



# **European Resource Efficiency Knowledge centre**

Final Report



## **EUROPEAN COMMISSION**

Executive Agency for Small and Medium-sized Enterprises (EASME)  
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# **European Resource Efficiency Knowledge Centre**

Final Report

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# Executive summary

EREK, the European Resource Efficiency Knowledge Centre, started in 2016 as part of the follow-up of the European Commission communication entitled 'Green Action Plan for SMEs', which aimed to help SMEs take advantage of the opportunities presented by the transition to a resource efficient, green economy. The overarching objective was to provide European SMEs with practical information, advice and support on how to improve their resource efficiency in a cost-effective manner, notably through an enhanced advisory capacity of business support organisations engaged in resource efficiency and circular economy topics.



It led to the creation of a pan-European community – including in particular resource efficiency providers, experts and environmental agencies – that facilitates the creation, exchange and dissemination of knowledge and good practices. In addition, the project sought to engage companies and notably SMEs in an effort to raise awareness about the importance of resource efficiency and the certainty of achieving economic benefits. This was accomplished by offering the means, solutions and access to service and technology providers for SMEs to shift to business models with resource efficiency principles at the core of their operations, hence saving resources and becoming more competitive.

## Achievements

After three years of activities, EREK has delivered a comprehensive knowledge centre which, through its website, gathers and shares information from across Europe, to help business support organisations and SMEs access reliable documentation and tools to introduce resource efficiency solutions and move closer to the circular economy:

### *The virtual knowledge centre*

EREK has achieved its goal by offering a **Self-Assessment Tool (SAT)** that provides recommendations to SMEs, tailored to their level of advancement, in **10 of the most resource intensive sectors** of the EU economy: food processing, metals and plastic processing, chemicals and process engineering, timber and woodworking, manufacturing of machinery and equipment, wholesale and retail, construction, waste collection services (now including household waste), hotels and restaurants and textile and clothing. In addition, a cross-sectoral SAT covering offices is also available, thus any company whose activities include office work and space is also covered.



Its **catalogue of more than 600 fiches** provides hard evidence for companies to be able to engage in resource efficiency solutions. Through the catalogue, companies will know what to do, at what cost, and for what results and benefits. They can filter the information

- by type (good practice, measure and technology)
- by sector or industry
- by resource (carbon, energy, materials, waste or water) and by investment cost (high, low and medium).

Combining the SAT with the catalogue results in a **360° tool** where a company, either alone or with the support of one of the EREK network members, can assess their performance and receive recommendations, find inspiration in what other European SMEs do and learn about the benefits and costs of each measure, reach out to their closest business support organisations and, in

general, **improve their performance and competitiveness.**



The mapping of more than **360 support programmes** from all over Europe and information on EREK network members can help and support the transfer of knowledge among members.

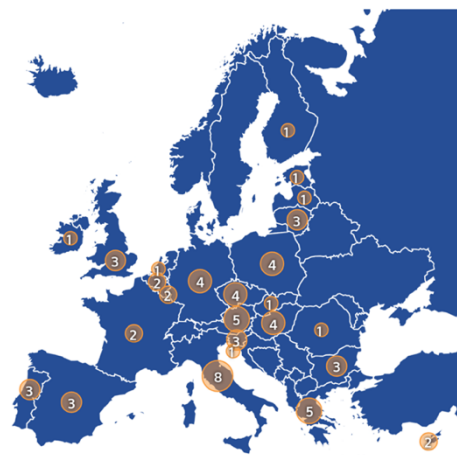
### *The EREK network*

The EREK network kicked off with a public event in February 2018. Within 18 months, the signatories of the EREK Charter had tripled, with the network currently listing **69 members from 24 European countries**. While a core group of members have taken a proactive approach to developing EREK, the foundation of a critical mass of organisations devoted to resource efficiency has been key to ensuring the future of the project.

In addition to the EREK network members, a new category, **Key Partners**, has been added in order to generate synergies across sectors and services, and to amplify their impact by combining different strands of expertise. To date, 12 organisations have joined.

EREK has organised 12 workshops, two webinars and an international conference, reaching out to more than

69 EREK network members



1,000 participants; SMEs, business support organisations, academics and policy makers. EREK has also been present at more than 20 events, presenting the initiative and/or with a stand.



The project has generated a wealth of knowledge, mainly a strategic report on the role of clusters and the circular economy, **18 newsletters and five quarterlies** on topics such as 'Digitalisation and Resource Efficiency', 'Eco-design: get off to a good start in the circular economy' and 'Industrial Symbiosis'. The website also hosts a library with the latest reports on resource efficiency and the circular economy.

In addition, the EREK website has hosted **62 news items and 170 events** and has attracted, since the launch event, more than **32,000 users and 135,000 unique page views**. In addition, EREK has posted **1,078 posts** across the three social media channels, generating **797,200 impressions and 32,704 engagements**.

## Conclusions

After one and a half years of EREK's existence in the public domain, new organisations are joining EREK, expanding the network and strengthening its presence in almost all European countries and regions. EREK is being invited to present its services in diverse forums and its database is being expanded, showcasing achievements and information provided by the members.

Ahead of EREK's integration within the European Cluster Collaboration Platform, the members of the EREK network gathered for a General Assembly in Brussels in September 2019. They acknowledged the success of the initiative so far, pointing the weaknesses and recommended that EREK continues its work in providing easily accessible information on resource efficiency. This means a continuously updated database, its availability in all EU languages, new workshops and more networking opportunities to support cooperation. As both intermediaries and SMEs often lack the time and capacity to take part in these activities, they will need appropriate support to make the most of their engagement.

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*The achievements of the project have laid the foundations for further cooperation between business support organisations as the lessons learnt presented in this report indicate ongoing needs for exchange of information and support on the eve of the European Green Deal.*

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Figure 1: EREK first members at the EREK launch event, February 2018





## Introduction

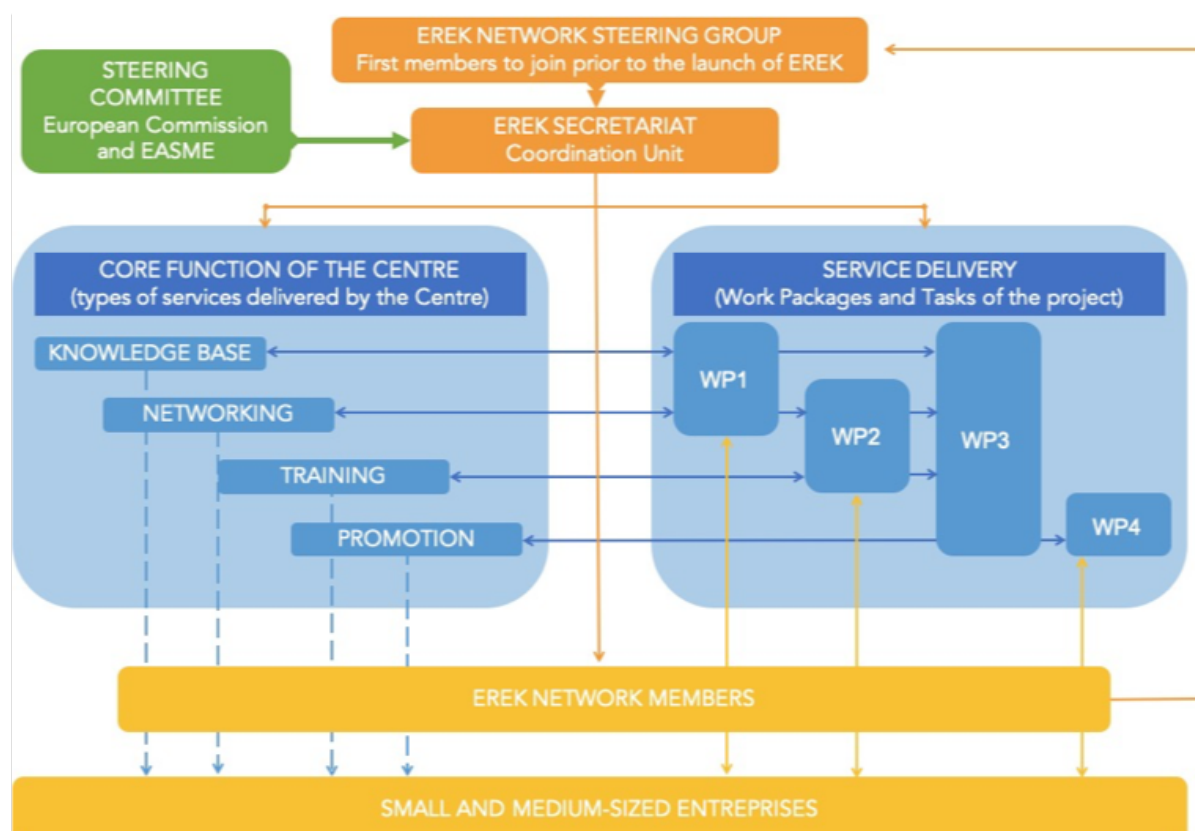
The European Resource Efficiency Knowledge Centre (EREK) is an initiative of the European Commission and the Executive Agency for Small and Medium-sized Enterprises (EASME). It started in 2016 as part of the follow-up of the European Commission communication entitled a 'Green Action Plan for SMEs', which aimed to help SMEs take advantage of the opportunities presented by the transition to a resource efficient, green economy. The overarching objective was to provide European SMEs with practical information, advice and support on how to improve their resource efficiency in a cost-effective manner, notably through an enhanced advisory capacity of business support organisations engaged in resource efficiency and circular economy topics.

The work was organised by a consortium of organisations including Technopolis Group, VDI Zentrum Ressourceneffizienz (DE), WRAP (UK), Motiva (FI), Enviros (CZ), WAAT and Arctik (BE) (for task breakdown, see Annex A – Consortium Roles). First, it led to the set-up of an interactive website (chapter 1 – Building the centre – development of the tool, catalogue and database) which hosts the EREK database (composed of a multi-sectoral self-assessment tool and of catalogues of good practices, measures, technologies, see chapter 2 – Building the centre – development of the tool, catalogue and database) Building the network, information on EREK activities and news and events from the resource efficiency and circular economy community.

Besides the virtual knowledge centre, EREK brings together a network of 70 business support organisations active in the field of resource efficiency and willing to exchange information and develop cooperation at the EU level. The constitutions of this network, and the organisation of workshops in partnership with members, is described in chapter 3 - Building the network.

Finally, in order to make EREK a centre of reference, communication activities took place to raise awareness of its existence and disseminate information about publications, events and contents of the database. It ended with the organisation of the EREK International Conference in September 2019 in Brussels (chapter 4 – Communications activities). Conclusions and lessons learnt are summarised in chapter 5 - The way forward.

Figure 2: Structure of EREK



# 1. Building the centre – website development

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## 1.1. Objectives and planned actions

The EREK website is one of the key components of the project and hosts the tools and information of the knowledge centre. The overall technical objective was to create a modern and user-friendly web system by following the latest online standards in web development. More specifically, the following actions were undertaken:

- create a high level of user-friendliness and user experience on the website;
- develop a clean and appealing visual identity on the existing style guide;
- provide a website that is intuitive to navigate for all users, available for the most popular internet browsers;
- develop functionalities which are crucial for a successful outcome of the project yet at the same time do not overload the web system with unnecessary modules and functions;
- guarantee a safe web environment in which user data will be safely stored in the database and protected from any third-party access;
- make the website accessible by people with disabilities ensuring that all features of Drupal core conform with industry standards such as the World Wide Web Consortium (W3C) guidelines or the Level AA of the Web Content Accessibility Guidelines (WCAG) 2.0;
- operate and maintain the website.

As a result of this, the EREK website was meant to enhance engagement of SMEs and resource efficiency support providers and interactive collaborative working.

## 1.2. Work performed

The development of the EREK website was carried out in coordination with other activities in order to ensure its usefulness. It was designed and implemented as a separate, stand-alone website. The existing RESAT (Resource Efficiency Self-Assessment Tool), the catalogue and relevant information developed in the preceding pilot project were migrated from the European Commission IT environment to the new external website in February 2017 (see chapter 2 for further information on the content of the pilot). This migration was decided in agreement with the European Commission and EASME. The selected technology for this project is Drupal 7 CMS, with the development approach allowing for an easy upgrade to Drupal 8 in the coming years.

WAAT developed a specific tool called the 'questionnaire builder' that allows the customised creation of any future self-assessment tools by the team. The 'questionnaire builder' includes the function of presenting the questionnaire linked to an image and programme accessed directly by the user on an online interface.

The alpha version of the website was launched on 1 July 2017 and the beta version was demonstrated during a progress meeting with the European Commission and EASME on 26 September 2017. The website was officially launched and made available to the public on 20 February 2018.

The key features presented included:

- home page and carousel;
- database and the interlinkages between its different elements (namely, the technologies, measures, and good practices);
- map of the support tools and financial schemes available in the EU countries and its listing page;
- self-assessment tool and the related assessment/recommendation report (which is also interlinked with the rest of the material from the database);
- a new page for the workshops has been developed, including all the relevant information about them;
- a new page for the network has been developed, including all the relevant information for the network members;
- a new page for the key partners has been developed, including all the relevant information about them;



- a new page for the FAQs (Frequently Asked Questions) and webpage on the project has been included with the most relevant information on the project and the network;
- a new page to host the EREK videos has been included.;
- a new event page has been developed to provide information about relevant events taking place mostly in Europe related to the topic of the project (EREK workshop events are also added to the list);
- a document library, which hosts any document or report relevant to EREK and its activities, has been added;
- different user paths have been introduced for SMEs and SME intermediaries;
- the navigation has been improved, notably via the use of a navigation menu;
- the database is presented via an improved look and format.

With regard to translations, a decision was taken to use Google Translate in most parts of the website. The main pages of the website (e.g. Homepage, About pages, etc.) have been translated into 16 languages by professional translators, following the list requested in the terms of reference (English, French, German, Hungarian, Italian, Polish, Slovak, Dutch, Danish, Spanish, Swedish, Czech, Romanian, Portuguese, Greek, Bulgarian, Finnish and Croatian). Other parts, including the Self-Assessment Tool, are available in all EU languages using Google Translate. The reference 'translated by Google' has been added to the website to avoid confusion among visitors.

During the project, the website was constantly monitored, using Google Analytics. The next table provides an overview of the trends in terms of visits from the public launch of EREK to the end of the project. The figures indicate a constant growth in visits, apart from periods of low levels of activity such as Christmas and Summer. This must be understood in the context of all activities undertaken, which will be presented in this report.

Table 1: Statistics on use of the website

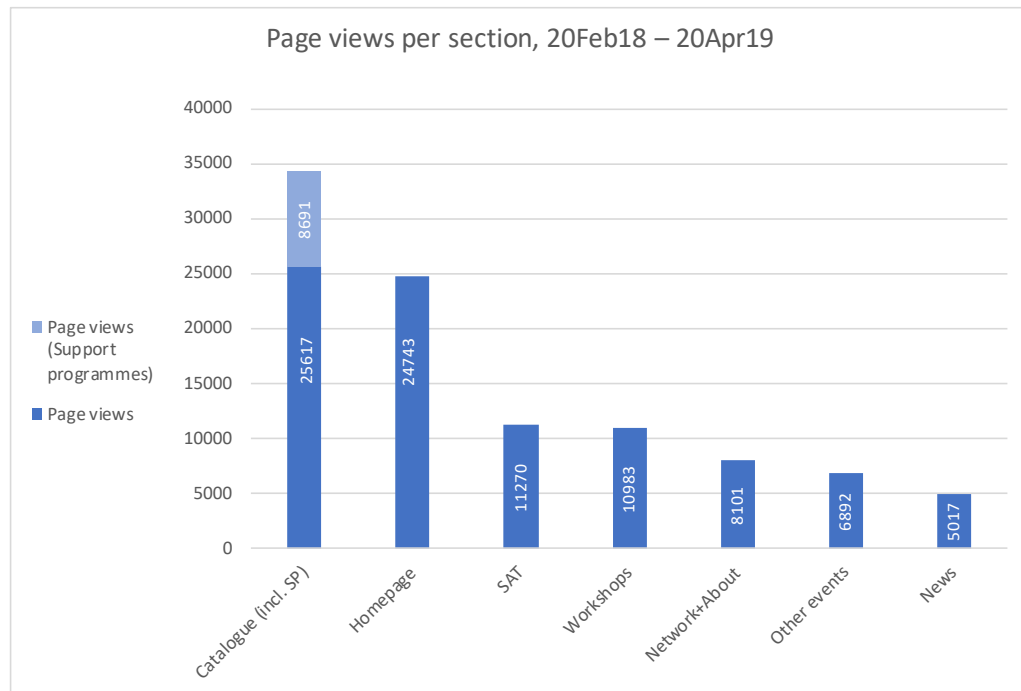
Activity	Feb18 - Sep19	Feb18 - April18	May18 - Jul18	Aug18 - Oct18	Nov18 - Jan19	Feb19 - Apr19	May19 - Jul19	Aug19 - Sep19
Users	32,831	1,485	2,663	3,614	4,498	7,305	8,811	6,057
New users	32,802	1,485	2,525	3,428	4,292	6,961	8,438	5,673
Returning visitors	5,301	338	470	715	750	1,190	1,544	1,302
Page views	195,319	13,334	26,088	32,929	20,409	31,879	41,280	29,400
Unique page views	135,976	9,053	16,202	18,656	15,960	24,386	30,190	21,529
Average time on page	00:01:30	00:01:29	00:01:30	00:01:24	00:01:36	00:01:29	00:01:28	00:01:35
Sessions	54,558	2,970	5,045	6,372	6,815	10,804	13,003	9,549
Average sessions duration	00:03:51	00:05:12	00:06:15	00:05:51	00:03:12	00:02:54	00:03:12	00:03:18
Bounce rate	58,21%	48,15%	51,46%	47,49%	60,79%	66,09%	60,60%	58,03%

The behaviour of visitors was also analysed in order to check the website's user-friendliness and adapt the design in case of need. A detailed analysis was carried out in May 2019, covering visits from the launch (February 2018) to April 2019. It revealed that sessions lasting from two to five pages visited account for a quarter of all sessions and that 3% of all sessions were visits of more than 20 pages (Sessions made of only 1 page visited represented 59% of all visits). It also shows that, when visitors who immediately leave are discounted, only 17% of visitors stay less than a minute, with the rest spending time on the website (7% stay for more than half an hour).

The user path showed that visitors enter mostly through the Homepage. The workshop pages are the second biggest group of landing pages, followed by the EREK network presentation page. After landing, the first interaction is often the Catalogue as well as Support programmes. Events are also well visited, but the Self-Assessment Tool only shows up in the second interaction of most visitors. For returning visitors, the SAT appears from the third interaction.

Overall page views (Figure 3) help to complete the picture of the user journey: while the Catalogue is usually not an entry point, it still captures a large share of total page views (light blue: support programmes). This reflects the fact that Catalogues account for by far the largest share of pages in the website. When this is taken into account, the Homepage arrives far ahead of the others. Workshops, the EREK network and news have taken the lead in terms of page views, illustrating that, during its first year, EREK has primarily attracted attention for its network activities and as a network hub. SAT comes second to last, and the Catalogue pages finish last.

Figure 3: Page views per section



## 2. Building the centre – development of the tool, catalogue and database

### 2.1. Objectives and planned actions

In parallel to the creation of the EREK website, the development of the online content for the European Resource Efficiency Knowledge Centre (database and Self-Assessment Tool parts) was undertaken, in order to disseminate information about resource efficiency to European SMEs, business intermediaries, resource efficiency practitioners and other interested parties such as regional authorities.

Through this part of the project, the consortium has ensured the handover from the pilot RESAT project, the creation of new content and its integration into the EREK website. RESAT, which ran from 2015 to 2016, was an initiative to develop the European resource efficiency self-assessment tool for SMEs. It aimed to address the challenge of the limited access to prioritised information and strategic guidance for companies interested in saving costs and capturing business opportunities by improving their resource efficiency performance. It was meant to be the first building block of the future EREK. It included five sectoral SATs and 45 measures and 100 good practices. During this period the SAT was tested by SMEs and designed hand-in-hand with business support organisations.

Through the database of fiches, EREK website provides information on measures and technologies that SMEs can adopt, as well as case studies of good practices from other businesses all across Europe. The fiches include information on the cost-effectiveness of these options.

The Self-Assessment Tool enables companies to gain a better understanding of their own performance with regard to resource efficiency, compared to sectoral benchmarks. The tool provides them with recommendations for improvements as well as links to the related fiches of the database and external resources.

These online resources will enhance the support and advice that SMEs receive from resource efficiency experts. The envisaged outcome was to contribute to making EREK a reference point for companies and resource efficiency intermediaries on the latest state-of-the-art knowledge in the domain.

### 2.2. Work performed

#### Self-Assessment Tool

Figure 4: Examples of the Self-Assessment Tool



The Self-Assessment Tool is a user-friendly online survey which helps SMEs assess their resource efficiency against recognised benchmarks and finds solutions to improve their situation. It is meant as a first assessment, which would ideally be used by the SME with the support of a

business intermediary, who would then be able to advise and help them in implementing the recommended changes.

The current Self-Assessment Tool builds on the pilot RESAT project. The original SATs were refined while five new SATs were developed to cover new sectors (Table 2: Self-Assessment Tools). Originally, problem-based questionnaires were supposed to be developed, but they were abandoned in 2017 to focus resources on the sectoral questionnaires (update of the existing ones and creation of the five additional questionnaires). As each sectoral questionnaire was already covering each type of resources, it was considered less useful for SMEs.

Table 2: Self-Assessment Tools

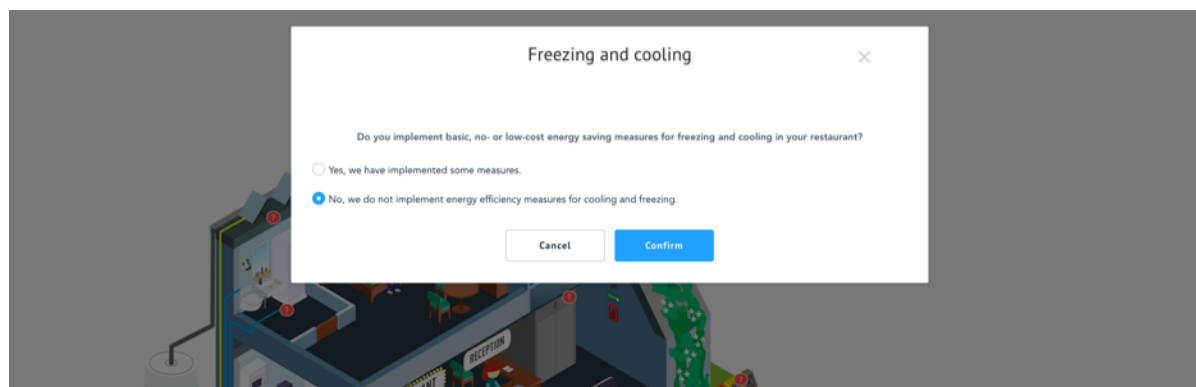
Refined SATs	New SATs
Office and administration	Metal and plastic processing
Food processing	Chemicals and process engineering
Manufacturing of Machinery and equipment	Timber and woodworking
Construction	Wholesale and retail
Waste collection services (non-household)	Textiles and clothing
Hotels and restaurants	

The first SATs were published for the official launch of EREK and the last ones published by the Summer of 2018. Further work included the update of the user manual, translations, update of links to the database, monitoring and repair of glitches and monitoring of user satisfaction. The SAT was promoted among and beyond the network (see next chapters of the report).

The SAT is available online, on a platform attached to the EREK website (it is technically another website, which enables the functioning of all SAT options, but is visually integrated in the EREK website). All questionnaires are available in the 23 EU languages, using Google Translate.

Visitors can freely access the SAT. They can first use the demo version, based on the 'Office and administration' questionnaire, but they must create a user profile in order to access all options, and especially the sectoral questionnaires. The user profile makes it possible to store individual data and generate a personalised report at the end of the questionnaire that users can either access online or download. Any user can leave the SAT and reconnect at a later time with all their answers still saved. They can reset their answers at any time. At the top of the SAT, users can find an up-to-date user manual, a link to EREK network members who could support them ('find your local support organisation') and access to their results and report. SATs have between 12 and 31 questions (see example in Figure 5).

Figure 5: Example of question



The report contains a short assessment of the situation for each question (sorting answers between 'beginner', 'intermediate' and 'advanced level', based on benchmarks, e.g. from best environmental management practices – BEMP), and provides a list of recommendations and tips. It then lists all relevant EREK fiches, with links to the database. It sometimes also includes other links to references beyond EREK resources. SATs have between 34 and 156 links to the database (

Figure 6). The report is translated online, but not on the PDF version.

Figure 6: Example of recommendations

## Energy

Operating hotels and restaurants are energy consuming. Therefore, it is very important to not overlook the energy potential of the building whilst simultaneously considering the integration of renewable energy sources and the use of energy-saving devices.

## Freezing and cooling

### Assessment

- Unfortunately, you are missing out on easy-to-get savings. See below some suggestions, and look at our measures to see which ones can be implemented in your business. You might even discover that you are already implementing some of them.

### Tips to improve your efficiency

Group products wisely, avoid grouping products requiring different storage temperatures in the same cooling space (some goods are kept at unnecessarily low temperatures). Improve temperature settings by separating products which need to be stored at different temperatures. You should also take into account ambient temperature, which can result in a 4% energy saving for chill temperatures and 2% for low temperatures.

### Get ideas on how to improve your efficiency from our suggested measures

- Heat recovery
- Maintenance of cooling and freezing equipment
- Low-cost energy saving measures for efficient refrigeration

### Get insights the following technologies

- Refrigeration heat recovery
- Lobster Pod for shellfish transportation
- Free cooling
- Aerofoil technology for refrigeration equipment

A SAT was created for each of the following sectors: Office, Food processing, Metal and plastics, Chemical and process engineering, Timber and wood, Manufacturing of machinery, Wholesale and retail, Construction, Waste collection services, Hotels and restaurants, and Textile and clothing.

### *Results of monitoring*

While the Self-Assessment Tool was supposed to be one of the key achievements of EREK, results have been rather limited. Between the launch in February 2018 and the end of the project in September 2019, only 264 users registered to the SAT. Eighty-two registered from April 2019 until after the final conference at the end of September 2019. One hundred and ninety of them answered at least one question and only 21 answered all questions of one SAT, for a total of 2,181

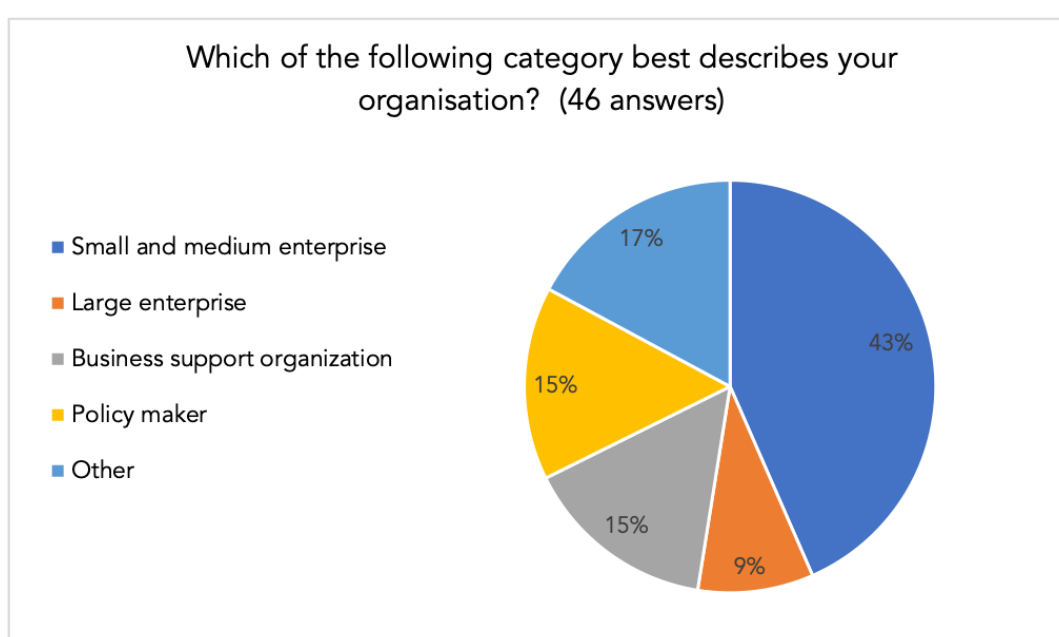
questions answered<sup>1</sup>. The most successful were the Office and Food Processing SATs. Detailed statistics per SAT can be found in Annex K - SAT statistics

Table 3: Summary of SAT main figures

Registered users in the SAT	Users answering at least one question in the SAT	Users answering all questions in a specific SAT
264	190	21

In order to assess users' satisfaction and improve the SAT, a satisfaction survey ran from November 2018 to August 2019. It collected 46 answers and 91% of survey respondents were using the SAT for the first time. As shown in the graphs below, the SAT did reach its main target (SMEs) and it was considered user-friendly by a vast majority of users. It was also considered overall useful to users and reached its aims of providing information and inspiration. A majority of respondents also indicated that they were likely to recommend the SAT to another person. The survey did not reveal any major issue with the SAT, but with its reach being limited, its results are not sufficient.

Figure 7: Answers to the question 'Which of the following best describes your organisation?'



<sup>1</sup> It is important to note that in order to have the report with the recommendation it is not necessary to answer all the question in a specific SAT.

Figure 8: Answers to the question 'Which SAT did you take?'

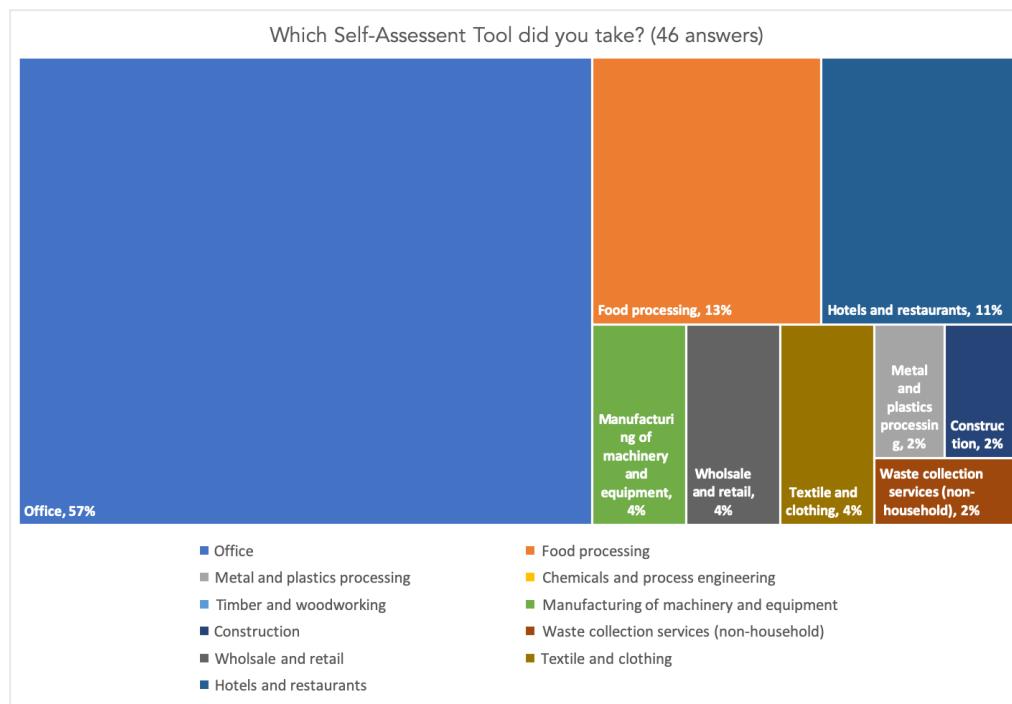
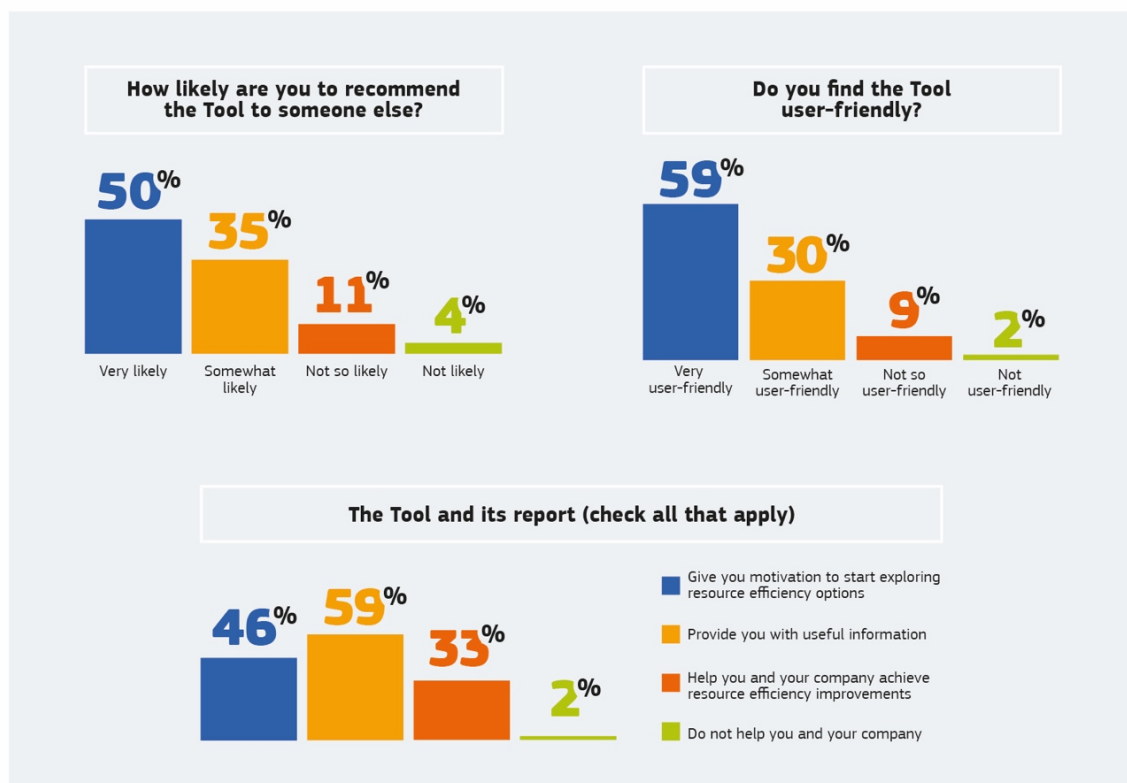


Figure 9: Answers to the question about the SAT



## The catalogue

The catalogue is a core result of EREK. It built on the database of the pilot RESAT, which was integrated early in the project. The catalogue is publicly available on the EREK website and is presented as a catalogue of measures, technologies and good practices to inspire and inform SMEs and provide documentation to SME intermediaries.

The purpose of the catalogue is to provide both inspiration and information to SMEs. In addition to a description of how to implement actions, or how an action was implemented by a company, it provides key figures to the reader:

- for a measure or a technology: expected costs, cost/resource savings and pay-back time;
- for a good practice: actual costs, cost/resource savings and pay-back time.

In July 2017, a co-creation action plan for the completion of the database was finalised among consortium members and work started in August 2017. Work was divided among the consortium and some of the first network members, who provided content for fiches. As of October 2017, a quality review system was set up to review all newly produced fiches. It consisted of a first check ensuring that all content was there, then a technical review ensuring information quality and language editing. It ran until the completion of the database. New members of the EREK network were invited at different times to contribute to the database: when joining, during the consultation calls of Autumn 2018 and Summer 2019 and, more informally, throughout the duration of the project. The involvement of different organisations across Europe ensured a varied geographical coverage of cases in the database.

All fiches are linked to other elements of the database and to the Self-Assessment Tool. For each measure, several case studies (good practice) were drafted and, for any new fiche, links were added to older fiches that were related (including links to measures, good practices and technologies).

In choosing topics for fiches, priority was given to the Self-Assessment Tool topics: for each question, a measure and a few good practices were specifically drafted or chosen from the existing batch when appropriate. Once published, these fiches were linked to the relevant questions on the SAT. Earlier in 2018, all SAT leaders checked that no question was left without fiches in the pipeline. At the end of the project, all SAT leaders checked that new fiches were linked to their SAT where relevant.

Given that the database was developed in relation to the Self-Assessment Tool, it firstly covers the 10+1 selected sectors: Office and administration, Food processing, Metal and Plastic processing, Chemicals and process engineering, Timber and woodworking, Manufacturing of machinery and equipment, Construction, Waste collection services (non-household), Wholesale and Retail, Textile and clothing, and Hotels and restaurants. Resources covered are carbon, energy, materials, waste and water.

When assessing which cases would be written, the team ensured that enough information was available, notably qualitative and quantitative information on the benefits (including monetary where possible) of resource efficiency solutions and technologies. Metrics such as investment costs, savings and payback time are displayed in the top box of each fiche. While monetary information was not always relevant (e.g. companies created with new business models cannot measure savings), good practices with such information were given priority.

Fiches come from external sources (either network members' internal databases, or other case studies available online), so as to provide references beyond the website (link to original source or related documentation, including best environmental management practice documents).

## Results

Visits to the EREK Catalogue were analysed for the period from February 2018 until April 2019. The numbers below included the Catalogue for Support Programmes, which is presented in chapter 3 - Building the network of this report. Overall, the numbers showed that visitors often read a fiche once and rarely come back to it. Bounce rates and time on page indicated that they do read the page. Also, entry and exit figures showed that, in most cases, the page is the entry point but not its exit point: the most successful pages encourage readers to look for more information on the website.

Figure 3 shows monthly views per catalogue section. This graph includes overall website figures, without treatment. While it shows a clear progression of views for technologies, measures and good practices seem to move in leaps and bounds. The low figures are not surprising for August and December. However, support programmes show a more complex pattern. Contrary to the others, there are no lows for Summer or Christmas and there are highs in October and February. Regarding the amount of page views, differences between different sections reflect their respective volumes: 301 published good practices, 109 measures, 70 technologies and 346 support programmes as of 10 May 2019.



Figure 10: Monthly page views

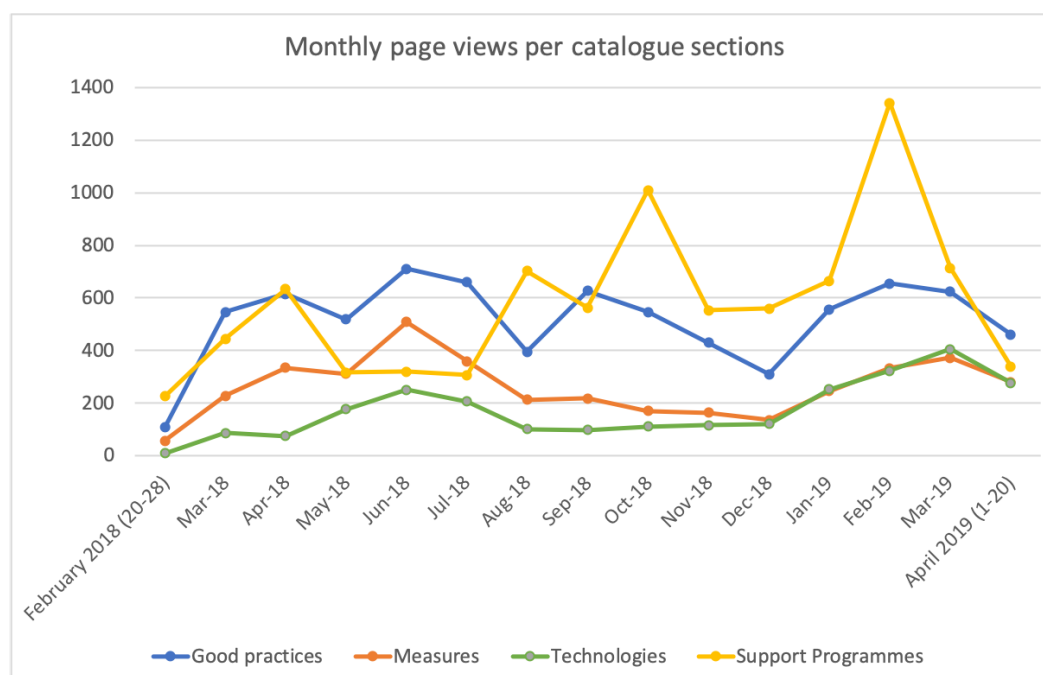


Figure 10: Monthly page views shows average page views per catalogue section. For support programmes, the figure has been adapted by removing 700 pages, which correspond to translation and search pages, from the total page count. On top of providing more accurate average figures, it shows that the support programmes' database is browsed in national languages very frequently and that visitors use the search functionalities notably to look for specific countries. While search and translation functionalities are used in the other database as well, it did not represent more than 50 pages per category of fiche.

Figure 11: Average page view

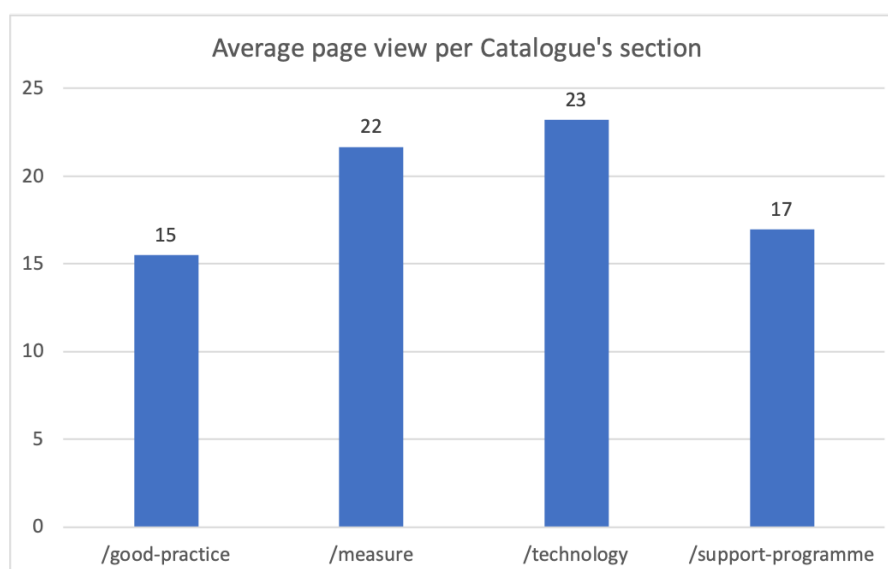


Figure 12: Example of fiche

**Optimising heat recovery in fish-drying process saves money**

**Resources:** Energy  
**Sector:** Food processing  
**Cost:** High cost  
**Annual saving:** 20% / 67700€  
**Payback time:** 0.7 - 0.8 Year(s)

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**The heat is on... too high!**

- Energy audit reveals energy wastage in key fish-drying process
- Focusing on improvements along two workstations recovers € 67 700 per year in lost heat

Copalis is a French fish-processing cooperative. Opened in 1960 in Boulogne-sur-mer, it has become a global supplier of natural marine ingredients to the nutraceutical, functional food, animal nutrition, and cosmetics markets.

Processing fish co-products requires high temperature which makes it extremely energy-intensive, especially the gas-fired steam system. COPALIS looked for ways to improve energy efficiency and save costs.

A lack of accurate metering and data was identified as a problem. An energy audit conducted with Ademe identified the dryers as the two biggest consumers. To dry the fish product, COPALIS uses steam to heat air at 190° C and then a gas process to heat it to 250° C. The energy flow rates are very high and rapid high-temperature processing is important.

Further analysis of the flows revealed where energy could be recovered from the outgoing component (as it cools). Two heat exchangers already existed on this dryer: one to recover energy from the hot air exiting the dryer process; the other to heat the air with steam. But this second one was poorly optimised: steam at 22 bar exited the process at 150° C, boiling the tarpaulin and generating huge energy losses. To deal with this, COPALIS installed an additional preheating stage crossing this outgoing steam with the incoming air.

**Key results**

Copalis worked to optimise the two most energy-intensive workstations on the site, resulting in a net recovery of € 67 700 per year lost as wasted heat.

The company is keen to pursue this successful energy-saving campaign on two strategic fronts: a metering plan to improve data on gas consumption; and continued vigilance to find further energy gains, such as in compressed air consumption.

**Testimonials:**

*"The partnership with Ademe enabled us to quickly identify several energy-saving measures, including the introduction of additional heat recovery on the condensate from a dryer which led to optimised air intake preheating."* - Julien Belletre, Technical Manager, Copalis

**Source ▼**

[Energy efficiency](#)
[Energy audit](#)
[Steam heating](#)
[Dry processes](#)
[Heat recovery](#)
[Energy savings](#)
[Optimization](#)
[Steam](#)

## The database

The database is the overall architecture, which includes the Tool and the Catalogue as well as a Document library, the Catalogue of Support Programmes (see chapter 3, and the Catalogue of Support Organisations (see chapter 3). It interlinks all elements of the website so as to facilitate users' navigation:

- The Catalogue can be browsed in several ways:
  - the Explore function on the homepage (and accessible in the menu) allows for tailor-made fiche suggestions;
  - in the Catalogue index, users can browse by selecting criteria available on the left menu;
  - in the Catalogue index, tags and search box are available for specific topics;
  - at the bottom of each fiche, the list of linked fiches is displayed;
  - when reading the SAT report, links to related fiches are added and encourage the reader to browse the Catalogue
- The Tool includes a link to the list of EREK network members who can offer on-site support to SMEs.

A tag system interlinks the Catalogue of fiches, the Document library, the Catalogue of Support Programmes, News articles and Events.

## 2.3. Lessons Learnt

### On the SAT

While the Self-Assessment Tool was supposed to be one of the key achievements of EREK, results have been rather limited. While the satisfaction survey did not reveal any major design issues, the unavailability of good quality translations was mentioned by several network members. Some have expressed interest in translating the Self-Assessment Tool's questionnaires to use with businesses, as Google provided a rather poor translation. This was notably the case of ERVET, which translated the Food processing questionnaire into Italian and shared it in a Microsoft Word format. Unfortunately, it is not technically possible to have a mix of automated (Google) and manual (professional) translation in the Self-Assessment Tool. Organising the translation of several or all Self-Assessment Tools into all EU (or 16 initial) languages by the network could be interesting and these could then be uploaded onto the website, removing Google Translate for the SAT website. However, it is likely that this would require a dedicated budget both for the translation and the upload.

Apart from languages, three more issues were reported by the network. For SMEs, the content is considered useful overall but not always adapted to very small companies who do not own their facilities and have little power over a number of decisions (refurbishment, energy providers, etc.). For business support organisations, while the tool was recognised by most as useful to use with SMEs, it is often not of the technical depth that experts would benefit from. This was also identified as a limitation for most advanced users. Finally, it was reported that both business support organisations and SMEs often lack the time to complete questionnaires and collect answers to all questions or lack the time to explore recommendations.

Despite these problems, the feedback from users and network members was predominantly positive. 90% of network members tested it in their organisation and about 40% encouraged and assisted companies in using it. 76% disseminated it through their own communication channels. There is no question that there is interest in the Self-Assessment Tools, but the needs and expectations of the tool are very diverse (e.g. regarding target group, complexity, duration). The SAT is seen as a starting point and infrastructure which can be extended and adapted by members of the EREK network.

### On the catalogue and database

During the course of the project, it was proven that contributing to the catalogue of good practices is often complicated when companies do not have measurable information to share about their good practices. Capacity from the business support organisation was also an issue (no time to dedicate to provide or collect information). Not all network members have the capacity to provide the same level of information. Contributors who received funding as sub-contractors were most able to provide fiches. It also ensured that they would spend time revising content to ensure quality.

The usefulness of the database was confirmed by network members, with 43% of them indicating that access to best practices is a useful support. During the EREK network General Assembly in September 2019, EREK members expressed that the provision and easy access to examples of good practice is continuing to be of considerable importance for their own work.

Towards the end of the project, the infrastructure of the database was discussed with network members, including challenges to keep it updated, the need for quality control, mapping of competencies, user friendliness (especially regarding the Catalogue of Support Programmes and for companies as a target group) and links to similar pre-existing European structures.

## 3. Building the network

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### 3.1. Objectives and planned actions

The overall goal of the network was to ensure that all SMEs across Europe have access to state-of-the-art resource efficiency support and measures by:

mapping existing support services and identifying any gaps;

encouraging co-operation and knowledge dissemination amongst all organisations involved in delivering resource efficiency support to SMEs.

This was supported by the identification and integration of the most relevant and advanced players in Europe in the fields of resource efficiency, who could provide the key knowledge for the EREK network.

After the official launch of EREK in February 2018, the consortium focused on the extension of the network by attracting new members and partners and the organisation of capacity-building workshops in different European cities.

This was achieved by the monthly expansion activities of the network. Each month, a set of countries would be the focus of the expansion activities. The most valuable and relevant organisations were contacted and pitched on the benefits of joining EREK. The potential members contacted in the previous months were also the target of follow-up activities.

Other supporting activities were conducted, namely mapping of support programmes, but also the creation of webinars after each workshop, and the preparation and dissemination of the EREK newsletter and quarterlies. These last three items, in coordination with communication activities reported in Chapter 4 - Communications activities ensured the dissemination of the centre's information and results.

### 3.2. Work performed

#### Mapping of SME support services and gap analysis

Through the mapping of support tools and financial instruments, EREK provided an overview of policy measures in the domain of resource efficiency that are available to enterprises in European countries and regions and which can help them become more resource efficient. These measures included both tools (such as guidelines, information and promotion materials or assessment tools, benchmarks and other types of technical assistance) and financial mechanisms (public funding and financial instruments).

This information is hosted in the Catalogue of Support Programmes. It is freely available for SMEs to find out where they can obtain technical and funding assistance. It is also an overview for intermediaries who want to develop their capacity to deliver resource efficiency-relevant services or improve their service offer. At the same time, it is intended to inform EU, national and regional policy makers about the state of play and where to look for good practices.

The Catalogue of Support Programmes has been constantly updated, including a major update carried out in the period from October 2018 to February 2019 when the EREK network nodes were asked to perform a check of 'their' support mechanisms and provide information about new mechanisms. In addition, based on desk research, reports prepared under the studies<sup>2</sup> of the European Commission Directorate General for Environment as well as reports of the Eco-Innovation Observatory<sup>3</sup> have been taken into account. The results of these studies have been cross-checked with the partners and the measures that are still under operation have been included in the catalogue.

From a geographical point of view, the mapping focused primarily on EU Member States. However, support mechanisms in several other European and COSME (Competitiveness of Small and Medium-Sized Enterprises) Programme countries have been mapped as well.

The catalogue was finalised in July 2019 and it brings together 367 support programmes that are available in the EREK website. The support programmes can also be consulted through the clickable map available on the main page of the EREK Website.

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<sup>2</sup> Studies and reports by DG Environment at [https://ec.europa.eu/environment/ecoap/country\\_profiles\\_en](https://ec.europa.eu/environment/ecoap/country_profiles_en)

<sup>3</sup> Eco-Innovation Observatory Country Reports at [https://ec.europa.eu/environment/ecoap/country\\_profiles\\_en](https://ec.europa.eu/environment/ecoap/country_profiles_en)

Figure 13: Map of support programmes



The support programmes are often national or regional, covering 36 countries, whereas some of them are available throughout the European Union. In order to facilitate access to them, they can be filtered by country, resource, sector and/or industry and type of service. They also provide a link to the organisation that operates a particular support programme.

A detailed list of the support programmes can be found in Annex J - List of support programmes. A detailed list of the EREK network nodes, the organisations contacted in each country that provided information for the mapping of the support programmes, can also be found on Annex D - List of EREK Network nodes

## Establishment of a network of resources efficiency support providers for SMEs

The establishment of the EREK network has been carried out on an ongoing basis throughout the duration of the project. At the start, there were 15 network members that were part of the community behind EREK (see complete list on Table 15: Complete list of EREK Network members). In order to increase and expand the list of members, the consortium has followed a process to attract and engage new members.

### *Attraction, engagement and acquisition process*

This process was defined in order to have a clear structure of the steps to follow to attract, engage and acquire new members. One of the objectives of the network was to have representatives in as many European countries as possible. A decision was taken to focus on a certain set of countries each month in order to optimise the efforts.

#### **1) Selection of focus countries**

Monthly focus countries for the EREK network expansion were selected according to the criterion of close proximity to an upcoming workshop location. However, such ideal organisation was only feasible in selected cases due to the ratio of number of workshops to expansion focus countries. In all other cases, focus countries were grouped around upcoming workshops at easily accessible locations (e.g. Prague, Madrid, Vienna, etc.).

#### **2) General procedure**

Strategic backing and public support from local ministries, such as the respective Ministries of the Environment or Economy, proved to be a major advantage in the process of gaining new EREK network members ('top-down' approach). However, the expansion of the network also required

simultaneously contacting, informing and raising awareness among local stakeholders, including business support organisations (BSOs), environmental agencies, institutes, associations, federations and clusters (*'bottom-up' approach*). At the same time, the existing members of the EREK network were informed about the progress of the expansion on a regular basis. This allowed them to prepare and provide contacts of relevant stakeholders on national and regional levels (*'engagement of network' approach*).

### 3) Follow-up actions

In order to guarantee a professional and thorough procedure, each target organisation was contacted directly via phone and/or email with information about EREK, the website, the centre's structure, a link to an upcoming workshop nearby (if applicable) as well as personal contact information. This was followed by an exchange of interests, possibilities of cooperation and an elaboration of membership conditions.

Guiding principles here were EREK's capacity-building nature, providing, supporting and assisting the organisation, but also the necessity for participation, exchange and contribution by the future member.

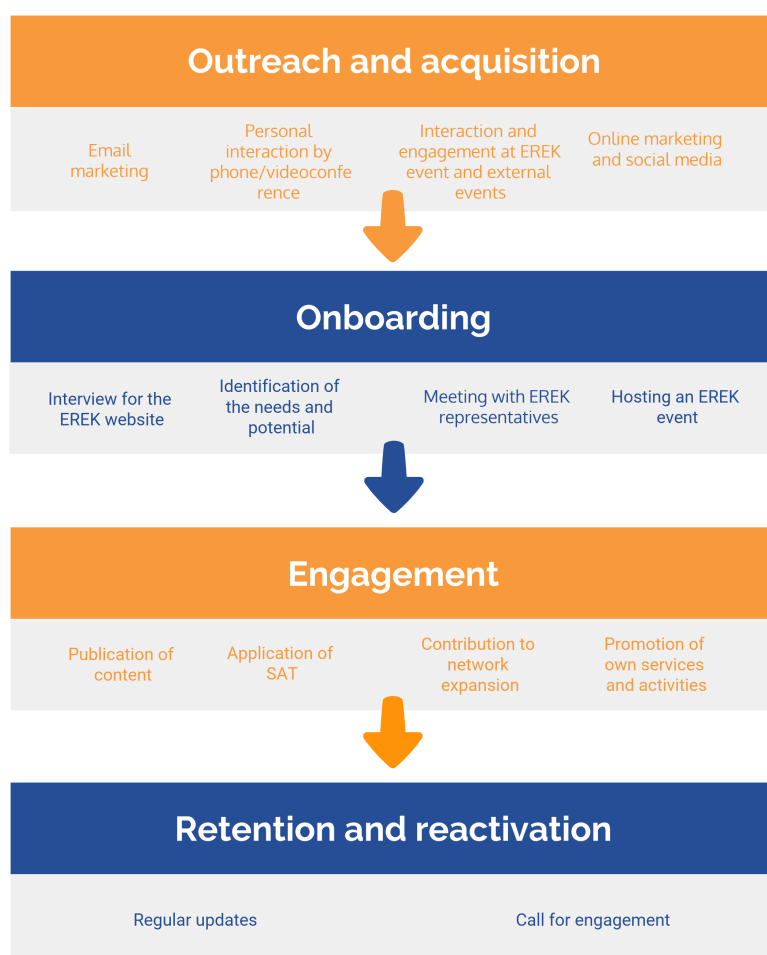
Incoming requests from outside current focus countries were collected and answered by the consortium in a timely manner, following a similar procedure. The same applied to existing requests for memberships which were dating back to workshops or inquiries via the online contact form at that time.

### EREK membership lifecycle

Apart from the specific steps of the acquisition, engagement and network expansion process, an EREK membership lifecycle was identified too. These two processes were coordinated and aligned.

Figure 14: EREK membership lifecycle

## EREK membership lifecycle



Thanks to this approach, more organisations have joined the network. Now there are 70 members in EREK. The complete list of EREK network members is available in Table 15: Complete list of EREK Network members.

Apart from the EREK network members, a new category of membership was created too due to demand from several organisations, the EREK Key Partners. EREK aimed to bring together environmental agencies as well as business support organisations from all across Europe. Nevertheless, many other relevant European projects, organisations, networks or programmes expressed interest in joining as well. The category of Key Partners was created with the objective of bringing together all these organisations that could not otherwise be part of EREK. The complete list of Key Partners is available on Table 16: List of EREK Key Partners.

### **Delivery of workshops in response to the needs of centre network members (map of members)**

The consortium organised 12 solution-driven, participatory workshops for EREK members using a combination of face-to-face and virtual delivery. The capacity building workshops were an opportunity for SME intermediaries to explore a given topic, highlight any gaps in knowledge and identify opportunities for future development and cooperation. The workshops aimed at helping the network members deliver better, integrated resource efficiency services to SMEs, taking into account existing local services. In addition, the workshops allowed established resource efficiency service providers to present their individual approaches, strategies, methods, tools and/or hot topics, contributing to the workshops' capacity-building nature.

The consortium has organised and delivered the following workshops:

Figure 15: EREK Workshops



Additional information on the workshops can be found on Table 17: List of workshops organised by EREK.

The process of designing the workshops has been done in cooperation with the workshop organisers, the consortium and the European Commission and EASME.

An EREK consortium member or EREK network member was the organiser and host of each workshop. The topic of the workshop was closely linked with one of their topics of expertise. The workshop organisers were in charge of designing the agenda and choosing the speakers. There was a constant flow of information between all the parties involved and regular meetings were organised among all parties. In addition to that, the organisers received several support documents such as templates, examples of previous workshops, as well as the lessons learnt in the past and a specific communication toolkit for each workshop.

The workshops were designed in a way to allow interaction and participation of the audience in order to increase the added value of the sessions. EREK consortium members attended each workshop in order to disseminate information about EREK as well as to meet potential new members. Computers were available for demonstrations and trials of the tool.



For each workshop, the following outputs were produced:

A dedicated webpage was created for each of the workshops<sup>4</sup>. The slides used by the speakers as well as a news article covering the workshops are stored on that webpage

Either a video summary of the presentations or a recording of the workshops was created and uploaded to each workshop webpage


Finally, a comprehensive workshop report was created after each workshop. The reports are not only a summary of the workshops but contain practical and relevant information for resource efficiency practitioners. They include the analysis of the post workshop satisfaction survey, reporting against key workshop KPIs (Key Performance Indicators) and include signed lists of registered participants. Additionally, the reports documented the key lessons learnt from each workshop to ensure improvement for future EREK events.

Communications activity was a crucial part of the workshop delivery. The activities regarding communications are documented under Chapter 4 - Communications activities in this report.

During the project, more workshops were originally planned. Unfortunately, due to some diverse reasons such as lack of resources by the organiser or a lack of a strong agenda, they had to be cancelled. In order to substitute these cancelled workshops, additional opportunities were identified.

Figure 16: Additional workshops organised by EREK

## Additional workshops




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14-16.05.19 – Bucharest, Romania

### Circular Europe


Parallel session on “Circular Europe” that EREK organised and moderated during the EU Cluster Conference 2019 in Bucharest, Romania. The attendance of EREK to the EU Cluster Conference 2019 helped to have a first contact with the potential interviewees for the ad-hoc report on clusters, as well as to collect contact information for others.

### What do GoT, Tomorrowland and Carnival have in common? A waste management challenge

Parallel session on waste on the cultural sector during the EREK International Conference. It was co-organised by OVAM. This event was moved from a full day event, to a parallel session at the final conference, due to limited timescales to deliver events that would have the scale and impact required.



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WASTE MANAGEMENT IN THE CULTURAL SECTOR  
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EREK INTERNATIONAL CONFERENCE  
25-26/09/19 - BRUSSELS  
**UNLOCK YOUR POTENTIAL**  
BOOSTING RESOURCE EFFICIENCY IN THE REAL ECONOMY  
#ResourceEfficiency

### Boosting resource efficiency in the real economy

Parallel session on financing resource efficiency during the EREK International Conference, co-organised by KÖVET. Originally conceived to be a full day workshop, it was moved to be a parallel session. This was due to the limited time available to deliver a strong and successful workshop.

<sup>4</sup> The EREK Workshops available at: <https://www.resourceefficient.eu/en/erek-workshop>

## Preparation and visualisation of information gathered

The consortium delivered two implementation reports for the Green Action Plan (GAP) for SMEs and produced an *ad hoc* report on the implementation of the circular economy in Europe from the perspective of EU industry cluster managers and regional policymakers.

The first GAP implementation report was submitted in July 2018. It covered 13 of the 39 actions of the Green Action Plan for SMEs. It was then updated over the Summer of 2019. The report has been published and is available for the public<sup>5</sup>.

The *ad hoc* report focuses on how clusters can contribute to the take-up of resource efficiency. This report synthesises the conclusions of the 'Circular Europe' session that took place during the European Cluster Conference 2019 in Bucharest, followed by 41 interviews, 28 of which with cluster managers, eight with regional policymakers, and five with other stakeholders. The report was publicly released during the EREK International Conference<sup>6</sup> and is available on the EREK website<sup>7</sup>.

As part of this task, EREK has also prepared periodical newsletters and quarterlies, which are all available on the EREK website<sup>8</sup>. The objectives of the newsletter and the EREK quarterly were to contribute to:

- coordinating external communications with internal communications;
- making the project known;
- building its reputation as a reference point;
- reaching a broad, relevant audience, while helping to acquire SMEs and intermediaries.

**The newsletter** was one of the main communication tools of the network. It has been submitted approximately once per month and it was a regular update on the latest developments of the project and the network. Each newsletter comprised an editorial, information on the upcoming and past workshops of EREK, an interview with an EREK network member or other relevant stakeholder and some shorter news items.

**Quarterlies** are the other periodic publications prepared by EREK. Quarterlies are longer and more in-depth publications on a specific topic related to the activities of the project. The structure of the quarterly is as follows: editorial on the topic, interview with a relevant stakeholder on the topic, shorter news item on the topic, information on EREK good practices, support programmes and other relevant documents on the topic.

The newsletters have been shared among the subscribers of the EREK newsletters and quarterlies were included as news items. All news items were simultaneously published on the website

A detailed list of the publication dates, topics and number of recipients of the newsletters and the quarterlies can be found on Table 18: EREK Newsletters and Table 19: EREK Quarterlies.

### 3.3. Lessons learnt

The network has tripled in size from the 20 original Network members that were part of the network at the time of the launch in February 2018. Focusing every month on a limited set of countries has proved to be a useful strategy. This has helped to ensure that attention and efforts have not been dispersed among many different targets. In addition, this has helped to create synergies between the new members and the organisation of the workshops since the potential and new members of the network often attended the workshops.

The creation of a new category of network members, the Key Partners, was very well received. This allowed for the establishment of cooperation with a number of platforms, projects and organisations that are not the original target of EREK membership, most notably national environmental agencies. These types of cooperation have created synergies among the activities of EREK and the Key Partners, as well as increased the dissemination of EREK and its activities to a range of stakeholders that could not otherwise have been reached. Cooperation has been broad,

<sup>5</sup> Green Action Plan report (GAP) available at:

[https://www.resourceefficient.eu/sites/easme/files/EREK\\_report\\_Implementation\\_of\\_SME\\_Green\\_Action\\_Plan.pdf](https://www.resourceefficient.eu/sites/easme/files/EREK_report_Implementation_of_SME_Green_Action_Plan.pdf)

<sup>6</sup> EREK International Conference more information available at: <https://www.resourceefficient.eu/en/erek-workshop/erek-international-conference-make-it-happen-resource-efficiency>

<sup>7</sup> Report on 'The implementation of the circular economy in Europe: Perspectives of EU industry cluster managers and regional policymakers' available at: <https://www.resourceefficient.eu/en/news/erek-report-%E2%80%94-implementation-circular-economy-europe-perspectives-eu-industry-cluster-managers>

<sup>8</sup> EREK newsletters and quarterlies available at: <https://www.resourceefficient.eu/en/newsletters>

such as the development of expert content, the organisation of workshops and events and the dissemination of resource efficiency expertise.

During this period, the consortium and the network have organised the launch event as well as 12 international workshops in different European countries. Keeping the same standards regarding quality and content has been challenging. The biggest impact on quality were the time constraints and the diverse involvement levels of the local organisers. Additionally, the organisation of the workshops should start at least three to months in advance.

Additionally, sometimes it was not possible to implement all the workshops that were planned. This was due to a lack of resources and time by the organiser or lack of a strong a complete agenda. Nevertheless, it was possible to substitute the cancelled workshops with other workshops. These workshops were organised by the core EREK team.

Regarding the dissemination of the newsletters and the quarterlies, a decision was taken to postpone this until after the launch. Indeed, the value added of the EREK newsletters and quarterlies is to share information about EREK activities and from network members. Any dissemination or communication activities should be done in close connection with the other aspects of the project.

## 4. Communications activities

---

### 4.1. Objectives and planned actions

The objectives of this work package were the following:

- Ensure EREK's visibility towards both business support organisations and SMEs;
- Promote EREK's information and services: Tools, Database, Questionnaire, as well as the EREK network activities such as workshops and webinars;
- Identify channels and key messages to make the information dissemination clear and audience specific;
- Reach all EU Member States and countries participating in the COSME programme.

The progress is monitored against:

- Impact of the communication campaigns: social media analytics and Google Analytics;
- KPIs for workshop attendance (the number of participants at the Bulgaria workshop is considered the benchmark for the other workshops);
- SAT usage: the number of people registered for the SAT, number of questions answered and survey about the SAT.

The results of the different activities were assessed against these benchmarks and efforts were retargeted based on lessons learned.

These were the tasks planned to be performed under WP4:

- Communication and promotion strategy;
- Participation in major European events, workshops and conferences;
- Promotional material and graphic design services;
- Brief report, every three months, on the results of the activities of the promotion and communication strategy;
- Organisation of the final conference.

### 4.2. Work performed

#### Communication and promotion strategy

This section outlines the work that the consortium undertook to make EREK positively known towards its target audience.

The section starts with an overall analysis of the action taken, and lessons learned, we then move to a brief overview of the visits generated on the EREK website (channels through which visitors landed on a page, the quality of their visits, the most successful pages). As social media played a crucial role in the promotion of the platform, this section will also present the results of EREK social media accounts<sup>9</sup> (Twitter, LinkedIn and Facebook).

This section also enumerates the various campaigns and promotional activities which were conducted in coordination with the teams in charge of network activities and building up the knowledge centre, to ensure their effective promotion.

The description and outcomes of the communication activities are structured in this section around three main axes.

- Increase the overall visibility of EREK's website: the consortium advertised the measures and good practices published on the EREK database, as well as the use of the SAT.
- Support the workshops' promotion: the consortium worked hand in hand with the host in order to promote the event as well as possible.

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<sup>9</sup> Social media accounts:

Twitter: [https://twitter.com/erek\\_eu](https://twitter.com/erek_eu)

LinkedIn: <https://www.linkedin.com/company/resource-efficient/>

Facebook: <https://www.facebook.com/ResourceEfficient>

- Support EREK network members' engagement: EREK network members were identified as key multipliers to promote the platform across Europe. The consortium has carried out several activities to ensure their engagement.

Finally, the consortium designed and produced promotional materials, such as the branding of the EREK platform, social media banners, layouts for reports and newsletters to support its communication work. These productions are described and listed in points 'H. Branding – Creation of the visual identity' and 'I. Promotional materials and graphic design services'.

## Analysis

Building EREK as a recognised brand within the contract period required both a vision and pragmatic solutions. All along the contract, the communication team chosen to monitor and adapt its activities as well as tasks using a campaign-based approach, adapting its strategies to the lessons learnt to best adapt to the communication context and to ensure the larger impact.

A few lessons can be drawn, which could be used for the follow-up of EREK.

### Mix the communication

Building a brand takes time, in particular in the context of institutional communications and technical contents (e.g. resource efficiency). To fast-track the brand recognition the strategy of working both with digital communication and public relations (stakeholder engagement, network engagement) proved to be the right choice.

During the different campaigns to promote EREK (workshops, website products, final conference...), the communication team tested different mediums, each of them has shown specific lessons such as "most successful posts", although one must be careful of drawing conclusions where many variables affect the results, it is clear that a mix of activities allows to target audiences with different interests and communication behaviours.

### Workshop with locals

Promoting workshops works best when co-organised with a local partner having a strong network. The Madrid workshop was a benchmark of positive achievement in that regard. With 66,024 impressions on Twitter, largely more than any other workshop.

It is to be noted that when promoting a workshop, **translated social media posts** (in the language of the hosts) were the most successful posts. 50,213 impressions for Sofia for the post in Bulgarian and 43,762 for Madrid for the post in Spanish.

### Paid Advertising is key

The outcomes of the social media campaigns highlighted the importance of paid promotion. However, Facebook and Twitter being more cost-efficient than LinkedIn (LinkedIn having a higher cost per click ratio and bringing users with a poorer quality of visits).

### Referral channels bring quality users

Quality users on the website are brought by references on the key websites. Having already established an audience and a recognised brand, EREK was guaranteed to directly reach an audience that would be interested in EREK's activities. With 5.6 pages per session, 11% share of visitors who found EREK's link on other websites (referred).

Note here that the consortium struggles to engage with EREK's most valuable asset: its network. After consulting the consortium, it has emerged that the issues of a. time and resources, b. language were both barriers for the EREK members to fulfil their role as multipliers.

### Public relations, especially phone calls, are driving actions

As stated above, mobilising the network has not always been easy for the consortium. However, the most efficient way to reach them has been to directly call them (instead of only sending out emails), as those were also opportunities to talk about their needs and recent achievements.

### Google Ads as an option

Google Ads has delivered some interesting results for the SAT campaign and has been positive in bringing the tool some visibility outside the EREK ecosystem however it is not a tool to use to promote specific actions but that raise awareness as a whole. Mixing Google ads with translated banners could bring also more traction.

## Introduction

### A. Overview: Google Analytics

This section reviews the analytical impacts of the communication strategy (26 February 2018 – 30 September 2019). For that purpose, we analyse the EREK's website using *Google Analytics*.

In total **32,831 people** visited the EREK website (5,318 were returning visitors).

They visited on average **3.58 pages per session** and had a good **58.21% bounce rate** (benchmark is 60% to 70 % for similar websites). Finally, they saw a total of **135,976 unique** pages.

The following boxes highlight the channels through which the visitors' landed on the EREK website (while the next sections will focus on results for specific activities). They also present the quality of their visits by discussing their bounce rate and the number of unique pages viewed per session (whether the visitors actually navigate on the website).

#### Direct and organic search

Overall, 75% of visitors came through **direct or organic search**. This is either by directly typing the address in their search bar or by searching for keywords related to EREK and the topic of resource efficiency.

The quality of their visit was high, with an average bounce rate between 58% and 64% (this is the percentage of users that navigate away from the website after viewing one page). In other words, most of visitors in the EREK website visited between three and four pages per session, which represents a high engagement with the topic and willingness to explore the website.

#### Referral

The highest level of engagement with the website (5.6 number of pages per session) was shown by the 11% share of visitors who found EREK's link on other websites (referred). This percentage results from the communication activities undertaken under WP2 and WP4 (e.g. EREK Workshops referenced on event websites; or the network members and Key Partners publishing about the EREK website). Special promotion was put on displaying EREK's logo, links and articles on EREK's partners' and members' channels.

#### Paid promotion

A paid search service (Google Ads) resulted in visitors with the best bounce rate compared to the other categories (34.77%). This can be explained by the fact that Google Ads targets viewers in a different way to social media platforms. In order to be reached, the viewers have to actively type specific key words pre-defined by the consortium.

#### Social media

12% of the visitors landed on the EREK website after engaging with one of the centre's publications on social media. However, although the traffic generated on the website is a powerful indicator of the audience interest in the platform, the rating of EREK's social media activities cannot be limited to the number of people brought to the website. The audience might not directly engage with a post and land on the website by directly typing the name of the project in the search bar. That is the reason why this report also takes into consideration parameters such as the number of impressions and the amount of engagement. These results are presented in Overview : Social media, as well as in the tables summarising each campaigns and promotional activities' results.

Figure 17 and Table 4: EREK website statistics from Google Analytics illustrate the number and quality of the visitors that the EREK website had during the whole period of the communication strategy.

Figure 17: Total number of visitors per channel

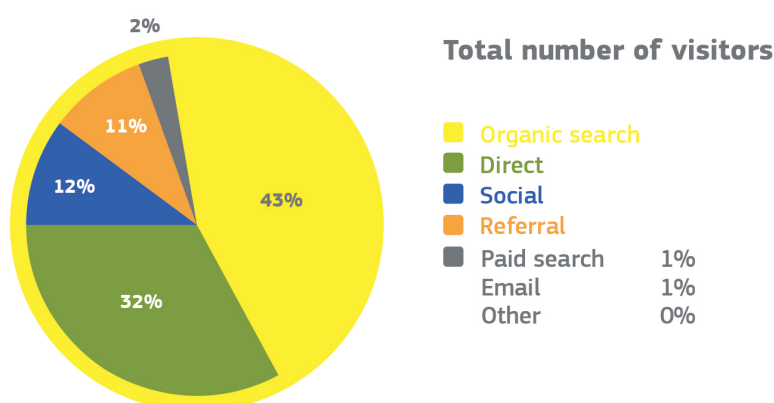


Table 4: EREK website statistics from Google Analytics

Default Channel Grouping	Users	New Users	Sessions	Bounce Rate
Organic Search	14,745	14,209	22,795	64.09%
Direct	10,936	11,005	16,797	58.12%
Social	4,112	3,929	5,927	64.54%
Referral	3,546	3,097	8,290	38.78%
Paid Search	425	418	462	34.63%
Email	149	132	204	71.08%
Display	38	37	41	36.59%
(Other)	32	26	42	54.76%
Total/Average as per Google Analytics	32,831	32,802	54,558	58.21%

## B. Overview : Social media

As part of the overall communication strategy, three social media accounts were created (Facebook, LinkedIn and Twitter) to enhance EREK's visibility. **The consortium published a total of 1,229 posts, which generated 945,397 impressions and 34,593 units of engagement (clicks, likes, shares and comments combined).**

Figure 18: Example of social media post



All platforms were used to share news about EREK, such as campaigns, events, workshops and news about the network. Twitter also had the peculiarity of being used to join online conversation during events that the consortium was participating in or to host live tweets during the workshops so as to provide EREK's audience with a steady flow of information.

A sponsoring strategy was also implemented, mainly on Facebook and LinkedIn. Both platforms were used because they allowed different parameters to be set up to target the target audiences. While Facebook allowed for people to be targeted mainly by country, age and interests, LinkedIn allows for the dimension of which industry sector they come from to be added. In order to boost the registration rate of the EREK international conference, Twitter was also used for paid promotion. The results are discussed under the point 'Task 2 – Final Conference and lessons learned'.

Figure 19: Example of Twitter post



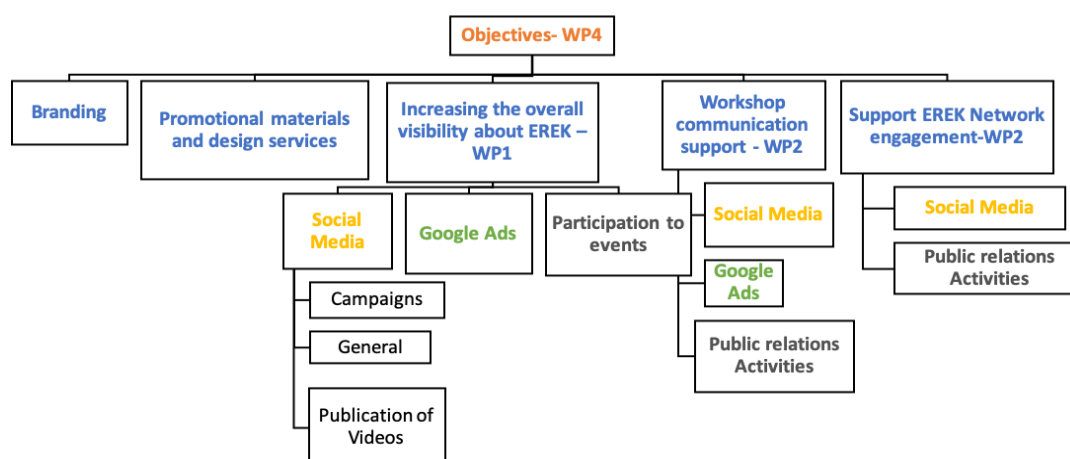
## Communication strategy and promotional activities

The communication campaigns started after the release of the EREK website and its official launch in February 2017. A communication strategy was released and developed jointly with the European Commission and EASME. It identified: target audiences based on the intensive mapping and empathy map (e.g. BSOs versus SMEs), the value proposition, the communication channels, the communication messages, the network and the approach to promote EREK across the EU after its introduction.

All communication activities were designed to increase EREK's visibility and support the work of the leaders of the other work packages following an integrated communication principle. The consortium continuously adapted and retargeted its efforts throughout their implementation, based on lessons learnt from past experiences.

Figure 20 below illustrates the five axes along which EREK's communication and promotion were organised.

Figure 20: Activities in work package 4





### 1) Branding - Creation of the visual identity

The consortium designed and created the knowledge centre visual identity as well as the logo. All these items can be easily accessed on the EREK website<sup>10</sup>.

At the start of the project, in 2016, the consortium developed a series of proposals on how to best brand 'The Centre'. Branding included a series of visuals, slogans and ideas on how to best reach our target audience. The consortium suggested the 'Ask EREK' concept. The idea behind it was that "no matter what you need to know about resource efficiency, EREK knows about it". The consortium started developing a full visual guideline for 'The Resource Centre', website's mock-up, a mascot, as well as banners. At later start it was thought that the overall branding would gain in seriousness by finding a more suitable name and developing a new visual concept.

### 2) Promotional materials, graphic design services and report

Further to the elaboration of the EREK branding, materials were created to support EREK's promotion and visibility. It included the creation of:

- Word and PowerPoint templates
- Three roll-ups
- One flyer (\*printed 5,000). However, the consortium produced two flyers (printed 4,300 times)
- 19 videos were produced
- 200+ promotional web banners
- network charter (both digital and printed)
- adapted design for each of the five quarterlies
- design of the newsletter template
- promotional emailing designed for each workshop

### 3) Increasing the overall visibility of the knowledge centre

Communication activities were undertaken to ensure the dissemination of all information hosted on the EREK website. They included designing promotional materials (such as layouts for the quarterly and the newsletters and social media and web banners) and the implementation of social media and Google Ads campaigns.

### C. Layouts of quarterly and newsletters

Layouts were designed to be modern, assertive, content-worthy and reader- friendly.

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<sup>10</sup> EREK website available at <https://www.resourceefficient.eu/en>

Figure 21: Example of layout of EREK Quarterly



### a) Social media

As mentioned in the introduction, the communication team created three social media accounts to promote EREK's activities. The consortium used them to publish both about news and events published on the website and to advertise the EREK tools and database through thematic campaigns (as well as to promote workshops as described in point D).

Campaigns

The strategic decision was made to work per campaign in order to increase the viability of certain measures and good practices and the SAT. Campaigns were aimed at promoting the available knowledge on the platform. They were designed in advance so that ready-made posts could be sent to the European Commission and EASME.

Moreover, five communication campaigns were designed between February 2018 and September 2019 (conference campaign excluded) – or 60 posts on each social media account. Each of them had a specific theme and intended to promote EREK tools and the EREK database.

- 'Summer campaign' (July - August 2018): This campaign advertised measures and good practices that could be related to Summer activities (e.g. sustainable measures, cooling measures)<sup>11</sup>.
- 'What can resource efficiency do for you' (September 2018): The underlying concept of this campaign was to express to companies in a concise and practical manner as to why #ResourceEfficiency is good for their business. - focusing on the needs of the users<sup>12</sup>.

<sup>11</sup> Example of a good practice used to promote the 'Summer Campaign'  
<https://www.resourceefficient.eu/en/good-practice/french-camping-and-holiday-village-boosts-its-energy-efficiency?fbclid=IwAR37vGqDdPDF3yLxTkqgTVa0b4evFym1MjfZaKKi21b4kGALo5LVTShATpw>

<sup>12</sup> Example of a technology used to promote the 'What can resource efficiency do for you' campaign  
[https://www.resourceefficient.eu/en/technology/draught-proofing-building?fbclid=IwAR3hy0A6ostlcJpPOTmfLJjCxCl1eqEGL7m5wJn3tRWkRb\\_Zr887TXissfCO](https://www.resourceefficient.eu/en/technology/draught-proofing-building?fbclid=IwAR3hy0A6ostlcJpPOTmfLJjCxCl1eqEGL7m5wJn3tRWkRb_Zr887TXissfCO)

- 'Month of resource efficiency' (October 2018): For this campaign, the consortium selected measures and good practices relating to the different sectors highlighted on the EREK platform<sup>13</sup>.
- 'Waste' (April - May 2019): This campaign used advertised measures and good practices related to waste management. The consortium created 11 specific posts for the 11 sectors highlighted by EREK<sup>14</sup>.
- 'SAT' campaign (November 2018 - February 2019) marketed the Self-Assessment Tool<sup>15</sup>.

In parallel, the communication team regularly published newsletters, quarterlies, news and events published on the EREK website. Publications regarding quarterlies and newsletters attracted 44 unique page views to the website.

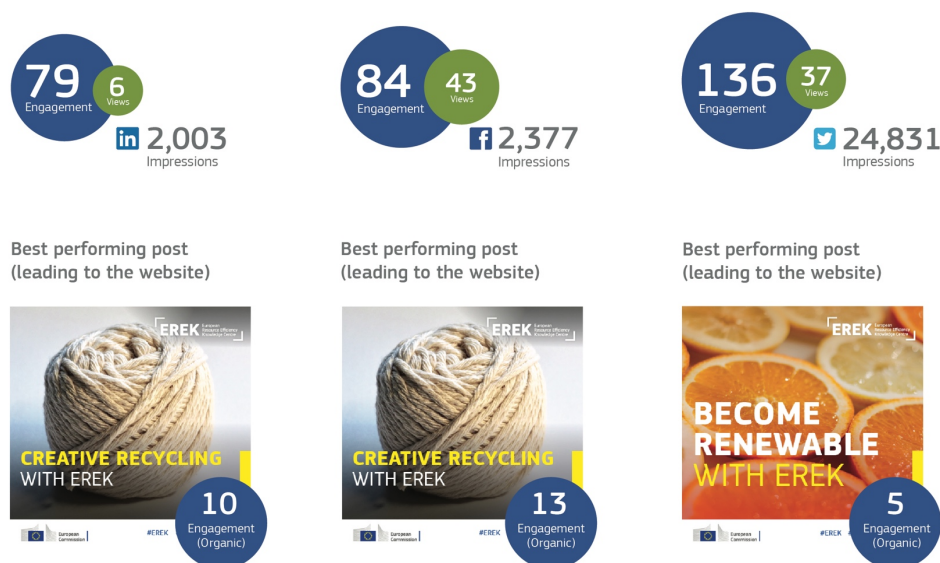
As seen above, monitoring and evaluating were carried out for each campaign. Website traffic was analysed via the number of unique page views generated by a post (this term is to be understood as 'pages views per session').

The campaigns that aimed at promoting the EREK measures and good practices generated 981 unique page views while the SAT campaign generated 286 unique page views. The two most successful campaigns were the sponsored ones (the waste and the SAT campaigns).

The table below outline the results from the Summer campaign.

Figure 22: Results of the Summer campaign

#### Summer campaign 2018



#### b) Google Ads

A Google Ads campaign advertising the SAT was created in April 2019. Two announcements related to two sets of keywords were created. One targeted the general keyword 'General' and the other was called 'Resources'. Together, both sets of keywords brought 158 users to the website with a bounce rate of 22% and 1.43 average pages viewed per session. Whilst this is an excellent bounce rate, there was also a high exit rate to be taken into account. Hence, if most of

<sup>13</sup> Example of a good practice used to promote the 'Month of resource efficiency' campaign [https://www.resourceefficient.eu/en/good-practice/making-small-sized-custom-packaging-viable?fbclid=IwAR2JZcWAXuT2DgK\\_1AfVX9SMAKfCq5vu10qBcbjSjiUBml78TpIbhfq3Ko](https://www.resourceefficient.eu/en/good-practice/making-small-sized-custom-packaging-viable?fbclid=IwAR2JZcWAXuT2DgK_1AfVX9SMAKfCq5vu10qBcbjSjiUBml78TpIbhfq3Ko)

<sup>14</sup> Example of a good practice used to promote the 'Waste' campaign [https://www.resourceefficient.eu/en/good-practice/chemical-company-reduces-waste-and-related-costs?fbclid=IwAR1Hj2FPwaMx3uxuzO\\_CnZ0mEvMmRYqASbUtDUfPOfx2XhxQ3aH02RnmUGE](https://www.resourceefficient.eu/en/good-practice/chemical-company-reduces-waste-and-related-costs?fbclid=IwAR1Hj2FPwaMx3uxuzO_CnZ0mEvMmRYqASbUtDUfPOfx2XhxQ3aH02RnmUGE)

<sup>15</sup> Self-Assessment Tool used in the 'SAT' campaign [https://www.resourceefficient.eu/tools?fbclid=IwAR2rGPx\\_MeJoMcLq8IVqNJRS6G-m9IkYQTOH1fYqgPybcw-VJ0qS4BVlqG8#/?image=demo](https://www.resourceefficient.eu/tools?fbclid=IwAR2rGPx_MeJoMcLq8IVqNJRS6G-m9IkYQTOH1fYqgPybcw-VJ0qS4BVlqG8#/?image=demo)

the visitors might have landed on the demo version, 74% of them exited without visiting another version.

Over that period, 153 users answered at least one SAT question (excluding the demo version). In addition, the Self-Assessment Tool has had, to date, 553 registered users, which amounts to 65 more than before the beginning of the campaign (those are also considered as resulting from the publishing of the SAT video that covered the same period – see next section about the videos).

To conclude, the Google Ads campaign has been successful in bringing visitors to the SAT. The bounce rate indicates that they actually had a look at the page before leaving the EREK website. However, few of them actually used the SAT. This is explained by the fact that the SAT page did not include a clear introduction about the tool and how to use it. This point can be combined with the point that the need to register to access specific sectors might have been discouraging for potential users.

### c) Video production

A total of 19 videos (see Table 5: List of videos produced) were produced by the consortium and published on the EREK website and social media. Each video was designed to serve EREK's strategic positioning: to boost the general awareness of it, to increase the visibility of the SAT, to promote the benefits to be gained from resource efficiency and the circular economy. Initial ideas for topics, types of video and style were proposed to the European Commission and EASME. Once the idea was accepted, storyboards were designed.

Table 5: List of videos produced

Count	Video type	N° of video	Status
1	Launch video	1	Published
2	Testimonial EREK	7	Published
3 -	Top 3 - Top 5	5	Published
5 - 6	Entrepreneurs/Industry Resource efficiency at work	2	Published
7	4° SAT motion design video	1	Published
8	Resource Efficiency and the Music Festival	1	Published
9	Ad hoc report promotion - interview	1	Published
10	Final event video	1	Published
Total	19		

Once a series of videos was finalised, the consortium prepared a communication toolkit including the videos, visuals and posts for online dissemination. The impact of the videos was evaluated according to their number of views.

The videos<sup>16</sup> published on Twitter and LinkedIn were respectively seen **1,812** and **2,080** times. Better results were generated on Facebook as the communication team boosted each post. All videos were viewed **177,866 times**.

Overall, the SAT video was the most successful. It is worth noting the particularly good results that it generated on Twitter (organically) as it was viewed **690 times** while the best performing video of 2018 hit **235 views**.

Table 6: Results of the videos

Social Media Channel	LinkedIn	Facebook	Twitter
Impressions	4,586	178, 009	60,872
Engagement	172	762	476
Views	1,812	177, 866	2,080
<b>Best Performing Video (Views)</b>			
Name of the Video	SAT video	SAT video	SAT video
Views	(210 Organic)	53, 952 (Sponsored)	690 (Organic)

<sup>16</sup> EREK videos available at <https://www.resourceefficient.eu/en/videos>

#### *d) Participation in events.*

During the course of 2018 and 2019, the consortium was present in over 20 other events related to resource efficiency and the circular economy, as is shown in Annex I – 60. The consortium monitored relevant events on an ongoing basis, identifying the most relevant ones and participating actively through presentations, stands and/or attendance at exhibitions. The consortium kept an active and open position towards event organisers or other EREK network members to participate in the events. In 2018 for instance, the average of events in which EREK had any kind of contribution was 1.4 per month.

#### **4) Promotion of workshops**

The workshops were a key activity of EREK. The workshops were organised by members of the team in charge of network building, in close coordination with the communication team, and the other consortium members and partners involved in each specific workshop. The communication team was involved in the workshop dissemination, but we were also part of the discussion about implementation of the related logistics.

Activities carried out by the communication team included:

- the design of a campaign monitor template that has been used for inviting members of the EREK database;
- the co-mapping of organisations in the countries;
- the creation and translation of visuals;
- intensive promotion (e.g. social media, PR, phone calls, cross-promotion through Key Partners); live tweets, media relations;
- post-promotion;
- contribution to the workshops' reports.

The consortium implemented various communication activities when promoting the workshops. That included sending invitations and reminders to the EREK database, the mapping of relevant people and organisations in the host country but also online promotion on relevant event websites, social media promotion and the mobilisation of the EREK Key Partners.

After the reworking of the promotional activities, the communication team was heavily involved in the promotion activities of the launch event: five workshops and two webinars.

##### **1. Launch event**

The launch in Brussels on 20 February 2018 attracted considerable attention from the small business, resource efficiency and circular economy communities. The session dedicated to the launch brought together a wide range of actors: representatives from the European Commission (EC), business support organisations – including members of the EREK Network – representatives from industry and business associations, and experts in resource efficiency and the circular economy.

##### **2. Sofia workshop**

Held on 13 September 2018, the workshop focused on the tourism sector. The tourism sector is highly relevant for the Bulgarian economy, which would undoubtedly benefit from resource efficiency opportunities. More than 40 participants from European countries participated in the workshop.

Public Relations

- 32 organisations mapped
- Referenced: On 15 websites
- 36 social media posts

Figure 23: Share of visitors per channel in the Sofia Workshop web pages

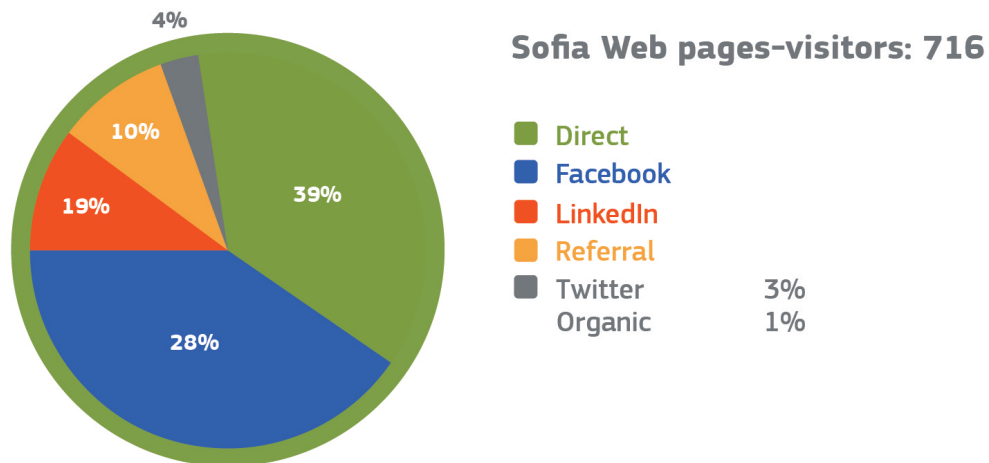
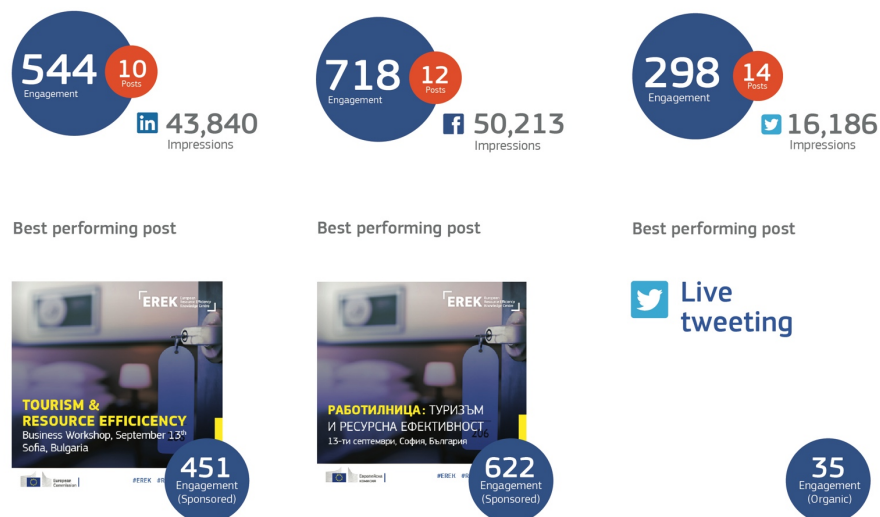


Figure 24: Sofia Workshop promotion on social media

#### Sofia workshop



### 3. Vienna workshop

The 'Lets help SMEs to go circular' workshop took place on 22 October 2018 in Vienna. It took place the day before the Enterprise Europe Network conference. It tackled issues such as cluster management, corporate support services, best environmental management practices and tools for improving resource efficiency and circularity within companies. It brought together more than 35 participants.

#### Public Relations

- The consortium contacted more than 52 organisations
- Referenced: On eight websites
- Social media posts (23)

Figure 25: Share of visitors per channel in the Vienna Workshop web pages

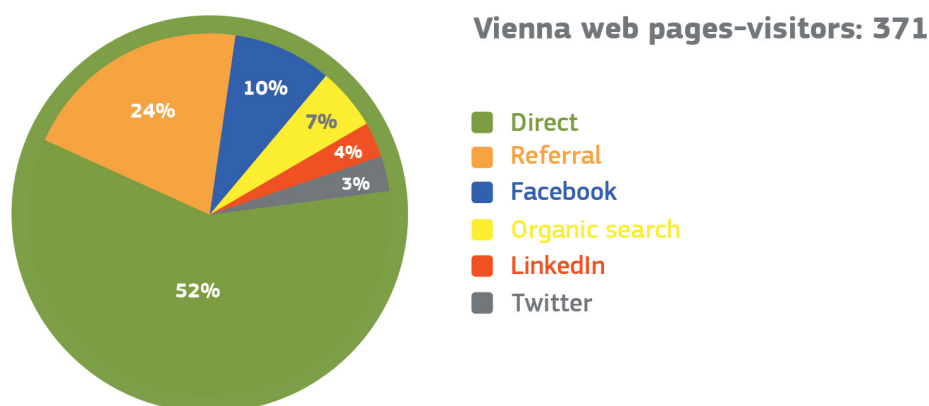


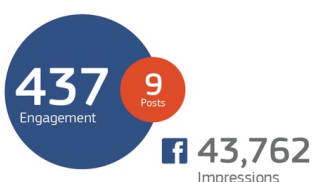
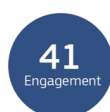
Figure 26: Vienna Workshop promotion on social media

### Vienna workshop



Best performing post

**in** Pictures of the event



Best performing post



Best performing post



## 4. Madrid workshop

Held on 14 February 2019, the objectives of the Madrid workshop were to share the instruments of the European Commission and the driving forces behind the circular economy at the European level; to detect opportunities based on results, barriers and the recommendations of ground-breaking companies; and to discover the challenges that will affect companies in terms of the circular economy and resource efficiency. More than 150 participants attended the event.

Public Relations

- Contacted: More than 170 people
- Referenced: On 24 websites
- 63 social media posts



Figure 27: Share of visitors per channel in the Madrid Workshop web pages

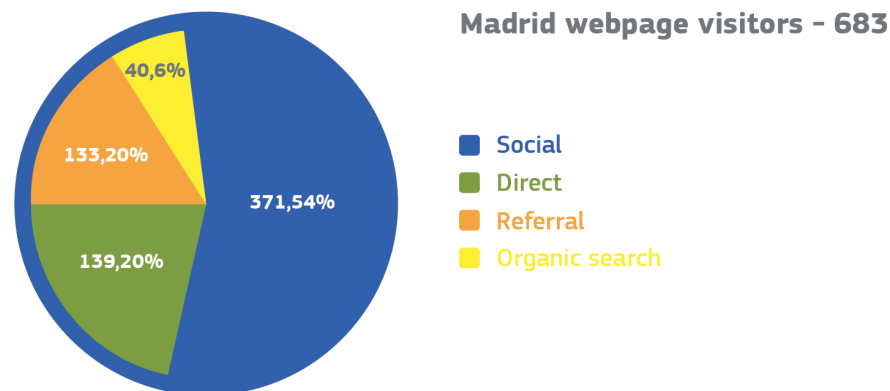


Figure 28: Madrid Workshop promotion on social media

#### Madrid workshop



## 5. EREK Webinar

EREK's first webinar, entitled 'Lessons learned from delivering resource efficiency support programmes to SMEs in Europe - Insights from France, Scotland & Estonia' took place on 19 March. The objectives of the workshop were to improve resource efficiency through industrial symbiosis and to identify opportunities for SMEs. 60 people attended the event.

#### Public Relations

- 111 people and organisations contacted from all over Europe
- Referenced: On four websites
- 26 social media posts on EREK's social media channels



Figure 29: Share of visitors per channel in the EREK Webinar web pages

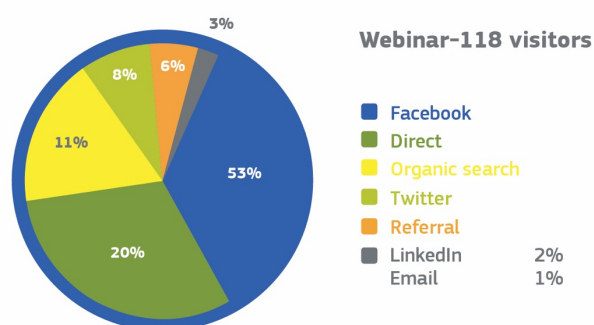


Figure 30: EREK Webinar promotion on social media

#### EREK first webinar



Best performing post



Best performing post



Best performing post

Live tweeting



## 6. Katowice workshop

EREK's seventh workshop took place in Poland on 26 March 2019. The objectives of the workshop were twofold. On the one hand, it aimed at presenting the key issues that SMEs involved in packaging waste management face when they try to become more resource efficient. On the other hand, it looked at the system of waste management as a whole, taking into account economic feasibility, technical viability, market drivers and the current and upcoming EU and Polish regulatory framework. More than 60 participants were present.

#### Public Relations

- Mapping of 311 people
- Referenced: On 25 websites
- 52 social media posts

Figure 31: Share of visitors per channel in the Katowice Workshop web pages

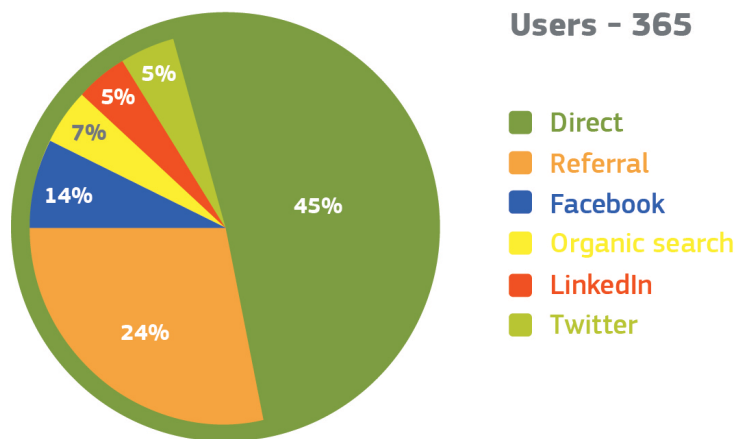


Figure 32: Katowice Workshop promotion on social media

#### Katowice workshop



## 7. Helsinki workshop

The Helsinki workshop took place on 6 June 2019. The objectives of the workshop were to improve resource efficiency through industrial symbiosis and to identify opportunities for SMEs. 65 participants were in the event.

#### Public Relations

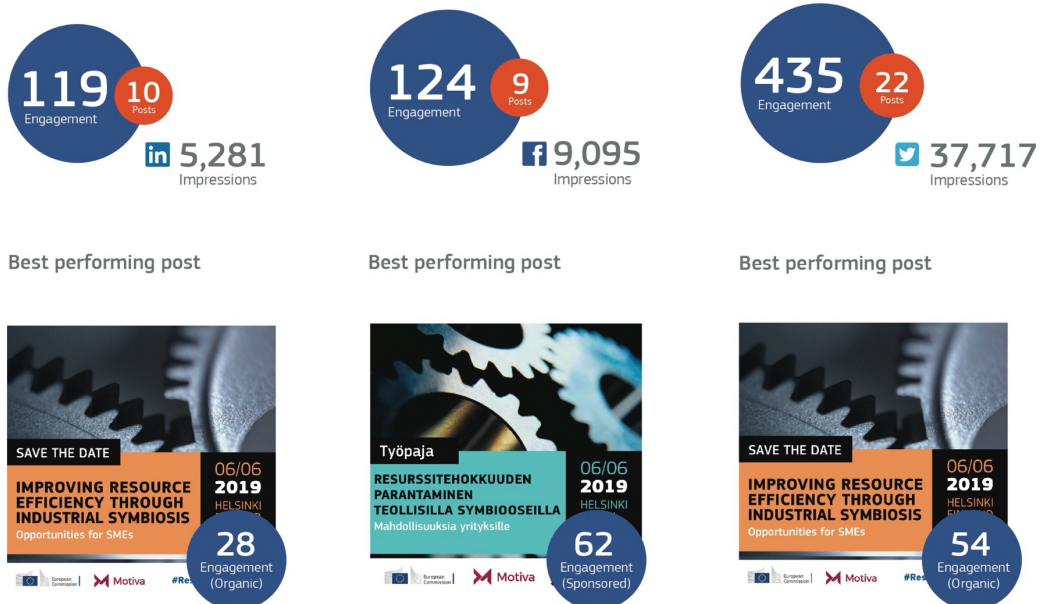
- Extra mapping 69 persons
- Referenced: On 16 other websites (136 unique page views)
- 41 posts were published on the three social media channels (84 unique page views)

Figure 33: Share of visitors per channel in the Helsinki Workshop web pages



Figure 34: Helsinki Workshop promotion on social media

#### Helsinki workshop



## 8. EREK Webinar II

The 2nd webinar of EREK, 'EReK Network members in action: supporting SMEs towards resource efficiency', took place on 11 June. The objectives of the event were to discuss how business support organisations could support SMEs to implement resource efficiency measures. 30 participants joined

#### Public Relations

- Referenced: On one website
- 6 social media posts

Figure 35: Share of visitors per channel in the EREK Webinar II web pages

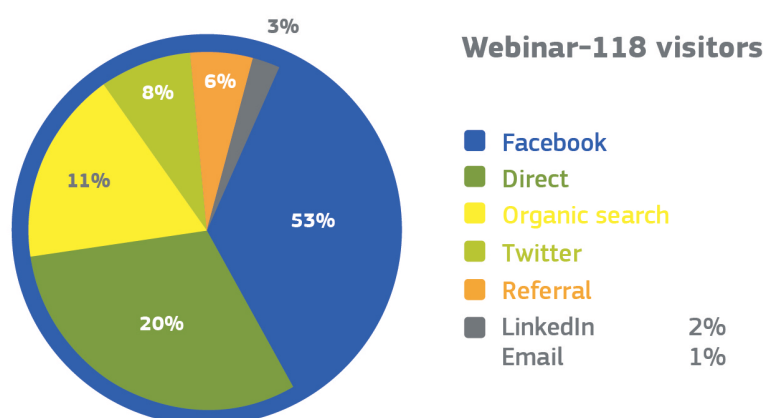
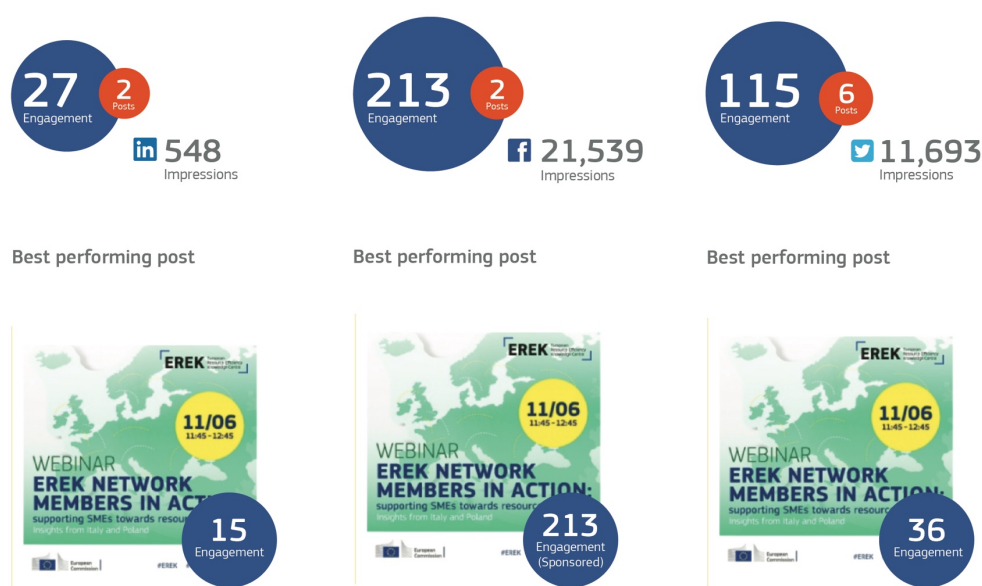


Figure 36: EREK Webinar II promotion on social media

#### EREK second webinar



## 5) Support EREK network engagement – WP2

The network members were identified as key multipliers at the beginning of the project as they could potentially channel the information of the centre to a local level. Several activities were set in motion to facilitate keeping them engaged and speaking about the platform.

### D. Communication toolkit

When joining the network, new members received a welcome email, including a link leading to the communication toolkit<sup>17</sup> (available on the EREK website). It enclosed some banners, the EREK flyers, as well as a small description of EREK to be published on their website.

The network also received the SAT video along with ready-made social media posts and a description explaining the value of the tools to be published on their website.

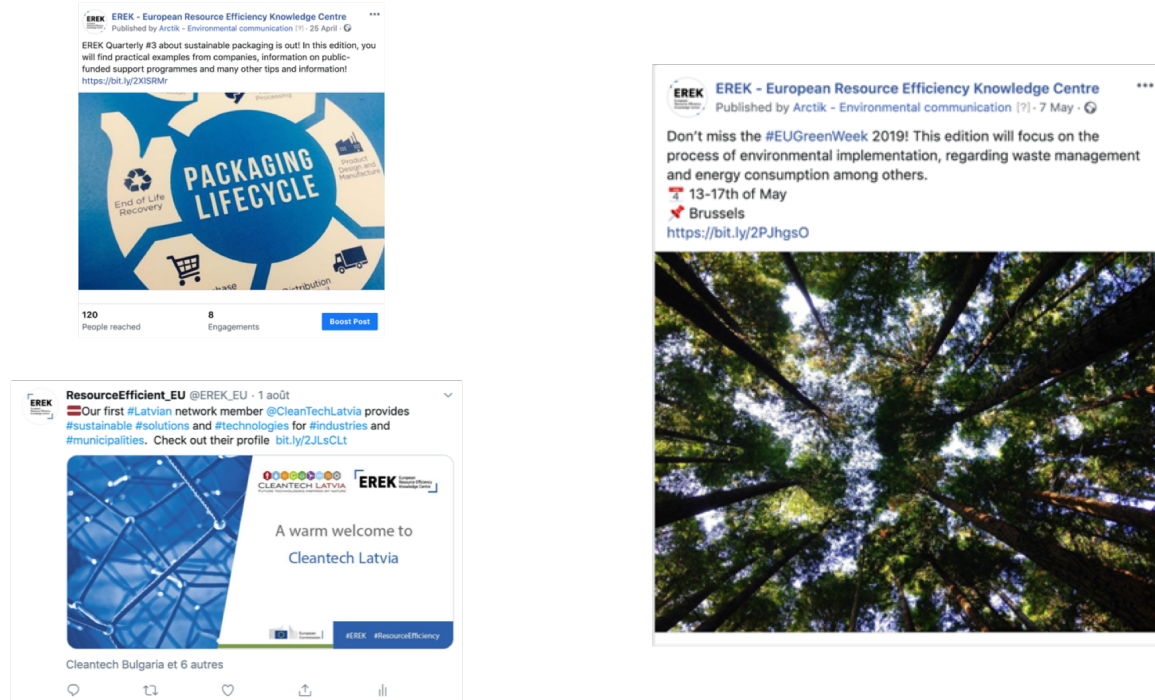
<sup>17</sup> EREK Communication Toolkit available at <https://www.resourceefficient.eu/en/erek-toolkit>

## E. Social media

In addition to the social media publications related to the EREK workshops, news and the specific campaigns, the consortium also shared information about the new members and partners. **53 publications** related to the EREK new network members and partners were put online (on LinkedIn, Facebook and Twitter). It generated **246 unique page views** on the EREK website.

The communication team also made sure that they identified their social media accounts by tagging them when publishing content.

Figure 37: Examples of social media posts



## F. Public relations

Although each member committed to actively promote the activities of the centre to their community by signing the Charter, the consortium encountered difficulties mobilising the network. It has been observed that, during the Summer of 2018, only a few of the network members had put the EREK logo on their website or announced the partnership on one of their communication channels (newsletter, social media, website).

That is the reason why the consortium decided to carry out additional public relations activities. PR activities consisted of calling the EREK network members, inviting them to contribute to the website and to communicate about EREK, but also asking them what they expected from the network. Two campaigns were organised in 2018 and two others in 2019 (see Task 2, EREK International Conference).

### EREK International Conference

The consortium organised an International Conference on Resource Efficiency and the Circular Economy on 25-26 September 2019 in Brussels, Belgium. The EREK International Conference demonstrated how successful businesses and industries seek resource efficiency solutions, cooperate in a circular and social economy, and pursue digitalisation to gain a competitive edge.

The conference gathered the resource efficiency community by promoting exchanges between all actors, from newcomers to frontrunners, from SMEs to business intermediaries, raising awareness of existing and upcoming opportunities to make the circular economy a reality.

A marketplace as well as an exhibition on resource efficiency were organised on both days. In addition, participants also had the option to participate in different discussion corners during the conference and to visit Brussels's circular economy champions.

The preparation for the event started in December 2018 with the definition of the agenda and concept, which were made known to EREK network members following the approval of the European Commission and EASME. Weekly meetings with these bodies and the consortium defined



the content and moderator of the conference. Detailed scripts of the event regarding logistics and content were produced for the European Commission and EASME prior to the conference.

The consortium contacted all the speakers following the approval of the agenda, organising all the logistics and background material required such as briefings and possible questions.

The consortium was responsible for organising the logistics part of the event (looking for a venue, booking the catering, arranging the technical elements, etc). After requesting different quotations, the BEL Conference Centre<sup>18</sup> was selected.

The EREK network members were also invited for a coffee break as well as a lunch for the EREK General Assembly.

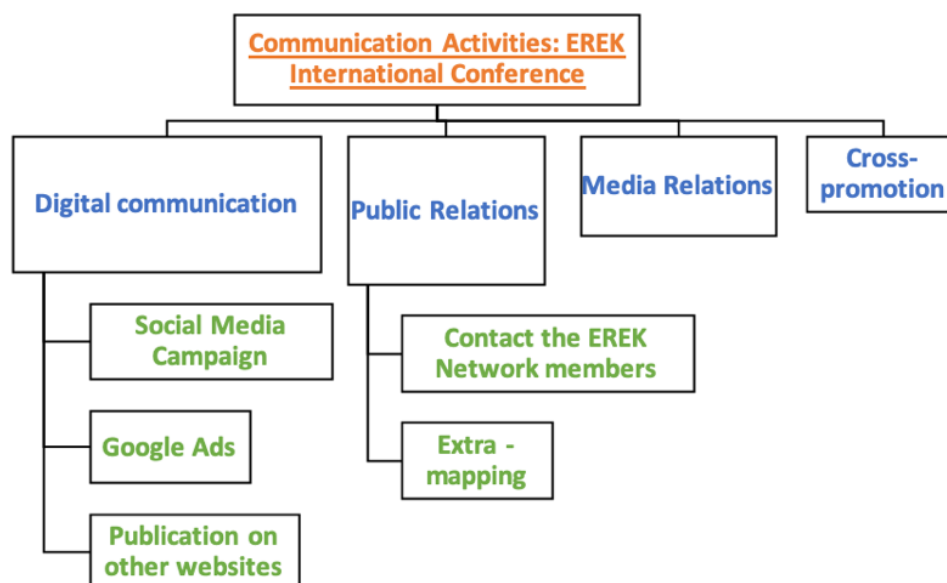
The consortium hired a photographer and a cameraman to capture the key moments of the conference. A video<sup>19</sup> summing up the conference was presented at the end of the conference. The photos can be accessed on the EREK website<sup>20</sup>.

Finally, the registration website<sup>21</sup> was designed and linked to the EREK website. It was structured with the following pages: Home page, Registration page, Venue page, Organisation and partners, Get involved (with the registration form for having a stand or to participate in the SME pitching sessions) and the programme for the two days and speakers' biographies.

### Communication activities

The promotion of the conference started fully on 28 May 2019 once EASME and the European Commission had approved the agenda. In addition to sending out invitations to the EREK database, the consortium implemented several activities to maximise the impact of the conference communication described

Figure 38: Communication activities - EREK International Conference



#### 1. Invitations, reminders and thank you email

Invitations were designed using the conference branding. They were sent four times to the EREK database (680 people) in early June, at the end of June, in mid-August and at the beginning of September.

In addition, personalised emails were sent to over 500 people from business support organisations, SMEs, universities, clusters, students, permanent representations and regional offices to invite them to the conference. They received invitations emphasising a specific session

<sup>18</sup> More information about the BEL Conference Centre available at <https://bel.brussels/en/content/hire-room-eco-event-place-your-trust-bel-belbrussels>

<sup>19</sup> EREK International Conference video available at <https://vimeo.com/362519508>

<sup>20</sup> Photos of the EREK International conference available at <https://www.flickr.com/photos/184735599@N02/48821549206/in/album-72157711130098027>

<sup>21</sup> Dedicated page to the EREK International Conference available at <https://www.resourceefficient.eu/en/conference>

or inviting them, according to their profile, to apply for a stand, for the SME pitching session or to the student dialogue.

A reminder was then sent to the registered participants on 18 September. Finally, the participants received a 'thank you' email including the video of the conference, the photos as well as the presentations.

## 2. Social media

The consortium started promoting the conference on social media on 3 June. The communication team designed a social media campaign advertising the various sessions and activities of the conference and social media planning including eight specific banners (x2 formats) and more than 30 posts. These were designed and communicated to the European Commission and EASME.

In addition, the consortium created extra banners to promote the speakers and some media partnerships.

- Speakers' banners: the communication team contacted each speaker in order to obtain quotes advertising their presentations. They were published before and during the conference.
- Media partners' banners: to promote the involvement of SparkNews and Revolve in advertising the conference.

The campaign was divided into three periods:

- Phase 1 (June): Intensive posting and paid campaign.
- Phase 2 (July-August): Posting at least once a week (but not sponsored).
- Phase 3 (end of August-September): Intensive posting and paid campaign.

Facebook and LinkedIn were mainly used for the promotion of the conference and post-communication while Twitter also had a prominent role during the conference. 41 posts were published on Facebook and LinkedIn while the consortium published 131 posts on Twitter (99 live tweets during the event).

The social media campaign succeeded in attracting more than 1,000 visitors to the conference website.

Facebook was the most successful channel in attracting visitors to the conference website, which is, as for the other campaign, unsurprising since the consortium mainly used that platform for sponsored promotion (14 sponsored posts). Visitors viewed on average 2.4 pages per session and had a good bounce rate of 60%.

Twitter was also a valuable channel.

Following the lessons learnt from the previous campaign and the action plan established to boost registration, the consortium decided to sponsor two posts on that channel. It resulted in 229 visitors landing on the conference website. They viewed 2.4 pages on average and had a bounce rate of 58%.

Finally, LinkedIn accounted for 5% of the total visitors. This result is explained by the fact that the cost per click for the sponsored post on that channel was higher compared to Facebook (without having a better quality of visit). This is the reason why the communication team decided to stop paid promotion on that channel to use it on Twitter.

## G. Google Analytics

As sponsored content achieved some good results during the previous campaign (the Sofia workshop and the SAT), the consortium chose to promote the conference on the Search Network of Google<sup>22</sup>. Given that the website was relatively new, it was thought that it could balance out the low expected results related to an organic search.

Therefore, two campaigns were created: one targeting Belgium, the other one targeting European countries (mainly neighbouring countries and countries in which EREK is well established, such as Spain, Poland or Germany). However, it was observed after a week that the bounce rate linked to the campaign was over 80%. When going deeper it was observed that, while the word association 'Europe + Conference' and 'Belgium+event' had a bounce rate of 43% and 63%, other words related to the topics covered like 'Resource Efficiency', 'circular+economy' 'digitalisation'

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<sup>22</sup> More information on the Google Search Network available at <https://support.google.com/google-ads/answer/90956?hl=en>

'Social+economy' and 'Industry+4.0' had a bounce rate of 100%. We can therefore say that a total of 31 'quality' visitors arrived on the conference website.

## H. Public Relations

The consortium created a communication toolkit to promote the conference. It included eight banners (x2 format), some copy as well as the conference teaser. It was sent to the EREK network members, the Key Partners as well as to some Belgian organisations.

The consortium estimates that the network members will be key players in promoting the conference across Europe as they have all they established national networks. In addition, past and present evaluations of the communication strategies have demonstrated that the referral channel brought the most qualitative visitors. This is the reason why the consortium has started a PR campaign, calling all the 63 network members:

- to ensure that they register for the conference;
- to insist on the fact that they can propose to the resource efficiency champion to come and pitch to the conference;
- to remind them to share information about the conference on their website, social media accounts and newsletter.

The campaign took place in June. Although the consortium called each network member at least four times, it only succeeded in interacting with **37 of them**. Reaching out to the network members was complex as everyone was busy finishing projects before the Summer holidays. Out of those people, 25 told the consortium that they would promote it (the others wanted to be called another time). **Eight** expressed an interest in having their SMEs coming and pitching and **three** thought about applying for a stand.

The consortium also posted about the conference on various websites which are also considered as referees (**29 in total**, including the indirect ones – which published about the conference without the communication team asking for it).

## I. Media relations and other

### 1. Media relations

The consortium drafted a press invitation including some quotes from a European Commission official, inviting the press to join the conference. Those invitations were sent a day before the conference.

### 6) Media partnership

The communication team finalised two media partnerships. They were entitled to advertise the conference on social media, newsletters and the website in exchange for promotion of their channel as a media partner on the EREK conference website, the possibility to organise interviews with speakers and privileged access to the marketplace (the possibility of having a stand).

## J. Other: EU agenda

In order to give a push to the registration rate, the communication team sponsored the conference for a month on EU agenda. It resulted in the event being displayed on top of the platform homepage as well as featuring in the weekly newsletter.

## K. Graphic design

In addition to the visual identity created for the website and the social media banners, the consortium created:

- a layout for the programme to be displayed on the totem screen (at the entrance of the building);
- a layout for the EREK report — The implementation of the circular economy in Europe: Perspectives of EU industry cluster managers and regional policymakers;
- a PowerPoint presentation;
- a Certificate for the SME championship.

## L. Results

**253 participants** attended the event (although more than 550 people registered). There is a common trend that, when organising events in Brussels, many people registered without actually

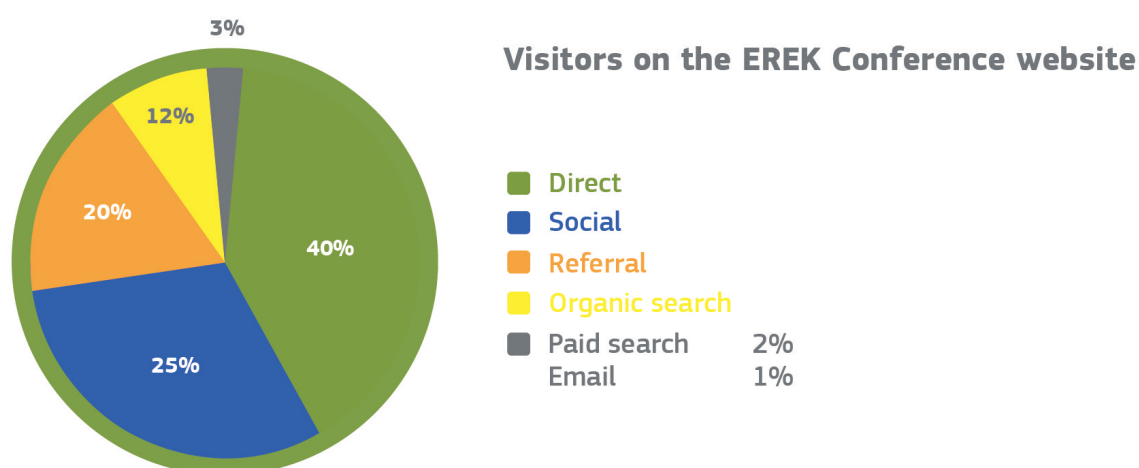


attending the event. In addition, many competing events were organised in Brussels, such as the EU Research and Innovation Days.

Promotional activities resulted in **4,269 visitors** landing on the EREK conference website (as per 30 September 2019). They had an excellent **48% bounce rate**. Although most of visitors came through **the direct channel (40%)**, social media is the number one channel bringing visitors to the registration website (**25%**). They had a good bounce rate of **59%** and visited on average 2.43 pages. As for other campaigns, people coming through the **referral channel (20%)** were the most qualitative visitors, with a **35%** bounce rate and average page view per session of 3.9.

Finally, **103** users visited the conference website after clicking on a Google advertisement. It represents the less qualitative channel as it has a bounce rate of over 80% and only 1.63 average page views per session.

Figure 39: Share of visitors per channel in the EREK International Conference pages



### 4.3. Lessons learnt

As was explained before, the communication team developed all its tasks using a campaign-based approach, adapting its strategies to the lessons learnt. The team also reported and monitored all the tasks developed as it did in the communication reports, the interim technical report and reports on workshops. Here are some conclusions drawn from the experience of promoting the centre:

- 7) Social media are important communication tools.
  - a. EREK social media accounts have been important tools in promoting the activities of the centre. The outcomes of the social media campaigns highlighted the importance of paid promotion; especially on Facebook and Twitter (LinkedIn having a higher cost per click ratio and bringing users with a poorer quality of visits).
  - b. Live tweeting during events offered online visibility to the centre and the speaker-banners (with the quotes) have been particularly successful.
  - c. When promoting the workshops, translated social media posts (in the language of the hosts) were the most successful posts.
- 8) Referral channels bring quality users.
  - o Cross-promotion on the EREK network members' website and Key Partners has been very successful in attracting quality users. Having their own local network established, we were guaranteed to directly reach an audience that would be interested in EREK's activities.
  - o Most of the centre's Key Partners have been particularly keen to share information about EREK news, especially when EREK offered their activities on its website and social media.
  - o Nevertheless, the consortium struggles to engage with EREK's most valuable asset: its network. After consulting the consortium, it has emerged that the issues

of a. time and resources, b. language were both barriers for the EREK members to fulfil their role as multipliers.

- e) **Public relations, especially phone calls, are driving actions:** As stated above, mobilising the network has not always been easy for the consortium. However, the most efficient way to reach them has been to directly call them (instead of only sending out emails), as those were also opportunities to talk about their needs and recent achievements.
- f) **Google Ads is an interesting tool for generating awareness:** Google Ads has delivered some interesting results for the SAT campaign and has been positive in bringing the tool some visibility outside the EREK ecosystem. However, the results have been less convincing with regard to the EREK international conference promotion. Although the ads only ran for a few days, they did not succeed in generating as many quality clicks as a channel like Facebook. Therefore, we recommend using this tool when the purpose of a communication campaign is to raise awareness.

## 5. The way forward

### 5.1. General conclusions and recommendations

As mentioned at the beginning of this report, EREK was launched as part of the follow-up of the European Commission communication entitled 'Green Action Plan for SMEs'<sup>23</sup>, which aimed to help SMEs take advantage of the opportunities presented by the transition to a resource efficient and green economy. The overarching objective was to provide European SMEs with practical information, advice and support on how to improve their resource efficiency in a cost-effective manner, notably through an enhanced advisory capacity of business support organisations engaged in resource efficiency and circular economy topics. The centre was meant to become a reference point for interested companies and resource efficiency intermediaries on the latest state-of-the-art knowledge in the domain.

The virtual centre and the supporting network have been built up over the past three years. The achievements of the project have paved the way for further cooperation between business support organisations as the lessons learnt along the way indicate an ongoing need for exchange of information and support, even more nowadays on the eve of the European Green Deal.

The creation of the website was a long and trying process. After the website went live, a number of features were amended or added to adapt to the needs of the centre. This has created a path dependency that must be taken into account. Since the website had numerous contributors, sound quality control processes were essential to ensure consistency and quality content.

The Self-Assessment Tool was one of the main components of the EREK website and required extensive work. However, it still suffers from a number of technical and contextual limits that hamper its capacity to help SMEs and business support organisations. While issues such as language availability and content updates can be fixed with dedicated resources, issues such as the time availability of SMEs or the capacity of BSOs to use it with companies might be harder to tackle. Nonetheless, the tool has received positive feedback overall and is considered useful by most users, especially within the EREK Network.

Within the catalogues, good practices and support programmes were considered to be the most useful items by users. These are the types of information that are generally demanded to help raise SMEs' awareness of what can be done and where to get the help they need to improve their resource efficiency. The success of such a database will come from constantly updated and curated content, reflecting both what actors are doing and what they want to learn from others. The current database is a combination of information provided directly by business support organisations - based on their work with SMEs - and from existing databases from other sources. While the EREK network will continue to play a central role in mapping and providing information, it is important for EREK, as a central place of knowledge, to create links with other publicly available initiatives.

The strategy to build the EREK network through a country focus, matched with workshops when possible, proved to be successful and EREK now covers most of the EU. Widening it to other types of organisations via the creation of a Key Partner status also ensures that EREK is a reference point on the topic and can link all relevant types of intermediaries to exchange, develop partnerships and common understanding. The organisation of events across Europe was instrumental to introduce local actors to the benefits of EREK and to ensure their involvement. However, this was only possible thanks to dedicated resources and staff to support local members, who often did not have enough resources to organise them on their own.

Finally, communication campaigns were central to EREK's dissemination strategy. The combination of social media, public relations and paid advertisement made it possible to create awareness among a wider audience while ensuring that relevant players were involved. The contribution from the EREK network members was primordial in reaching the target audience and was a good demonstration of members' engagement in the initiative. Here again, this engagement requires time and resources, which proved challenging for some members. In this regard, their contributions are proof of the added value of being part of EREK.

<sup>23</sup> More information on the Green Action Plan for SMEs available at [https://ec.europa.eu/growth/smes/business-friendly-environment/green-action-plan\\_en](https://ec.europa.eu/growth/smes/business-friendly-environment/green-action-plan_en)

## 5.2. Future of EREK within the European Cluster Collaboration Platform

The European Green Deal will notably include the objective of achieving climate neutrality by 2050. In this context, the European Commission confirmed its intention to increase activities and efforts in the field of resource efficiency, serving the goal of carbon neutrality. During the EREK network General Assembly, in September 2019, the activities undertaken by EREK and its member organisations were acknowledged as pioneering efforts in the field, also highlighting that investments in resource efficiency can lead to an increase in companies' competitiveness and cost efficiency.

Further efforts by the European Commission will build on existing tools and knowledge hubs such as EREK and upscaling such instruments and activities. For this purpose, the European Commission plans to integrate EREK into the existing framework of the European Cluster Collaboration Platform (ECCP)<sup>24</sup>. The ECCP is a service facility aiming to provide cluster organisations with tools such as networking instruments, information on members and the latest news on cluster developments. It aims to become the leading European hub for international cluster cooperation, building cluster bridges between Europe and the world. It will offer EREK members the opportunity to foster their cooperation with cluster organisations, while acting as contact partners and knowledge providers for resource efficiency themselves.

There is a plan for the EREK website to be transferred to the ECCP platform as well as for its content and space for cooperation between EREK network partners to be optimised. The number of good practice examples and technology examples will be increased further, and the taxonomy of the individual databases reconsidered. The Joint Research Centre (JCR) will contribute to these tasks.

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<sup>24</sup> More information on the ECCP available at <https://www.clustercollaboration.eu>

## Annexes

### A Consortium Roles

Table 7: Roles of the consortium members

Work Package	Leader	Support team
WP1 - Tool, Catalogue and Database	VDI ZRE	Technopolis, Enviros,
WP2 - Network	WRAP	Technopolis, VDI ZRE, Enviros
WP3 - Website	WAAT	
WP4 - Communication	Arctik	Technopolis
WP5 - Management and monitoring	Technopolis	

### B Milestones under each work packages

Table 8: Milestones under work package 1

Task	Milestones
<b>Task 1.1 Undertake the management and operation of Tool and Database (hand-over RESAT)</b>	
	Continuous task over the duration of the project
<b>Task 1.2 Further development and improvement of the Tool and the Database</b>	
	THE SAT
Refining all questionnaires	<p>Mock-up design delivered in May 2017</p> <p>Integration of existing SAT in 2017</p> <p>Published in February 2018:</p> <ul style="list-style-type: none"> <li>Office and administration</li> <li>Food processing</li> </ul> <p>Published in May 2018:</p> <ul style="list-style-type: none"> <li>Manufacturing of Machinery and equipment</li> </ul> <p>Published in July 2018:</p> <ul style="list-style-type: none"> <li>Construction</li> <li>Waste collection services (non-household)</li> <li>Hotels and restaurants</li> </ul> <p>Demo version published in August 2018</p> <p>Feedback survey implemented in September 2018</p> <p>A link to support organisations has been added to the SAT in October 2018</p> <p>Analysis of feedback in May 2019</p> <p>Improvement based on user flow monitoring is implemented throughout the project.</p>
Developing new sectoral questionnaires	<p>Published in February 2018:</p> <ul style="list-style-type: none"> <li>Metal and plastic processing</li> <li>Chemicals and process engineering</li> <li>Timber and woodworking</li> </ul> <p>Published in July 2018:</p> <ul style="list-style-type: none"> <li>Wholesale and retail</li> <li>Textiles and clothing</li> </ul> <p>Links to fiches of the database added before publication and updated on October 2018 and September 2019.</p>
Refinement of the satisfaction and impact surveys	<ul style="list-style-type: none"> <li>Renewed satisfaction surveys were added in November 2018</li> <li>Network feedback calls/survey were conducted in November 2018 and Summer 2019 to assess impact.</li> </ul> <p>Website statistical report delivered in June 2019 (including analysis of surveys)</p>

Task	Milestones
Developing an information package about the SAT including: <ul style="list-style-type: none"> <li>• Flyers</li> <li>• Videos</li> <li>• Manual</li> </ul> FAQ	<p>Flyers were delivered in February 2018 and updated in May 2019</p> <p>SAT video delivered on April 2019</p> <p>FAQ delivered in October 2018</p> <p>User Manual update on November 2017 and October 2018</p>
Translation to additional languages	Translation tool delivered in February 2018 (mix of professional translation and Google translate).
<b>THE DATABASE</b>	
SME Resource efficiency measures and good practices	<p>Published items on the Catalogue in February 2018</p> <ul style="list-style-type: none"> <li>• Total: 382</li> <li>• Measures: 90</li> <li>• Technologies: 57</li> <li>• Good practices: 235</li> </ul> <p>Published items on the Catalogue in January 2019</p> <ul style="list-style-type: none"> <li>• Total: 466</li> <li>• Measures: 109</li> <li>• Technologies: 69</li> <li>• Good practices: 288</li> </ul> <p>Published items on the Catalogue in October 2019</p> <ul style="list-style-type: none"> <li>• Total: 619</li> <li>• Measures: 128</li> <li>• Technologies: 83</li> </ul> <p>Good practices: 408</p>

Table 9: Milestones under work package 2

Task	Milestones
Mapping and gap analysis	367 support tools and financing mechanisms have been included in the policy measures section of EREK website.
Network Charter	The Network Charter was delivered.
Workshops	<p>The EREK Launch Event took place in February 2018</p> <p>Workshops have been organised in Cardiff, Prague, Sofia, Vienna, Madrid, Katowice and Helsinki. A workshop – webinar has been organised too.</p> <p>EREK organised and moderated a parallel session on Circular Economy during the European Cluster Conference 2019 in Bucharest (Bulgaria). Two parallel session of the EREK International Conference (September 2019) have been considered as workshops.</p>
Webinars	The webinars of the workshops have been uploaded.
Network expansion	<p>The network has now 70 members, tripling in size from the original members.</p> <p>Key partnerships have also been established to accommodate other kind of institutions or organisations that cannot be part of EREK per se and to increase the promotion, visibility and synergetic opportunities.</p>
Newsletter and Quarterly	18 newsletters and 4 quarterlies have been prepared and delivered.
Green Action Plan and ad-hoc reports	<p>First GAP analysis submitted on 1 February 2017</p> <p>Update of the GAP analysis was submitted on August 2019</p> <p>The ad hoc report on clusters and the circular economy was submitted on August 2019</p>

Table 10: Milestones under work package 3

Task	Milestone
<b>Task 3.1. Interactive collaborative website of EREK</b>	
Crosscutting work packages	
Project task	Web design task
Key collaborators	<ul style="list-style-type: none"> <li>• Creation and implementation of the section</li> <li>• Implementation of the Scaling Circular Business webpage</li> <li>• Development of this new type of content</li> </ul>
Events	<ul style="list-style-type: none"> <li>• Adjustment of the content filtering</li> <li>• Division of the events into upcoming events and past events and adjustment of the content filtering</li> </ul>
EREK Workshops	<ul style="list-style-type: none"> <li>• Revamp and improvements on the section</li> <li>• Implementation of the workshop webinars</li> </ul>
EREK Network	Revamps and improvements on the section
Information	<ul style="list-style-type: none"> <li>• Creation of the clickable maps of</li> <li>• Implementation of the EREK Newsletters page</li> <li>• Implementation of the library of documents</li> </ul>
General website	<ul style="list-style-type: none"> <li>• Adjustments for mobile devices</li> <li>• Implementation of the website surveys</li> <li>• Adaptation to requirements of the meta tags and site information</li> </ul>

Table 11: Milestones under work package 4

Tasks	Milestones
Task 4.1 Communication and promotion strategy	
Making the Centre positively known by the target audience with an effective communication and promotion strategy	<p>Promotion of the EREK tools and database</p> <p>Social media accounts for LinkedIn, Twitter and Facebook have been set up.</p> <p>M. Continuous promotion of EREK activities (and related issues)</p> <p>N. Evaluation of performance and re-targeting</p> <p>Definition of the:</p> <p>O. Summer campaign</p> <p>P. "What can resource efficiency do for you" campaign</p> <p>Q. "Month of resource efficiency" campaign</p> <p>R. "SAT" campaign</p> <p>S. "Waste" campaign</p> <p>The Consortium sent all the editorial planning to the DG Growth and EASME, so that they could also promote it through their own channels</p> <p>Workshops</p> <ol style="list-style-type: none"> <li>1) The design of a campaign monitor template that has been used for inviting members of the EREK database,</li> <li>2) The co-mapping of organisations in the countries,</li> <li>3) The creation and translation of visuals,</li> <li>4) Intensive promotion (Social Media, PR, phone calls, cross-promotion through Key Partners...); Live tweets, media relations,</li> <li>5) Post-promotion,</li> <li>6) Contribution to the Workshops 'reports.</li> </ol> <p>Implementation of the promotion activities for the following workshops in Berlin, Cardiff, Sofia, Vienna, Madrid, Katowice, EREK Webinar 1, Helsinki, EREK Webinar 2.</p>

	<p>Network engagement</p> <p>A. EREK branding on partners and members communication channels is continuously being pushed forward, with regular monitoring and reminders.</p> <p>B. Make use of partners/members' communication tools for EREK activities (workshops, campaigns, Social Media posts). Personalized email to the EREK network members and the EREK Key Partners inviting them to share the SAT video.</p>
Presence at / coverage of European events, workshops and conferences	<p>EREK team attended many events since the beginning of the project, either by having a stand, being a speaker, or covering the events on Social Media.</p> <p>These events are also identified in the website under the orange ribbon "Meet EREK at ".</p>
Promotional materials & Graphic design services	<p>Graphic design services</p> <ul style="list-style-type: none"> <li>• EREK visual identity has been created. Photos and visual are regularly purchased.</li> <li>• EREK website design has been created</li> <li>• 3 roll-ups</li> <li>• 1 Standard information PPT presentation</li> <li>• 2 Flyers - 4,300 copies printed</li> <li>• More than 200 different banner designs were developed for social media</li> <li>• Design of the network charter</li> <li>• Quarterly layout (x5)</li> <li>• Newsletter layout</li> <li>• Workshop invitation template</li> <li>• Ad Hoc report on cluster (1 layout)</li> </ul> <p>Video production (10)</p> <ul style="list-style-type: none"> <li>• Video for the Launch event (1)</li> <li>• Testimonials (7)</li> <li>• Top 3 top 5 series (5)</li> <li>• SAT motion design video (1)</li> <li>• Resource Efficiency at work (2)</li> <li>• Interview of Bianca Dragomir – (1)</li> <li>• Resource Efficiency and the music Festival (1)</li> <li>• EREK International Conference – (1)</li> </ul>
<b>Task 4.2. Final Conference</b>	
Final conference	<p>Communication activities</p> <ul style="list-style-type: none"> <li>• Registration website</li> <li>• Creation of a campaign monitor invitation</li> <li>• Mapping of 400 stakeholders to invite to the final conference</li> <li>• Social Media Campaign (8 different visuals and more than 30 posts to be published between June and the day of the conference). Additional banners were created to advertise the media partnership and speakers' interventions (quote banners)</li> <li>• Personalized email to the EREK network members and Key partners with the communication toolkit</li> <li>• Calls to all the EREK Network members (twice)</li> <li>• Publication of the conference announcement on 30 websites</li> <li>• Press mapping and first draft of press invitation</li> </ul> <p>Logistics</p> <ul style="list-style-type: none"> <li>• First draft programme has been sent together with the retro-planning in December 2018.</li> <li>• The venue has been booked</li> <li>• The site visits have been booked (3 locations)</li> <li>• The Catering has been booked</li> <li>• Photographer and video crew has been booked</li> <li>• Marketplace has been designed</li> <li>• An exhibition has been organised – 14 pictures from Gordon Sutherland</li> <li>• The Sli.Do platform has been set up</li> </ul>



## C List of deliverables

Table 12: List of deliverables

No	Deliverable	Month of delivery	Status
<b>WP1- Virtual information and knowledge hub</b>			
1	Improved versions of the SAT, the Database, the user satisfaction surveys and impact surveys in terms of functionality, attractiveness, number of sectors covered and languages, etc.	Every 6 months: M5, M12, M18, M24, M30, M36	Delivered
2	Hand-over file to ensure the smooth transition of the consolidated tool, and Database	M36	Delivered
3	Up-to-date user manual	M24	Delivered
<b>WP2 – Collective learning and good practice hub</b>			
4	Clickable map showing support services across EU	M6 and continuously update through 3 years	Map available on the <a href="#">EREK Website</a>  The support programmes are also available in the website under the webpage " <a href="#">Get support – support programmes</a> ".
5	Centre Network Charter	M3	Available on the <a href="#">EREK Website</a> .
6	List of Members of the Centre Network	M1 and continuous updating	Final list of members of the Centre Network can be found on Annex C
7	Methodology for the preparation, reporting and promotion of the results of the solution-driven, participatory workshops	M1 (to be included in the inception report)	Delivered
8	List of participants, reporting of results of the workshops, results of the ex-post evaluations of the workshops as stated in the methodology agreed with the European Commission and EASME for the setting up and follow up of the workshops.	M5, M8, M10, M14, M15, M16, M20, M21, M22, M26, M27, M28, M32, M33 – depending on the final date of the workshops (each year at least 5 workshops will be organised)	Submitted after each workshop.
9	Five ad-hoc reports on RE topics	M6, M12, M20, M26, M32 – depending on the time of request from the Commission services	Submitted on August 2019  It was agreed that only one ad - hoc report covering the topic of "Clusters and resource efficiency" will be delivered.
<b>WP3 – Collaborative website</b>			
10	The collaborative website of the European Resource Efficiency Excellence Centre	Continuous	The website of the European Resource Efficiency Knowledge Centre is available at <a href="https://www.resourceefficient.eu/en">https://www.resourceefficient.eu/en</a>
	<ul style="list-style-type: none"> <li>First update of the project website</li> <li>Integration of extra-functionalities</li> </ul>	M6  M12, M16, M20, M24, M30, M32, M36	
11	Hand-over file to ensure the transition of the Centre's website to another potential contractor	M36	The hand – over file of the website has been done.
<b>WP4 – Promotion and outreach</b>			

12	Communication and promotion strategy	M1	Delivered
13	Brief report, every 3 months, on the results of the activities of the communication and promotion strategy	M3, M6, M9, M12, M15, M18, M21, M24, M27, M30, M33, M36	<p>Delivered and ongoing</p> <p>The Communication strategy only properly started in 2018, the communication team started to report on communication activities after the launch of its first social media campaign.</p> <p>The reports in M27 and M30 have not been delivered</p> <p>However, we contributed to each workshop reports. We have also prepared a report of each communication campaign that was integrated into the interim technical report and the brief report every 3 months.</p>
14	Final conference	M33 (depending on the selected dates)	Delivered at the end of September 2019

## D List of EREK Network nodes

Below you can find a list of the EREK Network nodes, those members who have provided information on the support programmes of the diverse European Countries:

Table 13: List of EREK Network nodes

Country	Organisation	Comments
Austria	Biz-Up	Provide support programmes
Belgium	OVAM	Provide support programmes
Bulgaria	SERC	Irregular communication
Croatia	Croatia Green Building Council (CGBC)	Identified, but they did not communicate any support programmes
	Environmental Protection and Energy Efficiency Fund of Croatia	
Cyprus	Cyprus Energy Agency	Cyprus Energy Agency: Identified, but they did not communicate any support programmes
	Cyprus Employers and Industrialists Federation (OEB)	
Czech Republic	Enviros	Provide support programmes
	Danish EPA	
Denmark		Provide support programmes
	NIRAS (former CRI)	
Estonia	Ministry of Environment	Provide support programmes
Finland	Motiva	Provide support programmes
France	ADEME	Provide support programmes
Germany	VDI ZRE	EFA NRW provided information through VDI ZRE
	EFA NRW	
Greece	NTUA	There is no central contact point
	General Confederation of Greek Workers	
	The Small Enterprises' Institute, Hellenic Confederation of Professionals, Craftsmen & Merchants	
	Centre for Renewable Energy and Savings	
	Heraklion Chamber of Commerce and Industry	
Hungary	KOVET	Provide support programmes
Ireland	EPA Ireland	Provide support programmes

Country	Organisation	Comments
Italy	ENEA	Interested in EREK; pointing out they are the official organization responsible for RE and circular economy in Italy; but they did not provide information
Latvia	It was not possible to identify an organisation	
Lithuania	CISD / CPC	Provide support programmes
Luxembourg	Chambre des Métiers du Grand-Duché de Luxembourg	Provide support programmes
Malta	It was not possible to identify an organisation	
Netherlands	RVO	Provide support programmes
Poland	IETU	Provide support programmes
Portugal	ANINOV	Provide support programmes
	EPA Portugal	
Romania	NCSCP	Provide support programmes
Slovakia	Ekorast	Provide support programmes
	Ministry of Environment	
	University of Maribor	There was no central contact point
Slovenia	LEASP / STENG	
	Chamber of Commerce and Industry	
Spain	IHOBE	Provide support programmes
Sweden	It was not possible to identify an organisation. Information was provided by MOTIVA.	
	WRAP	Provide support programmes
United Kingdom	Zero Waste Scotland	

## E List of EREK Members

You can find more information about the status of the EREK members.

Table 14: List of EREK Network members since beginning of EREK

Country	Organistaion	Type
Austria	Business Upper Austria - OÖ Wirtschaftsagentur GmbH	Partner since beginning
Belgium	Openbare Vlaamse Afvalstoffenmaatschappij - Public Waste Agency of Flanders (OVAM)	Partner since beginning
Czech Republic	ENVIROS	Consortium member
Finland	Motiva	Consortium member
France	ADEME	Partner since beginning
Germany	Effizienz-Agentur NRW	Partner since beginning
Germany	VDI Centre for Resource Efficiency (VDI ZRE)	Consortium member
Ireland	Environmental Protection Agency (Ireland)	Partner since beginning
Italy	ENEA	Partner since beginning
Netherlands	RVO - Netherlands Enterprise Agency	Partner since beginning
Poland	Institute for Ecology of Industrial Areas	Partner since beginning

Country	Organistaion	Type
Portugal	ANI (National Innovation Agency)	Partner since beginning
Spain	Ihobe, Environmental Management Agency of the Basque Government	Partner since beginning
United Kingdom	WRAP	Consortium member
United Kingdom	Zero Waste Scotland	Partner since beginning

Table 15: Complete list of EREK Network members

No	Organisation	Country	Date of charter signing
1	ADEME	France	23/01/2018
2	Umwelttechnik BW	Germany	25/01/2018
3	IETU Agency for Enterprise Dev. and Ministry	Poland	26/01/2018
4	MOTIVA	Finland	30/01/2018
5	IHOBE	Spain	02/02/2018
6	Portuguese Environment Agency	Portugal	09/02/2018
7	ENEA	Italy	13/02/2018
8	Hessen Trade & Invest GmbH	Germany	14/02/2018
9	RVO	Netherlands	14/02/2018
10	ANINOV Portugal	Portugal	19/02/2018
11	WRAP	United Kingdom	12/03/2018
12	UEAPME	EU	20/03/2018
13	BIZ-UP	Austria	20/03/2018
14	OVAM	Belgium	20/03/2018
15	KÖVET	Hungary	20/03/2018
16	Environment Protection Agency	Ireland	20/03/2018
17	NCSCP	Romania	20/03/2018
18	Zero Waste Scotland	United Kingdom	20/03/2018
19	VDI	Germany	20/03/2018
20	ENVIROS	Czech Republic	20/03/2018
<b>After the launch event – February 2019</b>			
21	EfA NRW	Germany	03/04/2018
22	Bulgarian Association of Municipal Environmental Experts (BAMEE)	Bulgaria	30/04/2018
23	AIP-CCI, Associação Industrial Portuguesa-Câmara de Comércio e Indústria	Portugal	05/06/2018
24	Empress o.p.s.	Czech Republic	09/07/2018
25	Institute for Circular Economy (INCIEN)	Czech Republic	18/07/2018
26	Center for Entrepreneurship and Executive Development – Bulgaria (CEED)	Bulgaria	02/08/2018
27	LENERG Energiaügynökség Nonprofit Kft	Hungary	19/09/2018
28	Local Energy Agency Spondje Podravje	Slovenia	27/09/2018
29	STENG – National Cleaner Production Center Ltd	Slovenia	27/09/2018
30	Chamber of Commerce of Slovenia	Slovenia	27/09/2018
31	General Confederation of Greek Workers	Greece	28/09/2018
32	Athens Chamber of Commerce and Industry	Greece	11/10/2018
33	OekoBusiness Vienna	Austria	11/10/2018
34	Forschung Burgenland	Austria	15/10/2018
35	Praxi Network	Greece	19/10/2018
36	Small Enterprises' Institute Hellenic Confederation of Professionals, Craftsmen & Merchants	Greece	25/10/2018
37	Cleantech Bulgaria	Bulgaria	18/10/2018

No	Organisation	Country	Date of charter signing
38	FIRE – Italian Federation for the	Italy	11/10/2018
39	STENUM	Austria	15/10/2018
40	IFKA Public Benefit Non-Profit Ltd. for the Development of Industry	Hungary	25/10/2018
41	Ecoinnovazione	Italy	14/11/2018
42	ERVET	Italy	20/11/2018
43	South Transdanubian Regional Innovation Agency	Hungary	28/11/2018
44	Ressourcen Forum Austria	Austria	11/12/2018
45	Slovak Business Agency	Slovakia	19/12/2018
<b>2019</b>			
46	Advance London	United Kingdom	07/01/2019
47	Ecoembes	Spain	16/01/2019
48	Chambre des Métiers du Grand-Duché de Luxembourg	Luxembourg	25/01/2019
49	ELCA – European Lighting Cluster Association	European Union	30/01/2019
50	Remade in Italy	Italy	04/02/2019
51	CGBC	Croatia	06/02/2019
52	Cyprus Energy Agency	Cyprus	06/02/2019
53	Cleantech ForEst	Estonia	07/02/2019
54	Cyprus Employers and Industrialist Federation	Cyprus	08/02/2019
55	Piceno Promozione	Italy	11/02/2019
56	Confindustria Veneto SIAV	Italy	11/02/2019
57	Consorzio Ecodomus	Italy	14/02/2019
58	Sociedad para el Desarrollo Regional de Cantabria S.A. (SODERCAN)	Spain	20/02/2019
59	Heraklion Chamber of Commerce and Industry	Greece	22/02/2019
60	South Poland Cleantech Cluster	Poland	06/03/2019
61	SuperDrecksKëscht	Luxembourg	20/03/2019
62	The Polish Green Cleaning Council	Poland	29/03/2019
63	Polish Cleaner Production Movement Society	Poland	28/04/2019
64	Cleantech Latvia	Latvia	28/06/2019
65	Czech Business Council for Sustainable Development (CBCSD)	Czech Republic	30/06/2018
66	Cleantech Cluster Lithuania	Lithuania	05/07/2019
67	Institut Economie Circulaire (INEC)	France	08/07/2019
68	Lithuanian Business Confederation	Lithuania	18/07/2019
69	Vilnius Chamber of Commerce, Industry and Crafts	Lithuania	19/08/2019

## F List of EREK key partners

The list of EREK Key Partners is as follows:

Table 16: List of EREK Key Partners

No	Organisation	Country
1	ACR + - Association of Cities and Regions for sustainable Resource management	Europe
2	C- Voucher	Europe
3	COSMOB - Centro Tecnológico	Italy
4	EIT Raw Materials	Europe
5	EEN – Enterprise Europe Network	Italy

6	ETA - Energy Technologies and Applications in Production - Institute of Production Management, Technology and Machine Tools (PTW)	Germany
7	ECCP – European Cluster Collaboration Platform	Europe
8	JRC – Joint Research Centre	Europe
9	KET4CleanProduction	Europe
10	Manufacture 2030	United Kingdom
11	PIUS Portal	Germany
12	Scaling Circular Business	Europe

## G List of workshops organised

EREK organised the following 12 workshops during the last two years:

Table 17: List of workshops organised by EREK

N	Title	Date	Host	Country	Attendees
1	Resource efficiency in the manufacturing industries	November 2017	VDI	Berlin, Germany	35
2	Circularity and resource efficiency within the public sector in UK and Europe	March 2018	WRAP	Cardiff, Wales	50
3	Technical assistance tools and public support schemes to exploit resource efficiency potential on SMEs	May 2018	Enviros	Prague, Czech Republic	23
4	Resource Efficiency on the Tourism Sector	September 2018	BAMEE and Technopolis	Sofia, Bulgaria	43
5	Let's help SMEs to go Circular	October 2018	Business Upper Austria	Vienna, Austria	38
6	Compete in a more resource efficiency and circular economy by product policy and eco-design	February 2019	IHOBE	Madrid, Spain	170
7	Lessons learned from delivering resource efficiency support programmes to SMEs in Europe – Insights from France, Scotland and Estonia	March 2019	ADEME	Webinar	67
8	Making a recycling of packaging waste a profitable business for SMEs	March 2019	IETU	Katowice, Poland	54
9	Circular Europe	May 2019	Technopolis	Bucharest, Romania	70
10	Improving Resource Efficiency through industrial symbiosis – Opportunities for SMEs	June 2019	MOTIVA	Helsinki, Finland	65
11	Boosting Resource Efficiency in the real economy	September 2019	KOVET	Brussels, Belgium	70
12	What do Game of Thrones, Tomorrowland and Carnival have in common? A waste management challenge	September 2019	OVAM	Brussels, Belgium	18

## H EREK newsletters and quarterlies

The EREK Newsletters and Quarterlies have been sent on the following dates:

Table 18: EREK Newsletters

Newsletter number	Date	Recipients
EREK Newsletter, issue #01	24/04/2018	630
EREK Newsletter, issue #02	07/06/2018	138
EREK Newsletter, issue #03	11/07/2018	234
EREK Newsletter, issue #04	01/08/2018	262
EREK Newsletter, issue #05	05/09/2018	319
EREK Newsletter, issue #06	11/10/2018	344
EREK Newsletter, issue #07	26/11/2018	370
EREK Newsletter, issue #08	02/01/2019	386
EREK Newsletter, issue #09	29/01/2019	430
EREK Newsletter, issue #10	12/03/2019	530
EREK Newsletter, issue #11	18/04/2019	557
EREK Newsletter, issue #12	09/05/2019	577
EREK Newsletter, issue #13	06/06/2019	598
EREK Newsletter, issue #14	10/07/2019	637
EREK Newsletter, issue #15	07/08/2019	655
EREK Newsletter, issue #16	28/08/2019	670
EREK Newsletter, issue #17	19/09/2019	686
EREK Newsletter, issue #18	02/10/2019	696

Table 19: EREK Quarterlies

Quarterly number	Topic	Date
EREK Quarterly, issue #01	Digitalisation and resource efficiency	September 2018
EREK Quarterly, issue #02	Eco-design: Get off to a good start in the circular economy	January 2019
EREK Quarterly, issue #03	Sustainable packaging	April 2019
EREK Quarterly, issue #04	Industrial Symbiosis	June 2019
EREK Quarterly, issue #05	Social economy and resource efficiency	August 2019

## I List of events attended

Below a list of the events and conferences attended by EREK.

Table 20: List of events attended by EREK

Number	Event	Type of contribution
<b>2019</b>		
<b>1</b>	Eurochambers Connecting European Chambers event	Presentation
<b>2</b>	European Cluster Conference - Connecting Ecosystems: Bridge. Inspire. Change.	Stand and parallel session
<b>3</b>	Annual Circular Economy Stakeholder Conference - Success Stories and New Challenges	Stand
<b>4</b>	Digital City Challenge Conference	Stand
<b>2018</b>		
<b>5</b>	Boosting Circularity among SMEs	Presentation and stand
<b>6</b>	4th European Resources Forum	Stand
<b>7</b>	Enterprise Europe Network Annual Conference 2018	Presentation and stand
<b>8</b>	International Congress on Resource Efficiency and Circular Economy	Presentation



Number	Event	Type of contribution
9	Circular Economy for SMEs: Good practices and financing opportunities	Presentation
10	The Smart Specialization Forum	Representation
11	EU Circular Business Conference 2018: Sustainable Products in a Circular Economy	Representation
12	Circular Economy - Rational Use of Raw Materials	Presentation
13	20th Anniversary of the Effizienz-Agentur North Rhine-Westphalia	Stand
14	Circular Economy Conference: 'Turn Outgoing into Incomings!'	Presentation
15	EEN - Environment sector group	Presentation
16	BIN @ Gliwice	Stand
17	UEAPME Sustainable Development Committee	Presentation
18	Developing innovative business models for circular economy – the role for digitalisation	Presentation
19	Seizing the opportunities of Circular Economy in Manufacturing	Presentation
20	EU Sustainable Energy Week 2018	Stand
21	Annual Circular Economy Stakeholder Conference	Official EREK Launch and stand

## J List of support programmes

The support programmes identified by EREK can be classified by country, Resource, Sector/Industry and Type of service.

Table 21: List of support programmes per country

Country	#	Country	#	Country	#	Country	#
Albania	4	All EU	22	Armenia	6	Austria	41
Belgium	25	Bosnia and Herzegovina	1	Bulgaria	9	Croatia	5
Cyprus	11	Czech Republic	21	Denmark	9	Estonia	2
Finland	15	Former Yugoslav Republic of Macedonia	5	France	22	Georgia	6
Germany	27	Greece	2	Hungary	6	Ireland	6
Italy	5	Lithuania	9	Luxembourg	7	Malta	7
Moldova	6	Montenegro	4	Netherlands	8	Poland	19
Portugal	8	Romania	14	Serbia	7	Slovakia	9
Slovenia	13	Spain	25	Sweden	9	Ukraine	6
United Kingdom	39						

Table 22: List of support programmes by resource type

Resource type	Number	Resource type	Number	Resource type	Number
Carbon	81	Energy	289	Water	184
Materials	239	Waste	220		

Table 23: List of support programmes by sector/industry

Sector/industry	Number	Sector/industry	Number
All manufacturing industries	61	All sectors	267
Chemical and process engineering	1	Construction	10
Food processing	11	Hotel and restaurant	9
Manufacturing of machinery and equipment	3	Metal and plastic processing	2
Office and administration	4	Other	5
Service sector	2	Textile and clothing	5
Timber and woodworking	4	Waste management and recycling	6



Sector/industry	Number	Sector/industry	Number
Wholesale and retail	4		

Table 24: List of support programmes by type of service

Type of service	Number	Type of service	Number
Awards and competitions	2	Awareness raising	11
Best practices	37	Calculators	25
Certification of energy management expert and CMVP	2	Consultancy / one to one consultation	34
Cooperation with companies and research institutions (including project management)	5	Eco-design	5
Energy and material audit	18	Exchange	2
Financial support	176	Fiscal incentives	2
Green innovations	2	Guides, handbook, information material	112
Industrial symbiosis	3	Information materials	6
Information to verified technologies	2	Market intelligence	1
Mentoring and coaching	5	Networking	10
Promotion	4	Referral service to partner organisations	3
Reporting	2	Self-assessment and benchmarking tools	33
Support in obtaining Environmental Certification and labelling scheme	13	Training	29
Voluntary instruments	1		

## K SAT statistics

Below the statistics of the Self-Assessment Tool:

Table 25: Statistics of the SAT as of end of September 2019

Statistics		20 Feb 2018 – 30 Sept 19
Totals	Total number of answers	2181
	Total number of unique users that answered at least one question	190
	Times an individual SAT has been completed	25
	Number of unique users that completed one or more SAT	21
<b>April 2019 – August 2019<sup>25</sup></b>		
Office	Number of users that completed the SAT	10
	Number of answers	1128
	Number of users that answered at least one question	116
Food processing	Number of users that completed the SAT	0
	Number of answers	338
	Number of users that answered at least one question	47
Metal and plastic processing	Number of users that completed the SAT	2
	Number of answers	166
	Number of users that answered at least one question	37
Chemicals and process engineering	Number of users that completed the SAT	1
	Number of answers	82
	Number of users that answered at least one question	18
Timber and woodworking	Number of users that completed the SAT	0
	Number of answers	54
	Number of users that answered at least one question	12

<sup>25</sup> The statistics for the use of the individual SATs were implemented in April, that is why the information on individual SATs is only given from April.yo

Manufacturing of machinery and equipment	Number of users that completed the SAT	1
	Number of answers	66
	Number of users that answered at least one question	12
Construction	Number of users that completed the SAT	6
	Number of answers	162
	Number of users that answered at least one question	23
Waste collection services	Number of users that completed the SAT	2
	Number of answers	48
	Number of users that answered at least one question	9
Wholesale and retail	Number of users that completed the SAT	0
	Number of answers	35
	Number of users that answered at least one question	6
Textile and clothing	Number of users that completed the SAT	0
	Number of answers	9
	Number of users that answered at least one question	4
Hotels and restaurants	Number of users that completed the SAT	3
	Number of answers	93
	Number of users that answered at least one question	13

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