NH-AKIS. Showing how their joint work contributes to practical and effective solutions for the sector.

3. *"Positioning Europe at the forefront of the equine world"*

Emphasize the excellence of the European equine sector and how European horses are recognized worldwide in different disciplines. Highlighting the importance of maintaining this leadership position through knowledge sharing and innovation.

4. *"Your voice counts: join the leading equine thematic network"*

Invite stakeholders in the equine sector to join EUnetHorse and become part of this unified community. Highlighting the benefits of belonging to the network, such as access to relevant information, opportunities for collaboration and visibility in the sector.

5. *"Learn about the innovative practices of our equine producers"*

Insist on the alliance with equine food producers committed to sustainable and ethical practices. Showing how these producers stand out for their innovative practices and how their products are preferred by EUnetHorse.

6. *"Discover inspiring stories of horse therapies"*

Sharing exciting stories from industry professionals involved in therapy animals and showing how these therapies improve lives and highlighting the importance of education and training for the responsible and effective use of therapy horses.

7. *"Virtual and face-to-face events that you cannot miss"*

Invite the actors of the sector to participate in the events organized by EUnetHorse. Highlighting the diversity of events, such as webinars, workshops and trainings, and how these spaces encourage learning and networking.

8. *"EUnetHorse: your partner in equine progress"*

Convey the idea that EUnetHorse is an ally for the actors in the equine sector in their progress and development. Emphasizing how the thematic network provides support and resources to face the challenges of the market.

Therefore, it is important to highlight that the messages will vary, adapt and personalize according to the characteristics and preferences of each public as shown below.

8.1.1. Internal target audience

NH-AKIS

- "Joining forces for a sustainable equine future"
- "Experts and farmers, working for the same goal"
- "Learn about the innovative practices of our equine producers"
- "Virtual and face-to-face events that you cannot miss"
- "EUnetHorse: your partner in equine progress"

8.1.2. External target audience

EUROPEAN AND NATIONAL INSTITUTIONS

- "Joining forces for a sustainable equine future"
- "Positioning Europe at the forefront of the equine world"
- "Your voice counts: join the leading equine theme network"
- "Discover inspiring stories of horse therapies"
- "Virtual and face-to-face events that you cannot miss"
- "EUnetHorse: your partner in equine progress"

MASS MEDIA

- "Joining forces for a sustainable equine future"
- "Positioning Europe at the forefront of the equine world"

-
- "Your voice counts: join the leading equine theme network"
 - "Learn about the innovative practices of our equine producers"
 - "Discover inspiring stories of horse therapies"
 - "EUnetHorse: your partner in equine progress"

INFLUENCERS

- "Joining forces for a sustainable equine future"
- "Positioning Europe at the forefront of the equine world"
- "Learn about the innovative practices of our equine producers"
- "Discover inspiring stories of horse therapies"
- "Virtual and face-to-face events that you cannot miss"
- "EUnetHorse: your partner in equine progress"

Using this creative axis and the appropriate communication messages, the organization will be able to **reinforce its position** as the leading thematic network in the European equine sector, **increase its recognition among the actors and stakeholders** of the sector and encourage the active participation of its target audiences in the organized activities and events. The pull and push communication strategy, together with the appropriate media will contribute to achieving the objectives established in the C&D plan.

9. Communication strategy

9.1. Positioning strategy

This communication plan will mainly use a ***pull*** communication strategy, that is, the actions will not be intrusive and in them we will try to attract attention and make the target audiences feel attracted to the messages of the organization. However, it depends on the actions, therefore, we will also be guided by the ***push*** strategy, in which we will try to impact in a more or less intrusive way to achieve more immediate results.

Positioning, as its name indicates, is the "position" that consumers give to a company, brand, product or service in relation to others in the market, influenced by the actions that the organization/project performs. In this way it is achieved that the brand is present in the user's selection/purchase decision due to certain attributes.

Taking into account that EUnetHorse is in a very fragmented market, this strategy is the ideal one to differentiate ourselves from the competition as well as **increase awareness**. It is usually recommended that the positioning strategy be based on a single difference so that it is less complex for the consumer to remember the characteristics by which a company is different. Likewise, we will strategically position EUnetHorse in the ***top of mind*** of the target as the leading thematic network in the European equine sector.

Within the **mix of media**, we will resort to both our **own media**, as well as **paid** and **earned media** to achieve the established objectives more easily. Taking into account the budget that we have to invest in the C&D plan, and knowing that this is quite broad, we will use the three aforementioned media.

The actions will mainly consist of improving the online communication of the organization, achieving a greater presence and fluidity, especially in social networks, and always in search of **virality through earned media**. Likewise, we will resort to paid media, mainly advertising, to achieve our notoriety goals with less difficulty, although we will also seek to **generate publicity** (earned media), with which we hope to achieve creative and, in turn, effective actions.

10. Communication actions

10.1. Creation of the identity and brand image (Branding)

One of the most appropriate actions for a new project like EUnetHorse, in order to achieve the most important objectives, is the creation of the brand identity and image. Branding focuses on creating and maintaining a strong and consistent brand identity in the mind of the consumer. This action focuses on developing a positive and distinctive perception of the brand in the market, and seeks to **establish an emotional and lasting connection with its target audience**. It is particularly relevant to EUnetHorse as the organization seeks to position itself as the leading thematic network for the equine sector across Europe and to generate greater brand recognition among industry players and stakeholders.

The reasons that have led us to select this action is the **need to create a unique identity**, in such a way that EUnetHorse can be clearly differentiated from other networks or similar initiatives related to the equine sector. This will help establish a strong and recognizable image of the organization in the minds of your target audience. Properly implemented, we will be able to **increase the perception of trust and credibility of the brand** among consumers. In the case of EUnetHorse, building a trustworthy and respectable brand will be essential to attract and retain the active participation of members, as well as breeders, trainers and other professionals in the sector.

Thus, it will allow EUnetHorse to **effectively communicate its core values and its purpose as a European thematic network**. The organization/project will be able to highlight its commitment to sustainability, animal welfare and the development of the equine sector, which will resonate positively with its audience. We will also be able to contribute to **building solid and long-term relationships** with stakeholders, showing a **feeling of loyalty towards the brand**. This will drive active participation and ongoing collaboration from members of the organization's community.

With a strong brand identity, EUnetHorse will be able to **amplify the message** and more effectively reach target audiences. Coherence and consistency in brand communication will give visibility and recognition throughout the equine industry.

In summary, the brand management strategy (Branding) is the most suitable for EUnetHorse, since it will allow to establish a unique identity, build trust and credibility, communicate the purpose, retain audience and amplify the message in the European equine market. By focusing on building and strengthening its brand, EUnetHorse will be better positioned to achieve its established communication objectives and establish itself as a leading thematic network in the sector.

10.1.1. Generation of a corporate identity manual and creation of a brand image: logo, graphics, corporate colors, typography.

Graphic representation of the brand using only typographic composition :



Figure 25. Brand logo.

Iconic or symbolic part of the brand that represents a brand without the need for typography:



Figure 26. Brand isotype.

Graphic brand in which the icon and the text are integrated into each other in an indivisible and inseparable way:



Figure 27. Brand isologo.

Greyscale version:



Figure 28. Greyscale brand isologo.

Grayscale version (negative):



Figure 29. Greyscale (negative) brand isologo.

Other compositions:





Figure 30. Other compositions of the brand isologo.

Inspiration:

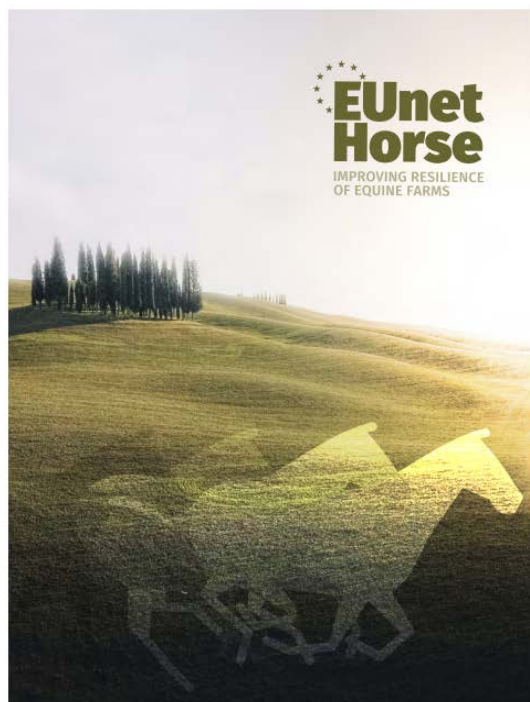


Figure 31. Other inspirational compositions of the brand isologo.

When?	From March to June 2023
What for?	<i>Strategic objectives 1 &2</i>
For whom?	Internal and external target audience
Budget	<i>Paid media:</i> €3,000 <i>Earned Media:</i> Media coverage
Person/s in charge	WP5

10.2. Content and viral marketing: Digital communication and social media

As we have been able to observe in the analysis of the environment, more and more people are using the Internet and, in particular, **social networks**. This is why the use of *content marketing* and *viral marketing* will be a very strong point of the plan to achieve our objectives and to improve the internal and external communication weaknesses that we have detected in the EUnetHorse project.

Content marketing is a technique that serves for the brand to communicate to the audience the topics of interest, positioning it as a benchmark on the subject. In this way, not only Internet traffic is generated, but the brand is also built and concepts are associated with it, giving it value (branding). In addition, we cannot forget about another very important phenomenon that this content marketing causes: viral marketing. Through the contents, users are encouraged to be carriers of the messages towards their environment or community.

Each social network has its particularities and a specific type of audience, and it is precisely for this reason that it is necessary to define a **content differentiation strategy** for each of them (Figure 32).

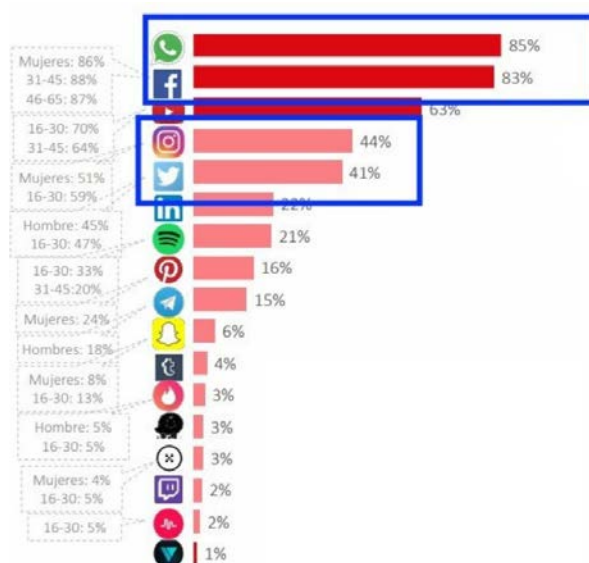


Figure 32. Age of social network users in 2023. Source: Ecommerce Marketing.

10.2.1. FACEBOOK account

Facebook will be one of the social networks that we will focus on, since it is a leading platform that has been widely used by people of all ages (Figure 32). From the beginning, it is especially popular among youth, teens, and young adults, allowing them to connect with friends, share important moments, and keep up with news and social events. Over time, it has also attracted a broader user base, including older adults, who have found value in staying connected with loved ones and sharing meaningful memories. Although it has faced challenges with the migration of some teens to other platforms, Facebook has maintained its relevance and continues to be a valuable option for social interaction and access to diverse content.

In this social network, the most appropriate is the creation of "**descriptive-informative**" or denunciation content, since the users of this network (who are mostly between the ages of 31 and 45), use in many occasions this platform as a source of information. Likewise, we will generate content of interest **for our target audience between the ages of 31 and 65**, to whom **we will send informative messages explaining what EUnetHorse does** in the equine sector and in support of its resilience and importance of animal welfare.

Creative videos adapted to mobile devices are the key in this social network and, therefore, we will try to upload more videos than images, since it has been shown that they generate more interaction. These videos could be related to what the equine thematic network is doing, what the organization can achieve with this project, etc.

Another key point for getting more interaction are **surveys**. Voting on this social network is done through the reactions provided by the platform, that is, "I like it", "I love it", "it amuses me", "it amazes me" etc. or even, in order to get more viralization and interaction, include the options to "comment" or "share".

It is also important to **reply to the comments or messages** that users leave us to start a conversation or share posts from other users. We cannot forget that the networks are bidirectional and that, in addition, these techniques increase the organic reach and, consequently, the probability of obtaining more reactions in our publications.

When?	In June 2023 (it will be fed throughout the first year of the C&D plan until June 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	External target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Going viral</p>
Person/s in charge	WP5

10.2.2. INSTAGRAM account

Instagram will also be an important social network on which we will concentrate most of our efforts for content marketing action, since it is **one of the platforms most used** by young people between **18-30 years** of age to show their concern for sustainability and animal well-being, together with disagreement with unsustainable practices.

Apart from creating this type of content aimed at this age group, we will try to be the **benchmark in movements** in order to encourage young people to spread these messages and become part of the EUnetHorse community, explaining to them what the organization does to safeguard the European equine sector.

It is necessary to start using **Instagram reels**, a tool very similar to Tik Tok that has grown exponentially in recent years. Along with the **reels**, **the direct ones** and **the IGTV** that the platform offers must also be used. An example of how to use these tools would be making videos of what an EUnetHorse member's day-to-day is like or what a person aware of horse care does: cleaning, feeding, etc.

On the other hand, and to continue supplying the project's visual content on Instagram, we propose the use of another tool that is widely used on this social network: **guides**. Instagram offers us the opportunity to upload documents, collections, catalogues, rankings... which have undoubtedly succeeded among the users of this network. Therefore, the creation of EUnetHorse guides would be a must to reach the desired audience in order to achieve the objectives of the C&D plan. These guides will include tips and recommendations on how to care for horses, what practices can help us achieve more sustainable habits to support the sector... In addition, virality through this action is ensured since **few direct competitors have used this Instagram tool**.

When?	In September 2023 (it will be fed throughout the first year of the C&D plan until September 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	External target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Going viral</p>
Person/s in charge	WP5

10.2.3. LINKEDIN account

LinkedIn is the leading social network in the **professional world** which main objective is to connect different professionals from any sector, to expand contacts and generate business. Detecting this opportunity, EUnetHorse will join this community **to attract the attention of public or private entities** and it will also be necessary to establish a content strategy.

Although it is a social network that will **mainly address external target audiences**, it can be a useful platform to keep internal audiences such as partners, NF, NSTB and NH-AKIS informed about progress, achievements and activities. relevant to the project. In this way, collaboration is encouraged and all members are kept informed and aligned with the objectives and progress of the project. In addition, the content generated can be useful for internal audiences to share with their own professional networks, thus **extending the reach of communication and the visibility of the project in the professional field**.

It is important to keep in mind that the tone of the **content** that is generated in this social network is **formal and informative**, therefore, the messages that we will have to transmit will have to be in relation to the ways of collaborating that the organizations have with the project.

The most common type of content (besides being the most successful) are **posts**, which have somewhat **longer descriptions** than in other social networks, and are accompanied by a **photo** or **video** and a **link** directed to a website for more information. Also, as in Facebook, the use of **surveys** is common. The platform itself offers a tool to create them automatically, however, it is more advisable to do it through the reactions "*recommend*", "*celebrate*", "*interest*",... since through them we will increase virality.

When?	In June 2023 (it will be fed throughout the year of the duration of the C&D plan until June 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	External target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Going Viral</p>
Person/s in charge	WP5

10.2.4. YOUTUBE channel

The objective of creating a YouTube channel for the organization is to provide an **accessible and easy-to-consume audiovisual platform** to transmit valuable and educational information related to the equine sector. Since **farmers and other industry players often prefer content in video format**, due to its ease of consumption and access, this channel can be an effective tool to reach this target audience.

Information will be focused in the following contents :

Educational contents : It will focus on creating educational and how-to videos that address topics relevant to the equine industry. These videos will include tutorials on horse care, training techniques, good management practices, research advances, animal therapies, etc.

Interviews and testimonials : Interviews will be held with experts, successful farmers, trainers and other key players in the sector. These testimonials will share experiences, advice and lessons learned, providing valuable insights to the audience.

Farm visits and events : The channel will present videos of visits to equine farms and events related to the project. This will allow viewers to get a closer look at the practices and activities in different locations.

Entertainment content : In addition to education, entertaining horse-related videos will be created, such as trivia, inspiring stories, highlight events, and funny moments.

Event promotion : It will also be used to promote events, conferences and activities organized by the organization, generating expectation and participation.

Collaborations and public participation : We cannot forget that it will encourage public collaboration and participation, inviting them to share their own experiences, questions and suggestions.

Therefore, this channel will primarily target farmers, stable owners, trainers, equine industry professionals, and researchers, providing them with educational and entertaining content that addresses their specific needs and interests in a format they find comfortable and convenient. The action contributes to various communication objectives by promoting participation, engagement, collaboration and knowledge sharing within the European equine community.

When?	In September 2023 (it will be fed throughout the year of the duration of the C&D plan until June 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> ● Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. ● Promote the different actors to participate in at least 15 virtual and face-to-face events organized by EUnetHorse. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> ● Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.

	<ul style="list-style-type: none"> • Increase the number of registrations in at least 5 workshops, webinars and events aimed at professionals in the equine sector during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<u>Own Media</u> : €0 <u>Earned Media</u> : Going viral
Person/s in charge	WP5

10.3. Activation of Google alerts

This 'content marketing action' needs to be activated in order to **keep up to date on issues that directly or indirectly affect the project** and, therefore, may be of interest to the EUnetHorse community. In order to be up-to-date with these developments in an automated way, Google has a tool called "**Google alerts**" that automatically notifies the user of all types of content (news, research, events, blog posts, videos...) that are posted. uploaded to the web and that match the search terms selected by the user.

This service is completely free but it is a Gmail account is needed since that is where these notifications will arrive. The interesting **keywords** that should be configured are the following:

- EUnetHorse
- equine sector
- horse farms
- knowledge sharing
- innovation in the equine sector
- European agricultural policies
- agricultural innovation
- rural economy
- equestrian tourism
- low emissions in agriculture
- resilience in equine farms
- sustainable agriculture
- animal welfare
- animal therapies
- equine events
- agricultural sustainability
- equine research
- equine feed production
- sport and riding

When?	In September 2023 (it will be fed throughout the year of the duration of the C&D plan until June 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Own media</u>: €0</p> <p><u>Earned Media</u>: Going viral</p>
Person/s in charge	WP5

10.4. Programming and management of social networks: Monitoring calendar and *Hootsuite* platform

Staying active on social networks is a great challenge. In order to be able to properly follow up on the accounts of these platforms it is necessary to have a **plan**, since without it, continuity and control of the activities can be lost. It is adequate to **create an Excel file in which the following information is collected and planned**:

- A social network management calendar: A one-week schedule indicating the days on which the content will be published on each of the social networks, the days on which the network will be browsed to discover new trends and the days in which feedback will be given to our community.
- A publication calendar: In which it is collected and specified in an orderly manner, which days of the week, at what times and what type of content will be uploaded to each social network based on its characteristics.
- The contents that will be uploaded to each of the networks: Exactly what will be published on each social network is detailed ; the content writing (copywriting) plus the images, videos... that will accompany.

On the other hand, there are many tools that help manage and administer social networks but *Hootsuite* is recommended. This application not only allows content to be programmed on defined days and dates, but also **offers statistics**. The free version of this application limits us in certain matters, such as the number of accounts that can be accessed or the number of publications that can be scheduled. However, the cheapest plan (€39/month) allows us to plan unlimited content and link up to 10 accounts on the different social networks, so this plan is the ideal one to be able to properly monitor our accounts.

When?	In September 2023 (it will be fed throughout the year of the duration of the C&D plan until June 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> ● Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. ● Increase the participation of at least 10 professionals from the sector in events, training and activities that promote the responsible and effective use of horses as therapy animals. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> ● Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.. ● Increase the number of registrations in at least 5 workshops, webinars and events aimed at professionals in the equine sector during the first semester of the C&D plan. ● Increase the visibility of at least 40 equine products of sustainable and traceable origin that come from suppliers associated with EUnetHorse during the first year of the C&D plan.

For whom?	Internal target audience
Budget	<i><u>Paid Media</u></i> : Hootsuite Professional Plan: €39/month (€468 per year) <i><u>Earned Media</u></i> : Going viral
Person/s in charge	WP5

10.5. Creation of templates and technical sheets as a communication protocol

The creation of **web page templates** and **technical sheets or abstracts** will be created once enough and relevant information is collected from the project results, very specially from 2.4 and 3.4 tasks. It is essential to have these contents in advance in order to facilitate the communication and dissemination of relevant information with the agreement of all member countries. By creating templates, technical sheets (a set of 80 EIP Agri practice abstracts), bi-annual newsletters and 2 policy briefs for trainers, advisors, equine farmers, policy makers, and other professionals, EUnetHorse will establish a solid presence that will highlight its objectives, activities and participants.

The development of detailed practice abstracts will allow to **share specific information** on sustainable practices, animal welfare and performance improvement techniques reaching all type of professionals and stakeholders ; a wide external target audience. Internally, these templates/ practice abstracts will be useful for partners, NF, NSTB and NH-AKIS to access up-to-date information about the project, share resources and stay informed about the latest developments. Materials produced will be translated into 8 partner languages y NFs.

When?	Gradually starting the first year of the project.
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> • Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. • Increase the participation of at least 10 professionals from the sector in events, training and activities that promote the responsible and effective use of horses as therapy animals. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> • Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan. • Increase the number of registrations in at least 5 workshops, webinars and events aimed at professionals in the equine sector during the first semester of the C&D plan. • Increase the visibility of at least 40 equine products of sustainable and traceable origin that come from suppliers associated with EUnetHorse during the first year of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Own Media:</u> €0</p> <p><u>Earned Media:</u> Going viral</p>
Person/s in charge	WP5

10.6. Creation, maintenance and optimization of the EUnetHorse official website

The creation of the official EUnetHorse website is extremely important and necessary for the project, since it will act as the **main digital meeting point** for the different target audiences, both internal and external. A well-designed web page provides a **centralized platform** for sharing relevant information about the project, its objectives, activities, achievements, and available resources. It also grants visibility and accessibility worldwide, allowing effective communication and a wide dissemination of information. In addition, it **reinforces the credibility and professionalism** of the organization, encourages audience interaction and participation, and centralizes valuable resources, facilitating access to crucial information for the equine sector in Europe.

Therefore, such a page will need to be carefully maintained and subsequently well-optimized to have a powerful communication tool that can significantly **improve visibility and user experience** for both internal and external target audiences. By focusing on web optimization, EUnetHorse can achieve the following benefits:

Improve the user experience: An optimized website will provide a smoother and more attractive experience for visitors, which will increase the time they spend on the site and reduce the bounce rate. This is especially important to keep the attention of external target audiences such as farmers, trainers, institutions and potential collaborators.

Search engine optimization: For search engines it will allow the EUnetHorse website to rank better in search results, which will increase its online visibility and attract more organic traffic. With this, notoriety and positioning will be achieved for the leading thematic network in the equine sector.

Effective communication: A well-structured and organized website will allow clearer and more effective communication of the project's mission, objectives, activities and resources. This will benefit both the internal target audience, such as project partners, and the external target audience, interested in the equine sector and in participating in EUnetHorse.

Generation of Leads: It is possible to include contact forms, calls to action and other elements that facilitate the generation of qualified leads. It is important to capture the interest of potential collaborators and participants in the project.

Credibility and trust: A professional and well-designed website will increase the credibility and trust in the project. Both internal and external target audiences will positively value a solid and up-to-date online presence.

When?	In November 2023 (it will be fed throughout the year of the duration of the C&D plan until November 2024)
What for?	<p><i><u>Strategic objective 1</u></i></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><i><u>Strategic objective 2</u></i></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized

	<p>by EUnetHorse during the first semester of the C&D plan..</p> <ul style="list-style-type: none"> • Increase the number of registrations in at least 5 workshops, webinars and events aimed at professionals in the equine sector during the first semester of the C&D plan. • Increase the visibility of at least 40 equine products of sustainable and traceable origin that come from suppliers associated with EUnetHorse during the first year of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Paid Media</u>: €15.000</p> <p><u>Earned Media</u>: Going viral</p>
Person/s in charge	WP5

10.7. Organization of Webinars about horse-related topics

In order to improve **networking**, show what the thematic network does for equine resilience and explain specifically what the different members of the organization can do, the creation of **web seminars** or "**Webinars**" is proposed. These web conferences have been the way that companies have used to maintain and expand their contacts since the coronavirus pandemic began. Undoubtedly, this method has come to stay, due to the large transport expenses that organizations are saving.

In online conferences, some of the following topics could be addressed:

About Corporate Social Responsibility of EUnetHorse for businesses

In one of the strengths in which EUnetHorse can differentiate itself from its competitors is the creation of elaborate **educational tools for the improvement of Corporate Social Responsibility (CSR)** for companies, as well as the various ways of collaborating that the project offers (*members, sponsors or 360° partnerships*).

The project's strategy to strengthen the CSR of companies at **zero cost** is not only an **innovative approach** but also an unique opportunity to make a difference in an increasingly conscious and competitive world. By providing **high-quality educational tools and resources at no direct cost**, EUnetHorse will position itself as an essential catalyst in transforming businesses into agents of positive social change. This approach not only demonstrates the commitment to the cause, but also creates a virtuous circle of collaboration and mutual growth to the benefit of all parties involved.

About the horse world

These educational events will inform companies in the equine industry about the **project's sustainable mission and its ethical commitment to horses**. In addition to cultivating strategic alliances with like-minded audiences, the webinars will **strengthen the brand image**, encouraging participation and support in collaborative activities. By attracting diverse stakeholders, these webinars will **expand networking** and visibility, furthering EUnetHorse's position in both the equine field and corporate social responsibility.

Course: How to take care of your horse?

This course offers a valuable **opportunity to educate and train horse owners and handlers**, promoting ethical and responsible practices. In this way, the organization will be able to consolidate itself as a **reliable source of equine knowledge**, reinforcing its position as a leader in the dissemination of information and collaborative learning. Scheduled in the first year of the communication plan, the course will cover key objectives: horse care awareness, community engagement, branding and project outreach.

The course will be aimed at internal and external horse owners and caretakers, together with companies and organizations in the sector. **Two press releases** will support this European cultural collaboration: one when registration opens to maximize reach and another on the day of the workshop to **obtain publicity**, enriching the visibility of the project.

Didactic content

Through educational webinars, essential information will be provided on various aspects of the equine world, such as horse care and feeding, dressage techniques, nutritional properties of equine milk and meat. These

webinars will offer **practical advice, tutorials and answers to frequently asked questions**, educating the audience on key issues for horse welfare and performance in different contexts.

Entertainment content

The webinars will also feature entertaining horse-related content, including **inspiring quotes, surprising trivia** and **historical events** related to these magnificent animals. In addition, it will explore how horses have influenced various forms of art, from painting and sculpture to literature, photography and films, providing an **entertaining and culturally enriching approach** for the audience.

The conferences will be held on the **Microsoft Teams platform**, which in its free version offers the possibility of holding **meetings of up to 60 minutes with a maximum of 100 participants**. The details of the event will begin to be disclosed one month in advance through posts on the EUnetHorse *LinkedIn* account. These posts will not only provide information about the webinar, but will also include the contact details of the organizers so that companies can register and members of the organization can keep track of attendees.

Since this tool does **not impose time constraints on meetings**, events can be efficiently planned to ensure optimal duration. Webinars can be organized for internal and external audiences, always considering the different time zones of the EU countries that participate in the project. An example of a potential agenda could be the following :

- 13:00 - Welcome to attendees
- 13:05 - Introduction to EUnetHorse and its contribution to European equine resilience
- 13:20 - EUnetHorse Corporate Social Responsibility (CSR) improvement strategies for companies
- 13:40 - Question and answer session
- 14:00 - Farewell to the attendees and closing of the webinar

For example, a **webinar for the external public could be held in January 2024**. Before it is necessary to **expand contacts on the project's LinkedIn social network** in order to reach potential interested participants. For this, it will be essential that the members of the project begin to expand the EUnetHorse community from the beginning of the C&D plan by **sending friend requests to senior officials of European private organizations** that may have some common interest with the objectives of this project. Likewise, to properly monitor these it is required to create a database in Excel and list all the people or companies to which a friend request has been sent. (positive or negative response). Moreover, if we find contacts of great interest, we can send them messages through the LinkedIn chat, briefly explaining what EUnetHorse is and personally inviting them to the web events.

When?	In January 2024 (they will be carried out throughout the duration of the C&D plan)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> • Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> • Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan. • Increase the number of registrations in at least 5 workshops, webinars and events aimed at professionals in the equine sector during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Going viral</p>
Person/s in charge	All project members

10.8. Selection of relevant monthly topic by a National Facilitator

This action is considered an effective strategy to maintain constant and relevant communication with the project's target audiences. NFs will select one relevant topic each month related to the equine sector and equine farm resilience. These topics will address aspects such as best horse care practices, advances in equine research, sustainability in the sector, animal therapies, among others. **The choice of topics will be strategic and will be supported by the experience and knowledge of the NFs**, who are the key links between the project and the experts in each country.

The implementation of this action will provide several benefits for EUnetHorse and its communication plan. First of all, it will allow to **maintain a constant presence in the minds of the target audiences**, generating expectation and curiosity about the topics selected each month. Furthermore, by addressing different aspects of the equine sector, the organization will demonstrate its leadership in sharing knowledge and improving the resilience of equine farms in Europe.

It will be held **monthly**, offering a different theme for each month of the first year of the C&D plan. The **NFs** will work on the selection and planning of the topics, and will **coordinate with the EUnetHorse communication team** for the effective dissemination of each topic.

When?	In September 2023, monthly, throughout the year of the duration of the C&D plan until September 2024.
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan. Increase the number of registrations in at least 5 workshops, webinars and events aimed at professionals in the equine sector during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Going Viral</p>
Person/s in charge	NF

10.9. Creation of the EUFarmBook encyclopedia: Compilation and organization of existing equine-related knowledge

The creation of the EUFarmBook encyclopedia will be an essential tool for professionals, researchers, breeders and enthusiasts in the equine sector, allowing them to access up-to-date and relevant information on everything from horse care and sustainable practices to advances in equine research as a **valuable source of information**.

This encyclopedia acts as a **centralized and accessible resource** ensuring the effective dissemination of knowledge, research and good practice within the European equine sector. Its architecture and interoperability with other related European platforms will strengthen its reach and usefulness, ensuring that knowledge reaches a wide audience across Europe. The sustainability of the encyclopedia will be achieved through constant updating and careful management of the contents.

The collection and organization of existing knowledge will be carried out throughout the entire project and will be constantly updated and improved. This will make it possible to guarantee its sustainability and relevance over time, making it a reliable and useful tool for all stakeholders in the sector.

When?	Starting in September 2024, every two months, throughout the year of the duration of the C&D plan.
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production.. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Paid Media</u>: €XXX aprox ???</p> <p><u>Earned Media</u>: Going Viral</p>
Person/s in charge	IFCE y LUKE (Task 5.3)

10.10. Organization of other events : Conferences, seminars, etc.

International conferences

The organization of international events and conferences is a strategic and highly relevant action for EUnetHorse, since it can have a significant impact on the fulfillment of several communication objectives. These events offer a unique opportunity to **bring together experts, professionals and relevant players in the equine sector** in one place, which facilitates the exchange of knowledge, experiences and innovative solutions.

Therefore, this action will allow the organization to position itself as a leader in the exchange of knowledge and solutions for the sector throughout Europe, thus fulfilling one of its main objectives. In addition, these events can contribute to **increase visibility and recognition of the brand** among the actors and interested parties of the thematic network.

These events can be aimed at different target audiences due to their magnitude, including both internal and external actors. On the one hand, they could be relevant for the project participants, such as the NH-AKIS, NFs, EAB, among others, who can take advantage of these conferences to share their knowledge and experiences, as well as to establish strategic alliances with other actors.

On the other hand, these events are also aimed at external actors, such as researchers, education and advisory services, equine and agricultural organizations, farmers, and other entities related to the industry. Through these conferences, EUnetHorse can **attract a broader and more diverse audience, strengthening its network of contacts** and its position as a benchmark in the sector.

Seminars, conferences, training courses, workshops, competitions, etc.

These actions will significantly contribute to achieve several communication objectives, since these events will bring together various actors in the equine sector, such as researchers, experts, professionals, farmers and other interested parties. Like the aforementioned action, this one also has the **purpose of exchanging knowledge**, presenting research advances, promoting good practices and addressing challenges and opportunities within the equine industry. In addition, by attracting such experts and professionals from different countries and branches of the sector, a wide diffusion of knowledge and experiences will be achieved reinforcing the leadership of the equine sector.

In addition to positioning, these events also contribute to **increasing the awareness** and recognition of the EUnetHorse brand among players in the equine sector. Through conferences, presentations, round tables and interactive activities, **the project's image is spread as an entity committed to the progress and development of the sector**.

The inclusion of training courses and workshops within this action will bring numerous benefits to the project. These educational activities will have a positive impact on both the internal and external target audiences, as they will improve the knowledge and skills of the participants, foster collaboration and networking between project members and other internal stakeholders, and provide access to knowledge. specialized courses taught by experts in the equine field. In addition, good practices in the sector will be promoted, strengthening the equine community. In other words, holding these collaborative events will also contribute to the **positioning** the project as a reliable source of information, a **facilitator of collaborations, and a promoter of sustainable development** in the thematic network.

When?	In June 2023 with the face-to-face <i>Kick-off Meeting</i> (they will be organized throughout the entire duration of the project)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> • Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> • Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Paid Media</u>: €XXX approx ????</p> <p><u>Earned Media</u>: Media coverage</p>
Person/s in charge	WP5, WP6, NF

10.11. Generation of Press releases

Through press releases, the aim is to **generate media coverage and effectively publicize the activities, achievements and relevant events of the project**. This action helps **build the reputation** and visibility of EUnetHorse in the European equine sector, reaching a wider and more diverse audience through the media.

They will be carried out at different moments of the project, such as **before each event to generate expectation and after each event to highlight the achievements and results obtained**. These press releases will serve to fulfill several objectives:

Increase awareness and positioning: They will allow EUnetHorse to be recognized as a leader in the exchange of knowledge in the European equine sector, achieving greater visibility and presence in the media.

Promote participation in events: By disseminating information about the events organized by the project, the active participation of actors and stakeholders from the equine sector in project activities will be encouraged.

Generate interest and commitment: The press releases will present relevant and educational content about the project, attracting both professionals in the sector and the general public, which will help to generate interest and commitment to the initiative.

Establish strategic alliances: Through media coverage, the attention of other organizations and relevant actors in the equine sector can be attracted, promoting collaboration and the creation of strategic alliances.

When?	In September 2023 (they will be created when necessary throughout the duration of the C&D plan until September 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Establish strategic alliances with at least 3 equine feed producers committed to sustainable and ethical practices, and promote them as preferred suppliers for EUnetHorse during the first year of the C&D plan.
For whom?	External target audience
Budget	<p><u>Own Media:</u> €0</p> <p><u>Earned Media:</u> Going viral</p>
Person/s in charge	WP5

10.12. Generation of *Publicity*

Directly related to the previous actions (events and press releases) another action intrinsic to the previous ones would be the generation of publicity, which is a powerful and valuable strategy to expand the reach of EUnetHorse. Being a tactic that **takes advantage of free media coverage**, through mass media such as newspapers, magazines, TV shows, and websites, it provides an **excellent opportunity to reach a larger and more diverse audience**. On the other hand, it can also offer an **excellent return on investment** and maximize the impact of project communication.

Through this action, the organization can highlight its activities, achievements, events and relevant content, which helps to position the organization as a leader in the exchange of knowledge and solutions in the equine sector. Thus, **brand awareness** can be increased, attracting the attention of new audiences, and building trust among existing stakeholders.

The previously explained press releases, mentions in articles, interviews and reports on the thematic network will be part of this advertising strategy. In addition, the action will be linked to other communication initiatives, such as public relations activities and the generation of relevant content, to ensure a **constant presence in the media** and relevant media coverage.

When?	In September 2023 (will be generated throughout the duration of the C&D plan until September 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Establish strategic alliances with at least 3 equine feed producers committed to sustainable and ethical practices, and promote them as preferred suppliers for EUnetHorse during the first year of the C&D plan.
For whom?	External target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Going viral</p>
Person/s in charge	WP5

10.13. Publication of educational content generated by partners

By producing informative, educational and up-to-date videos of cross visits, extracts from interviews, trainers explanations, scientists notes, etc, the thematic network will strengthen the presence of EUnetHorse by establishing it as an **authority and trusted source of information** for all stakeholders involved in the sector. In addition, these videos will have a **powerful impact in attracting and retaining the audience** by offering valuable information on topics such as horse care, dressage techniques, nutritional properties of horse-derived foods, and other relevant topics. The project will **capture the interest of its target** and will encourage greater commitment and loyalty to the thematic network. The creation of educational contents **will generate greater recognition and appreciation from members** and external stakeholders of the equine community.

Therefore, by presenting **information in a visual and accessible** way, the organization will facilitate the effective transmission of best practices and the latest developments in the equine sector across Europe. With this dissemination, relevant and valuable knowledge will be able to reach a diverse and multicultural audience, thus promoting a more solid and collaborative development in the sector.

Another important aspect of this action is the promotion of the community and collaboration. The educational videos will not only convey information, but will also create a **platform for the exchange of experiences**, ideas and research among members and other stakeholders. This interaction will strengthen ties within the community and create a **sense of mutual support and cooperation**, which will contribute to the further development and improvement of the sector as a whole.

Finally, the creation of audiovisual content, especially in the form of videos, will have a **significant impact on the positioning** of EUnetHorse on social networks. Since topics related to the equine world tend to generate interest and participation on platforms such as YouTube, Instagram and Facebook. As mentioned before, educational videos have a high potential to go viral and reach a wide audience. This will give **great online visibility** and reach to more people interested in the sector, thus consolidating its presence and reputation as a leader in the exchange of knowledge and solutions within the European equine community.

When?	In September 2023 (will be created throughout the duration of the C&D plan until September 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> • Create national (NAB), NSTB) and European (EAB, EUSTB) advisory boards with experts in the equine sector. • Foster collaboration among at least 50 racehorse owners, producers and farmers, trainers, advisors, and EUnetHorse to improve horse management and performance in competitions during the first year of the campaign, through NH-AKIS. • Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production.

	<p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Own Media:</u> €0</p> <p><u>Earned Media:</u> Media coverage</p>
Person/s in charge	WP5, NF

10.14. Creation of a Playlist in *Spotify*

The creation of a playlist on Spotify with songs about horses, for instance with a special focus on Patti Smith, an American singer who built a renowned career within the punk movement from her debut album "*Horses*", is a **creative and entertaining communication action** that it can help EUnetHorse to **connect emotionally with its audience** and **convey the values and identity of the project in a very different way**. Music is a powerful way to generate emotions, evoke memories and create bonds with people, and this thematic playlist can **generate a feeling of community** and belonging among lovers of the equine world.

The action will focus on using the *Spotify* music streaming platform to share **a selection of songs that will be related to horses** and the equine sector in general. This will allow a broader and more diverse audience to be reached, taking advantage of the popularity of the music and the appeal of singers.

When?	In December 2023 (it will be created throughout the duration of the C&D plan until September 2024)
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Generate interest and engagement among the target audience by promoting at least 20 relevant and educational contents on sustainable practices, animal welfare, equine performance improvement, and food production. <p><u>Strategic objective 2</u></p> <ul style="list-style-type: none"> Promote the active participation of at least 300 breeders, trainers and professionals from the sector in the community and activities organized by EUnetHorse during the first semester of the C&D plan.
For whom?	Internal and external target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Goin viral</p>
Person/s in charge	WP5

10.15. Development of a Code of Good Practices - Protocol for communication

To overcome the risks associated with communication within a diverse project such as EUnetHorse, it is suggested that a Code of Good Practice be developed that **establishes clear and agreed guidelines for communication in all interactions and activities related to the project**. This code can be broken down by identifying key areas, **defining principles and values**, consensus and participation, internal communication and training, evaluation and continuous improvement, and good conflict management.

For this, training resources will be used so that internal audiences can know how to make videos, materials that will later be published and disseminated, following the corporate identity manual and the manual of good practices. Developing this code for communication in the project is a key strategy to **ensure a balanced and respectful approach to communication throughout the entire project**. By establishing clear and agreed guidelines, EUnetHorse can avoid potential conflicts, promote self-regulation and ensure effective and consistent communication in all its interactions and when it comes to knowing **how to address its different target audiences**.

When?	In March 2024 until the end of the project in 2027
What for?	<p><u>Strategic objective 1</u></p> <ul style="list-style-type: none"> Foster collaboration among at least 50 racehorse owners, producers and farmers, trainers, advisors, and EUnetHorse to improve horse management and performance in competitions during the first year of the campaign, through NH-AKIS.
For whom?	Internal target audience
Budget	<p><u>Own Media</u>: €0</p> <p><u>Earned Media</u>: Going viral</p>
Person/s in charge	WP5, WP6, NF

11. Schedule of actions

For scheduling, an attempt has been made to break down each action into all the most relevant planned tasks. Of course, this is not the final schedule as some of the actions will need to be agreed with project coordination while other unforeseen events and last-minute tasks will happen in the process.

In relation to the social media campaign, the exhaustive design of all the content has not been contemplated, neither has a detailed strategy been developed regarding the times of the publications or the type of publications. To solve this problem, a period of time (visible in the schedule) has been allocated for the creation of contents.

COMMUNICATION ACTIONS	MONTHS 2023												MONTHS 2024											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1 Creation of the brand identity and image and generation of a corporate identity manual.																								
2 Content marketing and viral marketing: Facebook																								
2 Content marketing and viral marketing: Instagram																								
2 Content marketing and viral marketing: X																								
2 Content marketing and viral marketing: LinkedIn																								
2 Content marketing and viral marketing: YouTube																								
3 Google Alerts activation																								
4 Social media scheduling and management: Hootsuite																								
5 Creation of templates and datasheets as communication protocol																								
6 Creation, maintenance and optimization of the official website																								
7 Webinars on a variety of horse-related subjects																								
8 Each month a topic chosen by the NF will be selected for discussion																								
9 Creation of the EUnetHorse encyclopedia (JANUARY 2027)																								
10 Events: international conferences, seminars, congresses, training courses, kick-off meetings ...																								
11 Create press releases																								
12 Generate publicity																								
13 Publish partner-generated educational content																								
14 Playlist on Spotify with songs about horses																								
15 Development of a code of best practice and communication protocols and instructions																								

12. Control of the campaign

The following table develops the control of the campaign where the most relevant **KPIs (Key Performance Indicators)** have been established to measure the effectiveness of each action as well as the fulfillment of the objectives of the C&D plan.

ACTION	KPI
Creation of the identity and brand image (Branding)	<p>Brand Recognition: It will be measured through brand recognition surveys carried out among actors and stakeholders in the equine sector. With a specific indicator that tells us the increase in the percentage of respondents who recognize the EUnetHorse brand as a leader in the exchange of equine knowledge from the beginning of the project until after the first year.</p> <p>With the social networks analysis tools it will be evaluated if the number of followers has increased, the engagement ratio and if we have managed to be the reference in the minds of the target audience regarding the equine sector (viralization).</p>
Content and vial marketing : Facebook	<p>Statistics using Facebook Statistics tool :</p> <ul style="list-style-type: none"> • Number of publications: An indicator to know if this action is being carried out correctly. If we have followed the established calendar and increase the number of publications. • Number of new monthly followers • Number of impressions per publication • The reach of the publications • Engagement ratio in: likes (and their different reactions), comments, direct messages, video views, shares, mentions and reposts • Number of visits to the page
Content and vial marketing : Instagram	<p>Instagram Insights Statistics tool :</p> <ul style="list-style-type: none"> • Number of publications: An indicator to know if this action is being carried out correctly. If we have followed the established calendar and increase the number of publications. • Number of new monthly followers • Number of impressions per publication • The reach of the publications • Engagement ratio in: likes, comments, direct messages, times saved, mentions and reposts.
Content and vial marketing : LinkedIn	<p>LinkedIn Analytics Statistics tool :</p> <ul style="list-style-type: none"> • Number of publications: An indicator to know if this action is being carried out correctly. If we have followed the established calendar and increase the number of publications. • Number of new monthly followers • Number of impressions per publication • The reach of the publications • Engagement ratio in: likes (and their different reactions), comments, direct messages, shares, mentions and reposts.
Content and vial marketing : YouTube	<p>YouTube Studio Statistics tool :</p> <ul style="list-style-type: none"> • Number of channel subscribers: YouTube channel growth • Number of likes and comments per video: User interaction and engagement • Number of visits to the comments section per month: Increase in community participation • Number of times a video is shared on other platforms: Sharing and content disclosure • Engagement ratio in: likes (and their different reactions), comments, direct messages, shares, mentions and reposts.

<p>Activation of Google alerts</p>	<p>Number of external publication of news: The implementation of this tool will be successful if the number of external publication of news on social networks increases. This would mean that we will have more content of interest to communicate to our followers.</p> <p>Social media analysis tools: Through the increase in the number of followers, engagement, impressions, reach... we will know if Google Alerts has been a good tool for reaching the objectives of EUnetHorse.</p>
<p>Programming and management of social networks: <i>Hootsuite</i></p>	<p>Number of publications: We will find out if the installations of these content programming tool has been successful if the number of posts on social networks grows. This would mean an easier and continuous monitoring of contents.</p> <p>Social media analysis tools: Through of the increase in the number of followers, engagement, impressions, reach, etc. We will know if the implementation of these tools has been beneficial for the fulfillment of the EUnetHorse objectives.</p>
<p>Creation of templates and technical sheets as a communication protocol</p>	<p>Frequency with which templates and technical sheets are downloaded and used by the internal and external public: Rate of use of templates, agri-practice abstracts, newsletters, and policy briefs.</p>
<p>Creation, maintenance and optimization of the official website</p>	<p>Number of visits: The increase in the number of visits will be a good indicator.</p> <p>Number of new members: If the number of those interested in the organization grows, it will mean that users have found the answers to their questions on the web and, therefore, that the creation of the web and its proposed changes throughout the plan have been effective.</p>
<p>Webinars on horse-related topics</p>	<p>Number of attendees to the Webinar: If the number of attendees to the online conference is high, it means that this action has fulfilled its mission.</p> <p>Number of interested organizations after the Webinar: If after the Webinar there is a high number of organizations interested in having more information or in collaborating with EUnetHorse, it will mean that this action has been successful.</p> <p>LinkedIn Analytics: Through this tool we will know the increase in the number of followers, engagement, impressions, reach, etc. demonstrating whether the Webinar has generated interest in this community.</p> <p>Number of responses to friend requests and private messages: If several users accept friend requests and reply positively to messages, it will show that this technique is effective.</p> <p>Number of registrations: If a large number of people sign up for the online course, it will mean that it is of interest to them and, therefore, the action would be successful.</p> <p>Number of people interested after the courses: If a large number of participants are interested in knowing more about EUnetHorse, it means that the courses have managed to attract the interest of the audience.</p>
<p>Relevant monthly topic chosen by the NF</p>	<p>LinkedIn Analytics: Through this tool we will know the increase in the number of followers, engagement, impressions, reach, etc. demonstrating whether the subject matter has generated interest in this community.</p> <p>Number of responses to friend requests and private messages: If several users accept friend requests and reply positively to messages, it will show that this technique is effective.</p> <p>Number of people interested after launching the topic of the month: If a large number of followers are interested in learning more about the topic</p>

	launched by the organization, it means that this technique has managed to attract the interest of the audience.
Creation of the EUFarmBook encyclopedia: compilation and organization of existing "equine-related" knowledge	<p>Increase in the number of people interested in the project: If the number of people interested in becoming members of EUnetHorse grows after this action, it could mean that they have followed the encyclopedia on social networks, and that they have also been attracted to learn more about the equine world through this very original tactic.</p> <p>Instagram Insights: Through this tool we will know the increase in the number of followers, engagement, impressions, reach, etc. and we will know if this action is a good strategy to fulfill the EUnetHorse objectives.</p> <p>LinkedIn Analytics: Through this tool we will know the increase in the number of followers, engagement, impressions, reach, etc. demonstrating whether the encyclopedia has generated interest in this community.</p>
Other events: Conferences, seminars, etc.	<p>Increase in the number of participants in events: Count the total number of attendees at each event and compare it with previous or similar events.</p> <p>Social Media and Media Reach: Track the reach of events on social media and news platforms, including mentions, shares, comments, and media coverage.</p> <p>New connections and generating contacts: Record the number of new business or professional connections established during and after the events.</p> <p>Participation in interactive activities during events: Record the number of active participants in interactive activities and compare it with the total audience of the event.</p> <p>Number of downloads or views of educational resources and materials provided during events: Count the number of downloads of resources or views of educational materials available online during or after events.</p> <p>Feedback and satisfaction of the participants: Collect and analyze post-event surveys to assess the satisfaction of the participants and their perception of the relevance and quality of the contents.</p> <p>Increased participation and activity in the EUnetHorse community after events: Analyze the increase in online interaction, member posts and participation in community discussions after events.</p> <p>Number of registrations in future events and related activities: Number of registrations in future events and related activities.</p>
Press releases	<p>Pressclipping: By checking the publications of the media, we will know if our press releases have been published. The Google Alerts tool can be a good option to carry out this investigation.</p> <p>With the analysis tools of social networks, we will discover if the number of followers has grown, the engagement ratio and, through viralization, if we have managed to be the benchmark in the events organized by EUnetHorse regarding the equine sector.</p>
Generation of publicity	<p>Pressclipping: By checking the publications of the media, we will know if our press releases have been published. The Google Alerts tool can be a good option to carry out this investigation.</p> <p>With the analysis tools of social networks, we will discover if the number of followers has grown, the engagement ratio and, through viralization, if we have managed to be the benchmark in the events organized by EUnetHorse regarding the equine sector.</p>

<p>Publication of educational content generated by partners</p>	<p>LinkedIn Analytics: Through this tool we will know the increase in the number of followers, engagement, impressions, reach, etc. demonstrating whether said publications have generated interest in this community.</p> <p>Number of responses to friend requests and private messages: If several users accept friend requests and reply positively to messages, it will show that this technique is effective.</p> <p>Number of people interested after publishing the educational content: If a large number of members or potential members are interested in learning more about the educational content offered by the organization, it will mean that this technique has managed to attract the interest of the audience.</p>
<p>Playlist on Spotify</p>	<p>Number of reproductions of the playlist on Spotify: If this number is high, it means that the action has been successful.</p> <p>The viralization in networks: Another indicator to know if this action has managed to attract the attention of our public, is if it goes viral in social networks.</p> <p>Social media analysis tools: Through the increase in the number of followers, engagement, impressions, reach, etc. We will know if the creation of this playlist has helped to meet the EUnetHorse objectives.</p>
<p>Development of an internal ??? Code of Good Practices – Protocol for communication</p>	<p>Number of participants in training sessions and workshops for the development of the Code of Good Practices: Count the total number of attendees at each training session and workshop.</p> <p>Level of adherence and participation in the use of the Code of Good Practices by internal audiences: Carry out surveys or internal evaluations to measure the degree of adherence and use of the Code of Good Practices by internal members.</p>

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