



#EUYOUTH4HEALTH  
DIGITAL HEALTH PREVENTION  
BY YOUNG PEOPLE

Co-funded by the  
Erasmus+ Programme  
of the European Union



# EUYOUTH4HEALTH

*Engaging **EU**ropean **YOUTH** in  
promoting **HEALTH** prevention*

# Countries Market Analysis Report

Market Analysis



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Market Analyses

*EUYOUTH4HEALTH –*

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<https://www.euyouthforhealth.org/>

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## TECHNICAL REFERENCES

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## EXECUTIVE SUMMARY

This output will lead to the design and release of countries' reports that will describe features and characteristics of the health prevention context, market and promotion initiatives/measures in Austria, Belgium, Germany Greece, and Italy. By deepening elements such as number of public agencies and SMEs working in the field in their countries, their core businesses, their digital communication strengths and weaknesses and the impact of their products and services, the partners will be able to define the context analyses that will lead to the creation of the training programmes that the project will deliver at national level. These analyses will also identify and present best and worst practices of innovative digital marketing and promotion initiatives involving public and private companies for preventing health and stimulating healthier lifestyle choices among citizens and wider public. These practices will consider a wide range of elements, such as co-creation and involvement of local stakeholders, replication, sustainability, relevance for the scale of the project activities (local), etc. In addition, this output will also lead to the identification of potential stakeholders that will be relevant for the project (namely, public companies and SMEs working on health prevention as target for the pilot projects, and local associations, NGOs, no-profit organisations, storytelling and visual communication companies as trainers to be engaged during the training programme). In addition to the target countries, the reports will also consider practices developed at EU level, meaning that references to studies at the EU level will be also considered. In this sense, it will be easier to disseminate the content of the reports to other EU countries as well as to EU networks working in the field of health prevention and promotion (such as EPHA, EPF, EFPIA, etc.).



## 1. INTRODUCTION

The European Commission through the Erasmus+ program funds the project EuYouth4Health. The aim of Erasmus+ is to contribute to the Europe 2020 strategy for growth, jobs, social equity and inclusion, as well as the aims of ET 2020, the EU's strategic framework for education and training. Erasmus+ also aims to promote the sustainable development of its partners in the field of higher education, and contribute to achieving the objectives of the EU Youth Strategy. Specific issues tackled by the programme include reducing unemployment, especially among young people, promoting adult learning, especially for new skills and skills required by the labour market, encouraging young people to take part in European Democracy, supporting innovation, cooperation and reform, reducing early school leaving, promoting cooperation and mobility with the EU's partner countries. ([https://ec.europa.eu/programmes/erasmus-plus/about\\_en](https://ec.europa.eu/programmes/erasmus-plus/about_en))

The project EuYouth4Health wants to provide with elements for improving, enhancing and enriching the training programmes that VET institutes and educators developed in the field of health promotion. By creating an innovative programme, addressing unemployed people aged between 23 and 30 and targeting digital communication and marketing and development of partnerships with SMEs and public agencies working in the field of health prevention, the project will allow VET providers to transfer significant and relevant skills to the final beneficiaries (i.e., unemployed young people) of their activities.

One of the objectives of the project is to contribute to improving the labour market opportunities of young adults in the health sector. A training programme will provide participants aged 23 to 30 years with skills in digital marketing and communication strategies with a focus on products and services in the health sector. In cooperation with various small and medium-sized enterprises or public agencies in the health sector, participants will develop and implement an innovative marketing- and communication strategy to promote their products and services for the target group of young people. The aim is both to improve the employment opportunities of young people and to support companies in marketing innovative health products.

This countries' report will describe features and characteristics of the health prevention context, market and promotion initiatives/measures in Austria, Belgium, Germany, Greece, and Italy. This report will contain essential information about:

- number and identity of public agencies and SMEs working in the field of health prevention; (interviewed by the partners)
- best and worst practices of innovative digital marketing and promotion initiatives involving public and private companies for preventing health and stimulating healthier lifestyle choices. (interviewed by the partners)
- results of the expert interviews from the respective countries regarding communication and marketing strategies

In the conclusion of this report, the results of the respective countries starting from the point of view of the partners will be analysed by highlighting special features, drawing comparisons and identifying differences between the countries. In order to find out the skills gap and the required knowledge to design and launch effective digital promotion and communication strategies for health prevention.

The partners in the consortium decided that Pro Arbeit is the lead partner for this Intellectual Output and thus also for the analysis report. In this context, the European project management of

Pro Arbeit has provided the partners with different templates for the analysis of the respective countries, which were adapted during the phase of analysis based on practical experience. For further information about the health care system in the several countries, Pro Arbeit provided questionnaires to the partners. The following section presents the results of each country's analysis.

## 2. DESK RESEARCH

### 2.1. Austria – Die Berater



### 2.1.1. Partner description

#### General:

“die Berater” Unternehmensberatungs GmbH ([www.dieberater.com](http://www.dieberater.com)) focuses on adult education, vocational training and human resources development. Founded in 1998 by Martin Röhsner, die Berater® now employs 350 people in over 33 locations throughout Austria. Further education and training is the core business within their broad portfolio. Planning, organising and running staff development and education programmes for around 20,000 participants each year, die Berater figures amongst the largest private educational institutes in Austria and was awarded with the state award for adult education (Österreichischer Staatspreis für Erwachsenenbildung). Their services are aimed at private individuals, national and international companies and organisations in all sectors and of any size, as well as the public sector, including the Austrian Employment Service (AMS). The main aims are to motivate and qualify people to make full use of their potentials in the economy, at the labour market and in their personal lives. die Berater’s main fields of activities are: - Adult education and vocational training - Consultancy - Coaching and counselling - Outplacement - New media - Corporate Social Responsibility (CSR) - bridges to Europe: EU projects and EU project consultancy. Contents and methodologies of their training offers are tailor-made according to the needs of their customers. Contents and methodologies include online seminars. die Berater’s New Media department develops educational architectures, provides tailor-made e-learning and mobile learning solutions, and produces state of the art eLearning content. At the core of die Berater’s seminars, workshops, and coaching and consulting sessions is the principle of appreciation and the acknowledgement of existent knowledge and experience of the individual person. In die Berater’s corporate culture fair play, respect for tolerance and social responsibility are central values. die Berater is certified – apart from several Austrian quality assurance systems for education and training according to ISO 9001:2000.

#### Expertise:

In the past years, die Berater with its department Bridges to Europe has been involved in more than 100 EU-funded projects in different roles – as project coordinator, partner and evaluator. Through these projects, a sustainable European partner network of more than 500 organisations has evolved. Not only does die Berater participate in European projects, but members of staff have also authored several publications, which were recommended by the European Commission to project applicants and coordinators. These publications deal with the competencies needed for successful cooperation in European projects and networks. In particular, „Survival Kit for Lifelong Learning Projects“ ([www.europeanprojectmanagement.eu](http://www.europeanprojectmanagement.eu)) is widely known as a standard project management handbook for Multilateral Projects in the Lifelong Learning Programme. The guidance given by the “Survival Kit” is of course put into practice in all European projects of die Berater. Coordinated by die Berater, PACE-Project Actors Community in Europe ([www.projectactors.eu](http://www.projectactors.eu)) is a Community of Practice for European project actors with the aim of supporting each other by collecting, sharing, updating, further improving and disseminating existing tools for transnational project management. With regard to the topic of this project, die Berater can bring in relevant experience - as a provider of labour market trainings, including for young jobseekers (20.000 per year) - as coordinator and partner in several health education projects: HealthBox - Tools for health interventions of trainers working with disadvantaged adults, BOIT – Burnout intervention training for team leaders, VIM: Health education for migrants.

### 2.1.2. Health sector

The most important principle of Austrian health policy is to ensure equal, target group-oriented and barrier-free access to high-quality health care for all inhabitants – regardless of age, gender, origin, social status or income. Health care is based on a social security model characterised by compulsory insurance. Austrian social insurance follows the principles of solidarity and self-administration and is mainly financed by insurance contributions. The health prevention in Austria is organised by both state and private actors. Over the years, developments in the health care system have also led to the development of private supplementary insurance and private health insurance. Exclusively private insurance companies offer this voluntary supplement to statutory health insurance. Almost the entire population is protected by health insurance thanks to the compulsory insurance provided by law. The compulsory insurance is generally linked to gainful employment and family members or life partners may be insured. There are also regulations for pensioners and unemployed persons. Self-insurance is also possible in the Austrian social security system under certain conditions.



Persons without health insurance have to pay for the costs of health services themselves – with the exception of first aid services.

### 2.1.3. Stakeholders, Initiatives

Stakeholders: (Name; Type; Current market strategy; short description; type of product)

1. AFYA Verein zur interkulturellen Gesundheitsförderung (Association for intercultural health promotion) Private. <https://www.afya.at/>. Intern Marketing through the website, Facebook, Radio features Improving the mental health of refugee children and adolescents; post-traumatic stress management programme and adult (mental) health promotion approaches
2. AGES Österreichische Agentur für Gesundheit und Ernährungssicherheit GmbH (Austrian Agency for Health and Food Safety GmbH) Public. <https://www.ages.at/startseite/#>. Technical implementation, support and TYPO3 CMS by abaton GmbH and webconsulting GmbH c) Usability, Concept & Specification by AGES Corporate Communications" Marketing through the website, social media (Twitter, Facebook, YouTube) Different campaigns & initiatives (e.g. "So bleibt dein Lebensmittel sicher"; "How to keep your food safe") in order to protect human, animal and plant health, food safety and quality and protecting consumers from deception.
3. ASKÖ Arbeitsgemeinschaft für Sport und Körperkultur in Österreich (Working group for sport and physical culture in Austria). Private. <https://www.askoe.at/de>. Intern Marketing through the website, YouTube, Facebook, Instagram. As one of the three Austrian sports umbrella associations, ASKÖ offers a range of non-material and material services, in particular in the construction, maintenance, administration and operation of sports facilities, the supervision of 110 different sports, activity in special departments and representation of interests. Within ASKÖ, as many people as possible should be able to practice a wide variety of sports.
4. ASVÖ Allgemeiner Sportverband Österreichs. Private. <https://www.asvoe.at/de/asvoe>. Programming Content Management System/Webdesign by Internetkonzepte GmbH Marketing through the website. The aim of ASVÖ is to get more people to exercise regularly. Its more than 5,400 sports clubs are decisive for this. With its wide range of basic and advanced training courses, ASVÖ, as one of the three Austrian umbrella organisation for amateur sports, assumes an important service function for its clubs and has developed the "Right Fit" basic and advanced training programme especially for this area. The programme is implemented in the ASVÖ in all nine regional associations as well as in the federal organisation by committed movement experts.
5. ASZ Österreichs erstes Zentrum für Prävention in der Arbeitswelt (Austria's first centre for prevention in the world of work). Private. <https://www.asz.at/>. Intern. Marketing through the website, online Blog, Facebook. The centre has two strategies - occupational health and work safety. On their website they offer different services (for instance a "preventive time calculator" for companies).
6. AUVA Allgemeine Unfallversicherungsanstalt (AUVA General Accident Insurance Institution). Private. <https://www.auva.at/cdscontent/?contentid=10007.670874&viewmode=content>. Intern. Marketing through the website, TV AUVA is an insurance that offers services in the fields of prevention, accident treatment, rehabilitation and compensation. Currently it leads three prevention campaigns that promote the prevention of accidents at work and in school.
7. Bundesministerium für Soziales, Gesundheit, Pflege und Konsumentenschutz (Federal Ministry for Social Affairs, Health, Care and Consumer Protection). Public, <https://www.sozialministerium.at/site/>. Creative and technical implementation. Texts, pictures, contents". Two main topics: Nutrition, children's, and youth's health. The contents can be found on the website, on Instagram, Facebook and Google. Activities and extensive information material on the topic (download area on the website with information booklets, guidelines, posters, publications)



8. FEM Gesundheitszentrum für Frauen, Eltern und Mädchen (Health centre for women, parents and girls) Public (funded by Healthy Austria Fund) <http://www.fem.at/FEM/fem.htm>. Intern. Marketing through the website with download material. "Personal, telephone and e-mail in German, English, Farsi, Turkish and Polish. Courses, women's group, workshops and lectures on women's health."
9. FGÖ Fonds Gesundes Österreich (Healthy Austria Fund). Public/Private (Division of Health Austria GmbH). <https://fgoe.org/>. Technical implementation and operation of the website are carried out by the Information Technology and Data Competence Department of Gesundheit Österreich GmbH. Texts, pictures, and contents". Marketing through booklets and folders, electronic media (websites, YouTube, Facebook, Instagram, and WhatsApp) and other initiatives. Establishment of structures and networks, further training, support for the self-help movement and dissemination of health-relevant information. In addition, numerous events, above all the annual health promotion conferences.
10. FSW Fonds Soziales Wien (Vienna Social Fund). Public (funded by municipality of Vienna). <https://www.fsw.at/>. Intern. Marketing through the website, Facebook, XING, LinkedIn. They offer nursing and care, help for impaired people, help for the homeless, debt counselling and basic care for refugees as well as free health counselling via telephone (1450-hotline). Subsidiaries of the FSW offer debt counselling, home nursing, care in day centres for senior citizens as well as care and support for homeless, homeless and refugees and training for social and health professions.
11. IfGP Institut für Gesundheitsförderung und Prävention GmbH (Institute for Health Promotion and Prevention). Public. <https://www.ifgp.at/cdscontent/?contentid=10007.772051&viewmode=content>. Webhosting and realization by SVC - Sozialversicherungs-Chipkarten Betriebs- und Errichtungsgesellschaft m.b.H. Marketing through the website. The institute focuses on the areas of occupational health, child and youth health, health in old age, science and research, health competence and addiction prevention and advises companies, organisations and institutions, develops concepts, programmes and instruments and checks effectiveness and efficiency.
12. MEN Gesundheitszentrum für Männer und Burschen (Health centre for men and boys). Public. (funded by Healthy Austria Fund). <http://www.men-center.at/uebersicht.html>. Intern. Marketing through the website with download material. Personal counselling, further training, youth workshops, group offers and health-promoting projects in several languages, especially for socially disadvantaged men.
13. NÖGKK Niederösterreichische Gebietskrankenkasse (Lower Austrian Regional Health Insurance Fund); since 01.01.2020 Österreichische Gesundheitskasse (Austrian Health Insurance). Public. <https://www.gesundheitskasse.at/cdscontent/?contentid=10007.826265&portal=oegknportal>. Intern. Marketing through the website, Facebook, Twitter, Google, TV reports Information booklets, lectures and workshops on the topics of health promotion and prevention, smoke-free telephone hotline and App, offers for schools and companies.
14. NÖGUS NÖ Gesundheits- und Sozialfonds (Lower Austrian Health and Social Fund). "Public. <https://www.noegus.at/>. Intern. Marketing through the website, Facebook, YouTube. Initiative "Tut gut!" with information material, events, workshops, etc. on the topic of health promotion/prevention.
15. Österreichische Plattform Gesundheitskompetenz (Austrian Platform Health Competence). Public. <https://oepgk.at/>. Intern. Marketing through the website. "Initiatives regarding the focus areas "Good Health Information Austria", "Good Conversational Quality in the Health System", "Framework Conditions in Organisations and Settings" and "Citizen and patient empowerment".
16. Queraum Kultur- und sozialforschung (Cultural and social research). Private. <https://www.queraum.org/>. Intern. Communication is designed to be as low-threshold, comprehensible and target group-oriented as possible (marketing through the website, Facebook). Project products (e.g. publications; guidelines; booklets).



17. Rotes Kreuz (Red Cross). <https://www.rotekreuz.at/home/>. Intern. Marketing through the website, press, publications, podcasts, newsletter, and images/image database, videos, social media (Facebook, Twitter, Google, Pinterest, YouTube, RSS newsfeed, WordPress blog). Tips for emergency situations, health tips (also in foreign languages), summer camps for (impaired) children and teenager, telephone hotline and crisis intervention, health promotion in schools, first aid courses, blood donor campaigns, etc.)
18. SPORTUNION. Private. <https://sportunion.at/ueber-uns/>. Webdesign & Content Management System by Sofa Creative Media GmbH. Marketing through the website, YouTube, Facebook, Twitter. As one of the three Austrian sports umbrella organisations, SPORTUNION is a partner of sports clubs in terms of service and support and offers professional support and consulting services (legal, fiscal, administrative...), sports participation programmes and project initiatives for dynamic sports development in Austria.
19. SV Hauptverband der österreichischen Sozialversicherungsträger (Federation of Austrian Social Insurance Institutions); since 01.01.2020 Dachverband der Sozialversicherungsträger (Social insurance agency umbrella association). "Public. <http://www.hauptverband.at/cdscontent/?contentid=10007.693656&viewmode=content>, since 01.01.2020 <https://www.sozialversicherung.at/cdscontent/?contentid=10007.821628&viewmode=content>. Intern. Marketing through the website, newsletter, Facebook, Twitter. Online health initiatives (non-smoking; proper nutrition; breast cancer; medicine; diabetes; health promotion in companies and schools; alcohol; cardiac insufficiencies); telephone counselling; videos; websites.
20. Wiener Gesundheitsförderung (Vienna Health Promotion). Public. <https://www.wig.or.at/>. Design and web development by Qaranet Brand Design. Marketing through the website, Facebook, YouTube. The projects and measures focus on three priority areas: Healthy living environments, healthy lifestyles and mental health.

*Initiatives:* (Name; Website; Type of initiative; Coordinator of the initiatives; description of the initiatives; result reached)

1. "3 Fragen für meine Gesundheit" (3 questions for my health"). <https://oepgk.at/drei-fragen-fuer-meine-gesundheit/>. Website, YouTube. Österreichische Plattform Gesundheitskompetenz (Austrian Platform Health Competence). The initiative "3 questions for my health" shall help to improve communication between patients and health professionals in a fast and effective way. Patients are strengthened by the initiative in their health-competent communication and enabled to actively participate as partners in their health care. "3 questions for my health" is based on the "Ask me 3" concept of the Institute for Healthcare Improvement in the USA, which is now being used internationally to activate patients. Materials for the initiative "3 questions for my health" were developed and made available on the website. These can be used directly and downloaded, printed or integrated into an individual corporate design as required. The poster "3 questions for my health" can be printed in different sizes, also two templates for social media activities are available. A comprehensive health promotion initiative that strengthens patient autonomy.
2. "Digitalisierung braucht Gesundheitskompetenz" ("Digitisation needs health competence") <https://oepgk.at/digitalisierung-braucht-gesundheitskompetenz/>. "Website: Health-hotline (<https://www.1450.at/>). Emergency call app (<https://notrufnoe.com/category/infocenter/info-ueber/app/>) E-medication (<https://www.gesundheit.gv.at/elga/was-ist-elga/e-medikation>)". Österreichische Plattform Gesundheitskompetenz (Austrian Platform Health Competence), Niederösterreichische Gebietskrankenkasse (NÖGKK; Lower Austrian Regional Health Insurance Fund), NÖ Gesundheits- und Sozialfonds (NÖGUS; Lower Austrian Health and Social Fund) and Fonds Gesundes Österreich (FGÖ; Healthy Austria Fund) This initiative shall foster the health competence of the Austrian population by offering free digital services that can be used by everybody who has access to a computer/smartphone: "The progress of digitalization is increasingly finding its way into the most personal areas of life - such as one's own health. More and more people - especially the young generation of digital natives - are increasingly taking their health into their own hands and questioning their smartphones. Rapid technological progress undoubtedly offers great opportunities; at the same time, however, the almost exploding growth in information also creates a new level of complexity. Health competence



is therefore essential in order to find, assess, understand and apply the right information in the data jungle. It must therefore be understood and strengthened as a core competence." Benefits of technological progress in the health area are made available to the country and the people with the creation of a health hotline, the emergency call app and the e-medication. Furthermore, information about health competence is provided and made available to the target groups by means of conferences, publications, newsletters etc. A broad cooperation of important players in the Austrian health sector. Interesting offer of digital service especially for younger people, which encourages them to take their health into their own hands.

3. "GEMEINSAM FIT. BEWEG DICH MIT!" ("FIT TOGETHER. MOVE WITH US!"). [https://fgoe.org/50\\_tage\\_bewegung](https://fgoe.org/50_tage_bewegung). "Website: (<https://www.gemeinsambewegen.at/main.asp?VID=1&kat1=115&kat2=743>). Promotion on TV and radio, in municipal print media and on the social media channels Facebook and YouTube." Fonds Gesundes Österreich (FGÖ; Healthy Austria Fund) with Fit Sport Austria GmbH, the non-profit limited company of the three sports associations ASKÖ, ASVÖ and SPORTUNION and the Verband Alpiner Vereine Österreichs (VAVÖ; Association of Austrian Alpine Clubs) as further partner. The aim of this initiative is to show how easy it is to move sufficiently. Above all: how much fun exercise is when you are active together. In addition, it is made visible that communities and sports clubs offer suitable activities nearby. Each year, interested people have the possibility to visit numerous sport activities, action days or events and to participate in trial offers in the associations and municipalities in their proximity free of charge for a time period of 50 days. On [www.gemeinsambewegen.at](http://www.gemeinsambewegen.at) one can find the suitable movement offer in its proximity. In 2017 more than 1200 events were offered on the website. A competition for participants and a TV portrait for one organiser per federal state complemented the initiative. The initiative was advertised on radio, print and social media channels. Free advertising material in the initiative's design was made available to the organisers free of charge on request. Under #beactive the European Week of Sport was also a partner of the initiative "50 Days of Movement". In 2018, a new participation record was achieved with more than 3,400 movement offers. In 2019, the initiative was successfully continued. This initiative illustrates how various digital media can be used to reach a wide audience and get them excited about health issues. By involving communities and associations, a special kind of networking takes place. By providing communities and associations with free advertising materials and thus winning new customers, a multiplier effect for health promotion is created.
4. "¡ GIB 8" ("Take care!") & "¡ GIB ACHT - BABA UND FALL NET" ("Take care! - Bye and don't fall"). "¡GIB8":<https://www.auva.at/cdscontent/?contentid=10007.671149&viewmode=content>. "¡GIB ACHT - BABA UND FALL NET": <https://www.auva.at/cdscontent/?contentid=10007.671149&viewmode=content>". Website, TV spots AUVA Allgemeine Unfallversicherungsanstalt (AUVA General Accident Insurance Institution). "¡ GIB 8" is an initiative for more safety in schools. With the Austria-wide "¡ GIB ACHT - BABA UND FALL NET!" Campaign launched in autumn 2007, AUVA wants to contribute to saving as many people as possible from the unpleasant experience of a fall accident at work and at school. The during the campaign developed materials include folder, poster, checklists, video (TV) and audio spots as well as info screens that are available on the AUVA website for free. This campaign is mainly known through its TV spots in Austria. They are a good example on how to promote prevention by developing creative videos that attract many different (age) groups.
5. "give - Servicestelle für Gesundheitsförderung an Österreichs Schulen" ("give - Service agency for health promotion at Austrian schools"). <http://www.give.or.at/>. Website, Blog, Facebook. Bundesministeriums für Bildung, Wissenschaft und Forschung (Federal Ministry of Education, Science and Research), Bundesministeriums für Arbeit, Soziales, Gesundheit und Konsumentenschutz (Federal Ministry of Labour, Social Affairs, Health and Consumer Protection) and Österreichisches Jugendrotkreuz (Austrian Red Cross for Young People) Consulting for educators, school doctors and employees of educational and health care institutions on all aspects of school health promotion (focus areas alcohol/tobacco, movement at school, eating/drinking at school, health promotion in all-day school forms, health promotion & school development, life skills, teacher health, promoting positive body images, promoting psychosocial health, leading schools healthy, designing school (open) spaces, school bag, stress. Materials for the initiative "give" were developed and made available on the website, they include materials for teachers and schools, publications, a database of organisations,



teaching suggestions, lesson plans, method pools, etc. An important initiative in order to promote health promotion at schools - it offers very useful material for teachers and schools and interesting events.

6. "Rauchfrei – so geht's dir besser!" ("Smoke-free - you'll feel better!") <https://rauchfrei.at/>. "Website: Smoke-free telephone hotline (<https://rauchfrei.at/beratung/anruf-gewuenscht/>). Smoke-free app (<http://www.rauchfreiapp.at/>)". Österreichische Sozialversicherungsträger (Austrian Social insurance carriers), the Austrian federal states and the Bundesministerium für Arbeit, Soziales, Gesundheit und Konsumentenschutz (Federal Ministry of Labour, Social Affairs, Health and Consumer Protection); operated by Niederösterreichische Gebietskrankenkasse (NÖGKK; Lower Austrian Regional Health Insurance Fund). The smoke-free telephone hotline was developed in 2006. A team of health psychologists advises, informs and mediates on offers how to stop smoking. Since 2014, the app of the smoke-free telephone supports smokers and ex-smokers to become and remain smoke-free. The smoke-free telephone is the national "Quitline" for Austria. Quitlines have been an internationally proven, efficient and effective measure for tobacco prevention and weaning since the 1990s. Within the framework of the European Tobacco Products Directive II, the printing of the telephone number and the website of the smoke-free telephone on every Austrian cigarette packet has been legally anchored since 2016. The imprint of a help offers in addition to warning notices in picture and text form helps smokers to stop smoking. The app of the smoke-free telephone has been revised for the World No Tobacco Day 2019 and is now easier to use, can be individually designed, has even more motivating and supportive tools and accompanies users with push notifications. This initiative is a best-practice model on how to support health promotion and prevention by offering new and interesting digital tools to the public. It is not only tailored to the younger generations but is intended to be used by the entire Austrian population. What makes it so successful might be the fact that it follows the principle of aid and support instead of deterrence.
7. "So bleibt dein Lebensmittel sicher" ("How to keep your food safe") <https://www.ages.at/themen/ages-schwerpunkte/sichere-lebensmittel/so-bleibt-dein-lebensmittel-sicher/#>. Website, YouTube. Österreichische Agentur für Gesundheit und Ernährungssicherheit GmbH (Austrian Agency for Health and Food Safety GmbH). Online campaign for food safety: There are six videos with explanations regarding the correct storage, processing and consumption of food. With short and easy understandable videos, the consumers are informed about the correct handling of food. This campaign's strength are the short and simple videos with the visual presentation of the topics and the short and clear explanations.
8. "Tut gut!" ("It's good!"). <https://www.noetutgut.at/> Website, Facebook, YouTube. NÖGUS NÖ Gesundheits- und Sozialfonds (Lower Austrian Health and Social Fund). The initiative "Tut gut!" acts as a hub for health promotion and prevention in Lower Austria. As a competent contact, it implements the important topic of health care in all-important areas of life and thus strengthens the personal responsibility of Lower Austrians for their health. Through various programmes, projects and measures, "Tut gut!" brings the topic of health directly into the (life) areas of the community, kindergarten, school and company/regional clinic. In addition, it offers health information that is up-to-date, scientifically sound and prepared for its target groups. The initiative "Tut gut!" has the goal to strengthen the awareness for the value of health, to sustainably promote the corresponding way of life of Lower Austrians in order to ultimately spend healthier life years and thus increase the quality of life. "Tut gut! developed to a competent platform and became the number one for the Lower Austrians concerning health promotion and prevention. A big marketing initiative with many successes in Lower Austria.
9. "Und action. Zeig, was Dich bewegt!" ("And action. Show what moves you!") <https://www.wig.or.at/Und%20action.%20Zeig,%20was%20Dich%20bewegt!.1944.0.html#parent=freizeit>. Website, Facebook, YouTube. Queraum Kultur- und sozialforschung (Cultural and social research) and wienXtra-Medienzentrum (wienXtra Media Centre) on behalf of the Wiener Gesundheitsförderung (Viennese Health Promotion). The media play a very important and diverse role in the lives of young people. This is why the project "And action. Show what moves you!" combined the areas of health promotion and media in order to promote the young people's skills in both areas and thus their mental health in the best possible way. Numerous short films were made in the course of the project. In the course of the project, young people from



qualification measures (production school BOK and BOKgastro of the VHS Meidling, youth education centre of the VHS Ottakring, WUK m.power) worked in five-day workshops with two trainers per group. In these workshops, health topics were discussed together and reflected upon repeatedly. Ideas for films were developed and realised from this thematic world. The young people learned the basics of film design and implemented their own film project from planning to post-production. The films were shown to a larger audience in the form of presentations. Thus, the young people and their films received the recognition they deserved. This campaign could be very useful for our project since it has the same target - combined the areas of health promotion and media in order to promote the young people's skills in both areas.

10. "Wie geht's dir Österreich?" ("How are you Austria?"). <https://www.generali.at/>; campaign: <https://www.generali.at/sogehtsmir/>. Website, Facebook, Instagram, Pop-up banners. Generali Versicherung AG (Generali Insurance AG) Market research on the state of health of the Austrian population - questions about stress, prevention, smoking, nutrition, motivation, doctors and exercises were asked online via Facebook, Instagram and pop-up banners on Austria's most important websites and the answers were published on [generali.at/sogehtsmir](https://www.generali.at/sogehtsmir/) and under #sogehtsmir. The company Generali carried out a broad market research and reached 3,164 people in the period September 2019. The respondents to the survey reflected about their health situations by answering the questions posed by the insurance company. By publishing the questions on diverse social media platforms, the company reached a large and diverse public.

## 2.2. Belgium – Avempace

### 2.2.1. Partner description

Avempace is a non-profit organization, founded in February 2017. Its aim is to support students with their academic journey, from their entry to university, to their discovery of the workplace.

Since February 2018, an Erasmus+ granted trainee, who is working full-time for us, supports us. The first basic observation that led to Avempace founding was the high rate (more than 65%) of Belgian students who experienced a first failed university year.

This demotivating experience is explainable by the big lack students have in methodological skills when entering in university. We thought we could better support student in order to make them acquire a personalized studying method. Avempace is developing an original approach of coaching for students, inspired by latest general coaching theories. An experienced professional coach, graduated from International Coaching Federation, bring her support in this. The second finding that led to Avempace creation is that 25% of Belgian young adults (25-30 age) are not in employment, education, or training (NEET). An explanation for this can be that students are not sufficiently prepared to fill professional requirements. That is the reason why, besides methodological coaching, we offer to our students the opportunity to be accompanied with application for student job, which are in line with their professional ambitions. Therefore, once graduated, our students will be able to exhibit a previous valuable professional experience, and have more leverage in front of recruiters. To achieve this, we work with one our main partner, Exploradis (<http://www.exploradis.com/>), a wide recruitment network regrouping more than 18.000 companies, and more than 5.000 professional recruiters. This partnership is based on skills exchange (choosing professional orientation and pathway, establishing an CV able to make an impact, building a meaningful and targeted visibly on social media, preparing for a job interview, etc.) as well as on a recommendation system (regarding their professional goals, students are being directly recommended through targeted companies or recruiters, interested in engaging students for a first valuable professional experience).

### 2.2.2. Health sector

Public healthcare in Belgium is funded by a combination of health insurance and social security contributions. The Belgian healthcare system is divided into state and private sectors, with fees payable in both. The state system is funded



by mandatory health insurance, which allows residents to access subsidized services such as doctors, hospital care, dental care, maternity costs, and prescriptions.

Both federal and regional governments have responsibility for healthcare in Belgium. The Federal Public Service for Health, Food Chain Safety and the Environment oversees public healthcare. The regional Flemish, Walloon, and German-speaking communities all have their own administrative healthcare divisions. Healthcare in Belgium is accessed through health insurance. If someone live and work in Belgium, he has to register for social security and make health insurance payments. This will give him access to subsidized public healthcare.

Those who do not have access to subsidized public healthcare will have to take out private insurance to cover any health treatment they have. Unemployed residents, pensioners, students, and those with disabilities are entitled to the same subsidies as the working population. Employees receive automatic cover for their children and any dependent spouses. As part of the social security enrollment process, all employees and self-employed must register and contribute to a health insurance fund in Belgium. These are called mutuelle in French and ziekenfonds in Dutch. Residents are free to choose their own mutuelle/ziekenfonds

### 2.2.3. Stakeholders, Initiatives

Stakeholders: (Name; Type; Current market strategy; short description; type of product)

1. ALMA.care. Start up. Extern. Quite active on Twitter, but not in LinkedIn and other social media. ALMA.care is a Health as a Service IT company headquartered in Belgium that focuses on telehealth to empower customers in the healthcare process. ALMA Fit, monitors mental and physical health real-time through a number of physiological parameters and ensures that employees get professional help well before stress adds up and grows into a burnout.
2. "Fondation contre le Cancer. <https://www.cancer.be/>". SME. Extern. Having channels on FB, Twitter, LinkedIn, and YouTube. Very active on Facebook, but the campaigns in other channels are not effective. The Foundation against Cancer plays an important role in three areas, independently and transparently: Science is progressing; The sick and their relatives are better accompanied; Screening and prevention are gaining ground. The Fondation contre le Cancer is the only national organization fighting cancer in Belgium.
3. Gespodo. Start up. Extern. Having channels on FB, Twitter, LinkedIn, Instagram, but are not effectively used. Gespodo is active in the podiatry industry. Three years ago, they raised funds to invest in the 3D scanning and milling of podiatric insoles. Insoles are helping for all MSD-related issues (MSD: musculoskeletal disorder, in French TMS: trouble musculo-squelettique).
4. "ImmunXperts. <https://www.immunxperts.com/mission/>". SME. Extern. Having LinkedIn and twitter channel (more active on LinkedIn), but still not effective. ImmunXperts offers services to support your drug development process, be it by mitigating risks through immunogenicity assessment or by saving time and money through custom assay development.
5. "Oncurious. <https://www.oncurious.com/>". SME. Extern. Having LinkedIn and twitter channel (more active on twitter), but still not effective. Oncurious NV is a Belgium-based biotech company focusing on the development of innovative oncology treatments. Oncurious NV was incorporated in April 2015.
6. "Mithra. <https://www.mithra.com/en/company/about-mithra>". SME. Extern. Active on FB, Vimeo, LinkedIn (the best working channel) Mithra is dedicated to providing innovation and choice in women's health, with a particular focus on contraception and menopause. Mithra's goal is to develop new and improved products that meet women's needs for better safety and convenience. Its three lead development candidates – a fifth generation oral contraceptive Estelle®, the first complete oral treatment for perimenopause PeriNesta™ and next-generation hormone therapy Donesta® – are built on Mithra's unique native estrogen platform, E4 (Estetrol). Mithra also develops and manufactures complex therapeutics and offers partners a complete spectrum of research, development and specialist manufacturing at its Mithra CDMO.
7. "Asit biotech. <https://www.asitbiotech.com/about/company>". SME. Extern. Active on FB, mostly on LinkedIn. ASIT biotech is a clinical stage (Phase 3) biopharmaceutical company publicly listed on Euronext (Brussels & Paris). ASIT biotech's mission is to lead an evolution in allergy therapeutics by creating a new generation of highly effective and efficient immunotherapy options for respiratory and food allergies. goal is to generate



breakthrough treatments that deliver rapid, recognizable improvement in the life of allergy patients, within weeks rather than months or years following treatment initiation.

8. "Flen. <https://flenhealth.com/index.html>". SME. Extern. Having channels on FB, LinkedIn, YouTube, more active on LinkedIn. "Flen, a privately owned company, was established in November 2000 building on the results of wound-treatment research performed by its managing director and pharmacist Philippe Sollie. Flen's products for wound healing are based on the moist-wound healing principle and originate from patented polymer applications and patented enzyme complexes."
9. "Bioxodes. <http://www.bioxodes.com/about-us/overview>". SME. Extern. Having channel on LinkedIn and Twitter, more active on LinkedIn. Founded by a group of seasoned healthcare and biotech executives with extensive experiences in research, drug development and commercialization, Bioxodes is developing high value products derived from natural sources established on research conducted by Prof. E. Godfried.
10. Saint-josse-ten-noode commune. "DC Dental. <https://www.facebook.com/centredentairebarriere/>". Dentist clinic. Extern. Having FB page but not really active. General dentistry covers all dental care and treatment required to maintain optimal oral health: diagnosis, prevention and treatment of oral diseases, as well as the repair, replacement or extraction of a tooth.
11. Saint-josse-ten-noode commune. "Ortho Dental. <https://www.facebook.com/orthodental.be/>". Dentist clinic. Extern. Having FB page but not active. A dentist clinic with new concept of ultra-standing centre equipped with the latest advanced technologies.
12. Saint-josse-ten-noode commune. "Nordic Fitness Centre. <https://www.facebook.com/nfcbrussels>". Sport centre, Non-profit. Extern. Having channels on all famous social media, most active on FB but still not really regular post. NFCB is sport club for who love walking and Pilates in Brussels.
13. Saint-josse-ten-noode commune. "Winner's Squash Club. <https://www.facebook.com/winnerssquashclub/>". Sport centre. Extern. Having FB page but not really active. This is fitness centre with various types of sports, activities and for various age ranges
14. Saint-josse-ten-noode commune. "Centre de Podologie. [https://www.facebook.com/Centre-de-Podologie-190122874401314/?referrer=services\\_landing\\_page](https://www.facebook.com/Centre-de-Podologie-190122874401314/?referrer=services_landing_page)". Podiatry. Extern. Having FB page but not really active. On FB page, the plus point is it has the calling action: the automatical making-appointment section. Specializing on podiatry treatment.
15. Saint-josse-ten-noode commune "Pédicurie - Podologie - Réflexologie plantaire / Cabinet Thurat. [https://www.facebook.com/P%C3%A9dicurie-Podologie-R%C3%A9flexologie-plantaire-Cabinet-Thurat-1352690028120386/?referrer=services\\_landing\\_page](https://www.facebook.com/P%C3%A9dicurie-Podologie-R%C3%A9flexologie-plantaire-Cabinet-Thurat-1352690028120386/?referrer=services_landing_page)". Podiatry. Extern. Having Fb page but does not update frequently. Bc this is small clinic, so it's high chance to ask it to get involved in project. Specializing on podiatry treatment.
16. Saint-josse-ten-noode commune. "Psycho-Logos - Emmanuel Donnet, thérapeute et psychologue. <https://www.psychologist-brussels.be/>". Psychologist. Extern. Having FB fanpage but post about 1 per month, not really effective. Concerning about mental health. This is small clinic and only 1 doctor. Therefore, it could be easy to ask him to collaborate.
17. "A. D Orchidia Nail's pédicure médical /onglerie. <https://www.facebook.com/pages/category/Local-Business/AD-Orchidia-Nails-p%C3%A9dicure-m%C3%A9dical-onglerie-508458019663473/>" Pedicure. Extern. Having fb fan page. One doctor, specializing in pedicure. Specialize in Orthonyxia, Orthoplasty, and Onychoplasty. She has Facebook page, post frequently but it doesn't seem it's effective.
18. " Sampoorna Yoga Studio. <https://www.sampoornayogastudio.be/>". Yoga centre. Extern. Having twitter and fan page. They updated quite frequently but it doesn't receive much attention, not really effective.
19. "Emera. <https://www.emera-group.be/trouver-hebergement-senior/ehpad/maison-de-repos-et-de-soins-trefles/>". Elderly care. Extern. Having Facebook page. Updated quite frequently, even page only has more than 100 likes. They are doing in good way.
20. "Le Centre Dentaire Victoria. <https://centredentairevictoria.be/>". Dentist clinic. Extern. Having Facebook page and LinkedIn. Do not update frequently, around 2 posts per month, 2 clinics, one in Schaerbeek, one in Laeken.

*Initiatives:* (Name; Website; Type of initiative; Coordinator of the initiatives; description of the initiatives; result reached)

1. Truth (about smoking). <https://www.thetruth.com/>. Social media, mix. Truth Initiative (formerly the American Legacy Foundation). Truth used a tactic known as counter marketing, which seeks to decrease demand for a



product — like cigarettes — by using traditional marketing strategies to highlight that product's shortcomings. In this case, counter marketing was used to show what might have happened to the tobacco industry's iconic Marlboro Man if he kept up his smoking habit. One of the campaign's most recognizable ads focuses on a "singing cowboy" — intended to closely resemble the Marlboro Man — whose addiction led to a laryngectomy. The cowboy now must rely on an electronic voice box to sing and speak. Several studies found that the original pilot campaign in Florida reduced the likelihood that youths would continue to smoke later in life or start smoking at all. Another study found that the vast majority of youth in the state ages 12-17 could recognize at least one of the campaign advertisements. A study in the March 2005 issue of the American Journal of Public Health found the campaign led to declines in teen smoking rates nationwide. Good, because it has huge impact. However, it is costly.

2. Infographics. <http://bannerhealth.mediaroom.com/graphics>. Social media. Banner Health. Infographics tend to resonate with audiences who may not be interested in sitting down to read a full blog post on an important topic. Plus, infographics are highly shareable across all social media channels, making them a great attention-grabber to attract new patients. Speaking of infographics, visual content is widely popular with digital marketing audiences, as exemplified by these wellness, parenting, nutrition, and mental health infographics by Banner Health. Infographics are best used to simplify a potentially complicated or controversial topic, like children's sugar consumption. What makes infographics so great is their ability to capture and retain reader attention using powerful imagery. They are able to break down complex concepts into digestible bites that people will remember—when people hear information, they're likely to remember only 10% of that information three days later. However, if a relevant image is paired with that same information, people retained 65% of the information three days later. Not only that, but Hubspot found that infographics are shared 3x more than any other visual content on social media. Good, can be applied nowadays with the development of social media
3. We Dare You. <https://funlearninglife.com/2015/11/united-healthcare-we-dare-you-to-share-contest/>. Social media. UnitedHealth care. With monthly "dares," quizzes, and prizes on its website, United Healthcare encouraged followers to make one small healthy change per month and document it on social media. This interactive campaign not only led to healthier habits, but it also fostered an interactive online community of brand loyalists. Many feedbacks saying that they made a change in my health Good, but it's hard to apply when there is lack of the involvement of patients/clients.
4. World Lung Foundation PackHead. <http://www.worldlungfoundation.org/>. Social media. World Lung Foundation. The World Lung Foundation released an application on Facebook that allowed users to add rotten teeth, throat tumours, bleeding brains and other smoking-related illnesses to their profile pictures or pictures of friends. Users placed the altered images on a generic pack of cigarettes and shared them. The application, named PackHead, was intended to raise awareness and support for graphic package warnings, which are more effective at communicating the harms of smoking than standard text. Managed in educational projects and fundraising in India, Thailand and The Philippines. Bad, because of the images can be considered as not proper according to social media regulations at the moment.
5. CDC's Tips from Former Smokers. <https://www.cdc.gov/tobacco/campaign/tips/>. Social media. CDC. The campaign, which aims to get people to stop smoking, uses impactful images, and often frightening images in its print ads. These messages are from real former smokers. It was actually the CDC's videos, focused on a real former smoker named Terrie, who describes what it is like to live every day with a stoma. The campaign featuring Terri was so successful, the CBC expanded on her message by holding a live Facebook chat where smokers shared their stories Calls to tobacco quit lines doubled during the first two weeks of the campaign. Neutral. It had huge impact as the result described. However, the frightening images can be out of dated at the moment.
6. Know your Lemons: Worldwide Breast Cancer. <https://knowyourlemons.com/>. Social media. The Worldwide Breast Cancer organization. The Worldwide Breast Cancer organization designed an image illustrating the twelve signs of breast cancer. This image is of 12 lemons sitting in an egg carton and it spread like wildfire over social media. The campaign that backed up this image was called #KnowYourLemons and it taught women and men to easily recognize the 12 most common breast cancer symptoms. It also inspired the world to break the taboo and fear of this disease. Using a friendly and approachable visual to explain breast cancer is what made this social media campaign so influential and shareable. Within seconds of looking at the carton of lemons, someone



was educated on the signs of breast cancer without having to deal with a lot of text or any unpleasant images. Good, friendly way to do campaign.

7. Heads Up. <https://www.royal.uk/duke-cambridge-and-fa-launch-heads-mental-health-campaign?page=4>. Social media. Heads Together and the FA. The campaign discusses the general stigma around mental health, as well as the lack of understanding around how to support those suffering with it. But as a group, men are less likely to ask for support and less well positioned to offer support for others. The campaign will roll out at all tiers of the sport, from grassroots to the elite, to reach the largest number of fans possible. But whilst aimed at everyone, they hope football's unique ability to reach men in particular will give the dialogue amongst this high-risk group. this campaign will be wide-reaching. Bad, hard to get engagement.
8. UOKM8?. <https://www.ladbible.com/uokm8>. Social media. TheLADBible Group. TheLADBible Group launched a three-month social content campaign entitled UOKM8? aimed at raising awareness of mental health issues among men. It was inspired by the fact that suicide is the biggest killer of British men under 45, and supported by its own audience poll which revealed that 37% of respondents had at some point considered ending their own life. TheLADBible's audience data showed that it had the attention of around half of all British men aged between 18-24. This meant it was perfectly positioned to reach one of the most vulnerable audiences affected by mental health issues – and they could do it on their terms, in their language. Content also included articles such as Why Treating Your Mates Who Suffer from Mental Health Issues Differently Is Bullshit, which reached 900,000 people; and Here's How Social Media Can Affect Your Health, which reached over 600,000. The campaign reached over 38 million young people and drove 823k engagements. Good practice.
9. Partager sa vie avec une personne séropositive, c'est possible <https://www.preventionsida.org>. TV, radio Plate-Forme Prévention Sida. Launched on the occasion of World AIDS Day on December 1, 2015, this campaign responds to the need to fight again and again against prejudices relating to HIV positive status and against unjustified manifestations of rejection and exclusion of which they are victims. people living with HIV. Even people who want to be tolerant of HIV can have exclusionary reactions for fear of infection. Good, because this campaign is repeated frequently to raise awareness.
10. Campagne Tabacstop « La solution est dans votre poche » <https://www.cancer.be/nouvelles/campagne-tabacstop-2016>. TV, mix. Foundation contre le Cancer. The new Tabacstop campaign starts this week. The message is simple: "Are you concerned about this package that follows you everywhere? Good news: the solution follows you everywhere too. (...) The solution is in your pocket". The video then shows a new pack of cigarettes with the free number 0800 111 00 and the tabacstop.be site clearly indicated. Learn more about the new tobacco product packages, effective May 20, 2016. Neutral. Friendly message but seems hard to have huge impact.

## 2.3. Germany – Pro Arbeit

### 2.3.1. Partner description

Pro Arbeit is a public institution and acting as a job center in the County of Offenbach (Hessia, Germany) since 2005. Our legal mandate is to support people in social emergencies. Our main tasks are the provision of benefits to support the livelihood of beneficiaries and their integration into the labor market, so that they can make a living from their own resources. Our employer service offers holistic, customer-oriented support for companies in the regional employment market - with a comprehensive range of services for the placement of qualified applicants.

In order to achieve our goals, around 410 motivated employees are now working together in a spirit of cooperation and are standing by our citizens as competent contact persons with great commitment. No volunteers are employed at the Pro Arbeit. Within the Pro Arbeit, the European Project Management (EPM), is a young and innovative department, created for the implementation of transnational projects, which allows our organization to participate effectively at the European level. The EPM is not only a part of the consortium in a variety of projects, but also bring our experience and expertise to European committees that are committed to a social Europe.

Our key activities are: Advice and support for job seekers; accommodation, heating and housing services; special support for single parents; Family Management; promotion of education and social and cultural participation for children; support for people with disabilities, information and support in social rehabilitation for released prisoners.



Job coaching represents the biggest part of the work. It is the intensive and holistic support of the professional integration process in the labour market for a certain period of time, with the aim of bringing people permanently and sustainably into the job. In order to fulfil this claim in the different life phases of the customers, Pro Arbeit has divided the job coaching into three age groups: under 25, over 25 and over 46 years. In this way, topics relevant to the respective phases are specifically addressed: Support during the transition from school to work, job orientation; vocational qualification and further training, compatibility of family and career; basic financial provision in old age, rehabilitation after illness, combating long-term unemployment.

Knowing that different target groups also have to master different challenges, Pro Arbeit has formed five competence teams. These teams include employees from all departments who deal with the respective target group. In this way, Pro Arbeit guarantees an internal exchange that leads to the processing of current questions and topics.

The subjects of the teams are: Single parenting, health, basic education, long-term benefit recipients and migrants.

#### Expertise:

At the European level, Pro Arbeit is involved in several transnational projects and takes over various responsibilities and duties:

WIR Project:

WIR - Welcome and Integration Process for Refugees in Europe - was a EU-funded project and ran from Nov. 2017 until Sept. 2019. It was composed of 7 European countries (Sweden, Italy, Latvia, Germany, Spain, Austria, Finland) with 6 public authorities, 2 associations and one University, facing the challenge of the migration phenomenon by creating a network for exchange on a European level. Pro Arbeit presented best practices from its extensive work and experience with refugees and contributed to the development of a standardised recommendation for action.

RIAC:

Since the beginning of 2018, Pro Arbeit-Kreis coordinates the transnational RIAC project funded by the Employment and Social Innovation Programme (EaSI) of the European Union. Participating partner countries are Denmark, Germany, Italy and Turkey. RIAC stands for "Regional Integration Accelerators" (RIACs) and are decentralized units for the fast track integration of refugees into the labour market. RIACs are initiated with the involvement of employers matching their concrete vacancies.

FAMI – Cantiere Futuro:

Since June 2018 this project, which is funded by the EU, deals with the integration of unaccompanied minor refugees into the labour market in Germany and Italy. Pro Arbeit presents best practices and assists in developing an Italian model.

EPI

This project, funded by the EU Asylum and Migration Fund started in January 2020. Goal is to create a network for exchange of European regions and cities to improve the integration of refugees. Partaking regions and cities are located in Romania, Greece, Spain, Sweden, Poland, Italy, Latvia, Estonia and Germany. Together with the City of Dietzenbach, Pro Arbeit will develop strategies for participatory integration.

DIGITOL

This Erasmus+-funded project with project partners located in Italy, Greece, Belgium and Estonia, started in January 2020. The project aims to help older people (55-75 years of age) see the world through different eyes and furthermore explore how empathy and engagement can not only change our personal relationships, but also approach global challenges such as prejudice and intolerance. The project has an intergenerational aspect: young people teach digital skills to the older people.

### 2.3.2. Health sector

In Germany, we have a legal obligation to have health insurance, in which every citizen in Germany is insured. People under 18 years of age do not have to pay for their prescription medication. Beneficiaries who receive financial support



get a discount on their medication. The statutory health insurance system has various public institutions that act in accordance with the law. There are also other courses on health and prevention, but these are passed on to private institutions for implementation and can cost the insured person money. In Germany, health insurance is compulsory for every citizen, he is automatically either insured with the employer if he works, or he is insured with the employer if he works. There is also a family insurance, in which the children are co-insured with their parents, regardless of whether someone from the family is working. The statutory health insurance, which is determined by the German state, has the most influence. The private actors in the health care system are economically oriented and demand money for their services. In contrast, the services of the statutory health insurance are free of charge in most cases. Customers can get to health courses (prevention) in different ways, but the most frequently attended option is prescribed or advised by the statutory health insurance or doctor. The private actors have their flyer or brochure either lying in doctors' surgeries or at the statutory health insurance company. There is also the possibility of cooperation between the statutory health insurance and the private actors, therefore, for example, the customers of one of the statutory health insurance companies receive possible discounts at a fitness centre.

The Occupational Health and Safety Act in Germany also included aspects of health prevention for employees. Therefore, many employers are obliged to design their office equipment etc. "health-conscious" for the employees. Many employers not only comply with the regulations on workplace design, but go even further, because they take the health situation of their employees first and thus recognize their economic benefit.

### 2.3.3. Stakeholders, Initiatives

Stakeholders: (Name; Type; Current market strategy; short description; type of product)

1. Global Health Management Gesellschaft für Gesundheitsförderung mbH Gesundheitszentrum/Fachärzttzentrum. Private. Intern. Marketing through the website: <https://www.global-health-management.de/>. As a service provider for workplace health promotion, Global Health Management GmbH has specialised in health check-ups since 2006.
2. Lauftherapie Rhein Main. Private. Intern. Marketing through the website: <https://www.l-r-m.de/page-5>. running therapy / Running / Nordic Walking / Health advice.
3. Gesundheitsberatung. Private. Intern. Marketing through the website: <https://www.gesundheitsberatung-koerperbalance.de/>. Nutrition, relaxation, attitude to life.
4. Praxis für Ganzheitliche Therapie. Private. Intern. Marketing through the website: <https://www.praxis-ganzheitliche-therapie.com/>. Alternative practitioner.
5. Personal MedSystems GmbH. Private. Intern (marketing manager). Marketing through the website: <https://www.cardiosecur.com/company/about-us> and social Media: Facebook, Twitter an YouTube, App - available for IOS and android, Newsletter. Develops and distributes products and services in the mobile health sector with focus on heart monitoring.
6. Sportstudio vitafit GmbH. Private, Extern (Website). Marketing through the website: social Media: Facebook, App - available for IOS and android, Newsletter. Fitness and health, the classic fitness training.
7. R2Comsport. Private. Extern (Website). Marketing through the website: <https://r2comsport.de/> and social Media : Facebook, Instagram, Newsletter. interdisciplinary health centre, physiotherapy.
8. Hashtag Gesundheit e.V.. Association. Intern (marketing manager). Marketing through the website: <https://hashtag-gesundheit.de/> and social media: Facebook, Twitter, Instagram, Spotify, LinkedIn, Newsletter. Start-up, Hashtag Gesundheit wants to offer young professionals the opportunity to participate in the design of health care.
9. HealthCare Futurists GmbH. Private. Extern (Website). Marketing through the website: <https://www.healthcarefuturists.com/> and social media: Twitter, Facebook, Pinterest, Instagram, google+, YouTube, LinkedIn, Xing. "The HealthCare Futurists is an international and independent network, think tank, incubator and catalyst for innovation in health-care, life sciences and medicine. Their mission is to collaboratively challenge and passionately push the limits of current thinking. The HCFs consist of renowned experts and thriving professionals of diverse disciplines with a persistent passion for patients. The HCFs have successfully completed innovation labs with major health-care industry companies and health-care providers



- alike. They provide guidance to start-ups and established companies alike. They are engaged in medical enlightenment to academia and the public. The HCFs are initiators and home to the innovate. Healthcare hackathons. <https://innovate.healthcare/>.
10. 1ACare GmbH - Das Pflegeportal. Private. Extern (Website). Marketing through the website: <https://www.1acare.de/> social media: Facebook, Xing, LinkedIn, YouTube, Spotify, Instagram. 1ACare offers many great features to help you find information, care aids and services. Since our portal is still quite new, you may not know exactly how all of these functions work. No problem, because then you've come to the right place! In the following section we explain step by step how to find information, order care aids with and without a prescription and order services.
  11. EIT Health Germany GmbH. Private (European). Intern (marketing manager). Marketing through the website: <https://eit-health.de/> and social Media: LinkedIn, Twitter, YouTube, Newsletter Brochure. EIT Health is one of eight Knowledge and Innovation Communities (KICs) currently funded by the European Institute of Innovation and Technology (EIT). We deliver solutions for high-performing health systems, healthier citizens and a sustainable health economy in Europe. EIT Health leverages the expertise of more than 150 leading players in European healthcare - pharmaceuticals, medical technology, diagnostics, consumer goods, universities, research institutions, healthcare providers and payers, policymakers and administrators - to make innovation a reality and commercialise patient-oriented solutions. Campaign: Food4Health.
  12. EIT Health Europe Part of EIT (Europäisches Institut für Innovation und Technologie). European. Intern (marketing manager). Marketing through the website: <https://eit.europa.eu/our-communities/eit-health> and social Media: Twitter, Facebook, LinkedIn, Instagram, YouTube, Newsletter. The goal of EIT Health is to contribute to increasing the competitiveness of European industry, improve the quality of life of Europe's citizens and the sustainability of healthcare systems.
  13. AOK Hessen. Public. Intern (marketing manager). Marketing through the website: <https://www.aok.de/pk/hessen/>. Social Media: Facebook, YouTube, Instagram, Twitter, YouTube, Xing. The AOK is one of the oldest statutory health insurance companies in Germany and serves more than 24 million insured persons. Health prevention is one of the AOK's most important services.
  14. Gesundheitsamt Kreis Offenbach. Public. Marketing through the website: <https://www.kreis-offenbach.de/Bürgerservice/Ämter-Einrichtungen/Gesundheitsamt/>. Public Health Office: The task of the Public Health Office is to promote and protect the health of the people in the Offenbach district. Health protection includes averting health hazards from the population - for example, by providing good protection against infection or monitoring drinking water. Preventive health protection is particularly important. Citizens receive concrete help - competent and un-bureaucratic. This is done in various consultation hours, through advice, information material and much more.
  15. e.a.t. Ernährungsberatung / Region Frankfurt. Private. Extern (Website). Marketing through the website: <https://www.eat-frankfurt.de/> social Media: Facebook, Twitter, Newsletter. Nutritional counselling: to show those affected suitable for everyday use and above all permanent ways out of the nutritional trap. This is done by practice-oriented training of new nutrition and behaviour patterns and as help for self-help.
  16. MZ fit und gesund - Mehr als nur Bewegung. Private. Extern (Website). Marketing through the website: <https://www.mzfitundgesund.de/>. The focus of the work is on preventive and rehabilitative health sports and exercise programmes. The offer includes prevention courses supported by health insurance, workplace health promotion & small group & individual training.
  17. fitmedi, Akademie für Gesundheit, Entspannung und Stressmanagement. Private. Extern (Website). Marketing through the website: <https://www.fitmedi-akademie.de/> social Media: Facebook, Instagram, YouTube, Twitter, Xing, Newsletter. The fitmedi academy - German academy for free health professions - is a private academy, which is dedicated to the topics of personal and occupational health and development. Our goal is to strengthen, maintain and restore the physical and mental health and performance of private individuals, employees and managers.
  18. Krankengymnastik, Praxis. Private. Extern (Website). Marketing through the website: <http://physio-rhein-main.de/>. No description available.
  19. Acker, Praxis Ernährungsberatung. Private. Extern (Website) <http://www.ernaehrung-acker.de/>. The professional nutritional advice to find a creative design of your diet with the perfect harmony of your personal eating culture.



20. Zentrum für Physiotherapie Prävention &. Rehabilitation Kirsten Schulz. Private. None. Website not available, but on Facebook. Description not available.

Initiatives: (Name; Website; Type of initiative; Coordinator of the initiatives; description of the initiatives; result reached)

1. 5 am Tag e.V. <https://www.5amtag.de/a>. Website, Newsletter, Print Media, Blog. "Editorial team. Service office 5 am Tag e.V. Our editorial team is formed by Moni, Theres, Melanie and Thomas from the 5 am Tag service office. Editing and technical realisation: trio-group communication & marketing gmbh, Carl-Reuther-Str. 1, 68305 Mannheim. [www.trio-group.de](http://www.trio-group.de)". 5 am Tag e.V. is behind the campaign. The association works to get people to eat more fruit and vegetables. Its members include renowned scientific associations such as the German Society for Nutrition or the German Cancer Society, but also health insurance companies, ministries, foundations and numerous partners from industry. The patronage for the 5 a Day campaign has been assumed by the Federal Ministry of Food and Agriculture and the Federal Ministry of Health. "
2. Sicher fit unterwegs-eine Kampagne von GIB ACHT IM VERKEHR. <https://sfu.gib-acht-im-verkehr.de/>. The contents of the 3-part series of events of the campaign "Sicher fit unterwegs" are based on the current findings of accident evaluation. With the direct offer of information by pharmacists, a way was chosen to inform older road users about existing risks, e.g. due to the influence of medication, and to answer questions directly and competently within the framework of the lectures. "State Office of Criminal Investigation Baden-Württemberg - Department of Prevention Coordination and Development Office Traffic Accident Prevention (KEV).
3. Kommmiteensch. <https://www.kommmiteensch.de/die-kampagne/handlungsfelder/>. [https://www.dguv.de/de/praevention/kampagnen/praeve\\_kampagnen/ausblick/ind\\_ex.jsp](https://www.dguv.de/de/praevention/kampagnen/praeve_kampagnen/ausblick/ind_ex.jsp). Online, with many partners in other companies, targets organisations and company's health and safety management. Gregor Doepke. Campaign management. Head of Communication at the DGUV.
4. In-Form. <https://www.in-form.de/>. Online, with project partners all across germany, social Media. "Federal Agency for Agriculture and Food (BLE) Office: [in-form@ble.de](mailto:in-form@ble.de). In this way, the Federal Government wants to achieve that adults live healthier lives, children grow up healthier and benefit from a higher quality of life and improved performance in education, work and private life. IN FORM is therefore about much more than just the prevention of obesity. It is about promoting a healthy lifestyle with a balanced diet and sufficient exercise in all areas of life.
5. Food4health <https://www.eitfood.eu/crosskic/projects/food4health>. Online, EIT Food is supported by the EIT, a body of the European Union, social Media. Project lead. Yu-Mi Lee. EIT Food iVZW. Leuven (3001 Heverlee) Belgium. A nutritionally balanced diet is integral to maintaining a healthy mind and body. Yet, making healthy food choices is not always as easy as it seems. Lifestyle-related diseases, such as obesity, metabolic syndrome and type 2 diabetes, are commonly caused by excess calorie intake and the consumption of foods high in salt, sugar and fat. What's more, the prevalence of these diseases is on the rise, suggesting that there is a lack of awareness of the importance of food in overall health and wellbeing.
6. bang the table blog with social media health campaigns in overview. <https://www.bangthetable.com/blog/public-health-social-media-campaigns/>. Bang the Table was founded because, no matter how well-designed the off-line consultation process, inevitably it only reaches a small segment of a community. The online space provides the opportunity to give vastly more people access to information and enable them to have their say. It drives inclusive, transparent, and measurable community engagement processes that empower collaborative learning, discussion, and debate. Bang the table initiative, New Zealand, Australia. "The World's Best Public Health Social Media Campaigns. Mantherapy, #loveyourcervix, #FKHIV. The best public health social media campaigns continually adapt to rolling, and unexpected, trends in social media usage.
7. Initiative Gesundheit und Arbeit (iga). <https://www.iga-info.de/ueber-uns/>. Webseite, Newsletter, books, Podcast, Software, reports. In the Health and Work Initiative (iga), four associations of the statutory accident and health insurance scheme pursue a common goal: to promote health in working life. "iga bundles knowledge and experience in prevention and workplace health promotion, further develops successful approaches and promotes cooperation and exchange between prevention experts. iga supports the transfer of knowledge and counselling practice through quality-assured and application-oriented projects, events and



publications. In this way iga would like to win over even more companies and employees for prevention and health promotion. The three core questions in iga are: How must work be designed so that employees remain healthy? How can prevention become even more effective? And how can prevention and health promotion be brought even better into companies?

8. AGIDA – Die Direkte der AOK Hessen. <https://agida.de/>. Website, Magazines. Agida is the online health insurance of the AOK, which is aimed specifically at young people.
9. GKV-Bündnis für Gesundheit. <https://www.gkv-buendnis.de/>. Website, Poster, Flyer, Banner, KT Gesundheit, Büro Equipment "The GKV Alliance for Health is a joint Initiative of the statutory health insurance funds for the further development and implementation of Health promotion and prevention in Living environments.
10. Bundeszentrale für gesundheitliche Aufklärung. <https://www.bzga.de/>. Website, Brochure, Newsletter Abo, Info packages, Videos, social media und what's app, Forum. Growing up healthy in childhood and adolescence, essential health related behaviour, which are decisive for adulthood. Many health problems at a young age become risk factors for serious diseases later in life. Promoting children's health and young people is therefore a priority Task of far-reaching importance.

## 2.4. Greece – IDEC

### 2.4.1. Partner description

IDEC is a training consulting company located in Piraeus, Greece. Its activities consist of training, management consulting, quality assurance, evaluation and development of ICT solutions for both private and public sector. Clients of IDEC are both SMEs and the bigger Greek companies of a wide variety of sectors. It co-operates with more than 600 institutes all through Europe and with about 300 experts on specific fields. The main areas of expertise are: management consulting, business plans, entrepreneurship, SMEs, environmental management, energy efficiency, quality management, certification, design of training contents based on ECVET, software and multimedia development, internet applications, distance learning, e-business and e-commerce. IDEC has extensive experience in European projects, either as coordinator or as partner from different European programs and Initiatives. The last 8 years IDEC is dealing with the theme of quality assurance in training and has coordinated the projects EQUAL, Quality.net, BEQUAL and QUADRAT in the same subject. Moreover, IDEC has consulting experience in developing quality management systems in Greek training centres. IDEC has an accredited lifelong learning centre and organises in-service training courses for teachers and trainers, study visits and informal learning activities for students in initial education and training and provides training courses and work placements for students in vocational training and people in labour market. Our training courses cover a wide range of topics including management, pedagogy, ECVET and EQF, ICT, innovation, creativity, entrepreneurship, soft skills etc. Therefore, the expertise that we gain from our participation in EU projects, we transform it into new training courses for teachers, trainers and management staff of educational organizations, maximizing the impact of the projects. You can find further information on our training courses at <http://www.trainingcentre.gr/>. Operational and financial management: European projects in IDEC are managed by a separate department specialized in international cooperation projects. IDEC has successfully participated in numerous EU projects and is highly experienced in both the operational requirements of such projects and the EU program regulations. Specific persons will be assigned to the project based on their expertise and will follow the project throughout its duration. For the financial management, IDEC keeps fully systematised accounting records, which allow traceability and identification of all costs and revenue generated per project. IDEC also employs specialised accountants, for the internal accounting and auditing procedures. Certifications and Quality Systems IDEC is a certified Lifelong Learning Centre from EOPPEP (Greek National Organisation for the Certification of Qualifications & Vocational Guidance). Also, IDEC has a certified quality management system according to ISO 9001:2008 standard in the scope of "DESIGN, DEVELOPMENT AND PROVISION OF TRAINING SERVICES, PROVISION OF CONSULTING SERVICES, IMPLEMENTATION OF ENTERPRISES, DEVELOPMENT AND ORGANIZATION PLANS, DEVELOPMENT OF SOFTWARE AND INTERNET APPLICATIONS".

#### Expertise:

IDEC has been active the last 20 years in the field of EU projects. It participates and/or consults its customers (organisations, NGOs, universities, schools and SMEs) to participate in European



projects, in order to expand their activities. Through its double role, both as educational provider and as management consulting company, IDEC has been able to also incorporate best practices from the business sector into the educational, by adjusting them to the spirit of open and sustainable and accessible education for all. In relation to the theme of the project, IDEC can demonstrate the following experience:

- We have an accredited lifelong learning centre that provides teacher training at European level. We have more than 300 participants each year that attend our KA1 training courses. It has long experience in European policies regarding LLL and in particular EQF, ECVET, Europass, EQAVET, validation of non-formal and informal learning and in national reforms of education and training systems.

- We have clients in the Health prevention sector and we provide to them management consulting and certification services. IDEC has implemented, amongst others, the following related European projects:

- Club Health – Healthy and Safer Nightlife of Youth, DG Health and Consumer Protection, <http://www.club-health.eu/>. This project focused on building capacity in public administration and public services in national and local governments and their institutions, especially to facilitate more consistent implementation of strategies in the field of youth risk behaviour prevention, increasing safety and health standards in nightlife, raising awareness among discotheque and night club owners regarding their responsibility in protecting the health of young people, and finally education and training of staff working in discotheques and night clubs to enable them to help prevent different harms.

- Signnet, Social Exclusion programme, DG of Employment, <http://www.tfei.org.uk/sign-net.html>. The project developed a basic on-line sign language training course, for people who come in contact with people with a mental health and deafness problem.

- TRAVORS (Training for Vocational Rehabilitation Services), DG Education – Leonardo TOI, [www.travors.eu](http://www.travors.eu). The project is based on the need for health care and vocational support workers to have access to training for disability case-management.

#### 2.4.2. Health sector

Healthcare in Greece consists of a universal health care system provided through national health insurance, and private health care. The State is the major player through campaigns and subsidised preventive health exams but the private sector (such as pharmaceutical companies, training companies etc.) organize campaigns as a way of indirect brand promotion and CSR. The health insurance is compulsory to all citizens, but the health insurance is of a public domain and not of private companies. If you have a job the employers are obliged to pay the social security system for employee's health care. If you are unemployed it is not compulsory, but you receive some health care, nevertheless. Private health insurance is not compulsory in any case. The State is the most strongly represented actors in health prevention. In Greece clients get access to health services for prevention through doctor's advices, private initiatives and governmental programmes. The Greek state pays for basic preventive exams but is not doing enough on the level of state campaigns for health prevention. Also, the importance of exercise and good dietary habits are not stressed actively or at satisfactory level through state campaigns.

#### 2.4.3. Stakeholders, Initiatives

Stakeholders: (Name; Type; Current market strategy; short description; type of product)

1. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF PALAIO FALIRO. Public Health Centres for Prevention. [palaiofaliro@kepygeias.gr](mailto:palaiofaliro@kepygeias.gr). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>
2. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF ALIMOS. Public Health Centres for Prevention. [alimos@kepygeias.gr](mailto:alimos@kepygeias.gr). Public Health Centres focused on prevention, operating in pilot phase in



- specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
3. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF ELLINIKO-ARGYROUPOLI. Public Health Centres for Prevention. [kepygeias@elliniko-argyroupoli.gr](mailto:kepygeias@elliniko-argyroupoli.gr). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
  4. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF KALLITHEA. Public Health Centres for Prevention. [kepygeias@kallithea.gr](mailto:kepygeias@kallithea.gr). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
  5. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF KALLITHEA. Public Health Centres for Prevention [kepygeias@gmail.com](mailto:kepygeias@gmail.com). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
  6. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF PERISTERI. Public Health Centres for Prevention. [peristeri@kepygeias.gr](mailto:peristeri@kepygeias.gr). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
  7. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF AGIOI ANARGYROI-KAMATERO. Public Health Centres for Prevention. [anakam@kepygeias.gr](mailto:anakam@kepygeias.gr). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
  8. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF GALATSI. Public Health Centres for Prevention. [galatsi@kepygeias.gr](mailto:galatsi@kepygeias.gr). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
  9. CITIZENS' HEALTH SERVICE CENTRE (KEP YGEIAS) OF AGIA PARASKEVI. Public Health Centres for Prevention. [agiaparaskevi@kepygeias.gr](mailto:agiaparaskevi@kepygeias.gr). Public Health Centres focused on prevention, operating in pilot phase in specific municipalities of Greece. They focus on preventing medicine and promotion of health (e.g. bullying and safer internet, heart attack prevention, child obesity etc). <https://www.kepygeias.gr/idrisi-neon-kepygeias/initial-actions/>.
  10. Society of Social Psychiatry and Mental. Association of disabled people. [ekpsath@otenet.gr](mailto:ekpsath@otenet.gr).
  11. PLOES Psycho-Social Research Organization. Association of disabled people. [info@epsyme.gr](mailto:info@epsyme.gr).
  12. "PANAGIA ELEOUSA" Workshop of Special Vocational Training and Rehabilitation. Association of disabled people. [erg-1@otenet.gr](mailto:erg-1@otenet.gr) / [ergpenel@otenet.gr](mailto:ergpenel@otenet.gr).
  13. Tact Hellas. Association of disabled people. [tacthellas@gmail.com](mailto:tacthellas@gmail.com)
  14. The Parents Association of Mentally Disabled (E.G.N.Y.A.). Association of disabled people [egnya@otenet.gr](mailto:egnya@otenet.gr).
  15. VET for Disabled Persons by OAED. Association of disabled people [sxamea@oaed.gr](mailto:sxamea@oaed.gr).
  16. OKANA. Organization Against Drugs. [okana@okana.gr](mailto:okana@okana.gr). <https://www.okana.gr/>.
  17. "POSITIVE VOICE" Greek Seropositives Association. organisation of HIV-positive patients. [info@positivevoice.gr](mailto:info@positivevoice.gr). <https://positivevoice.gr/>.
  18. Alma Zois. Hellenic Association of Women with Breast Cancer. [breastca@otenet.gr](mailto:breastca@otenet.gr). <https://www.almazois.gr>.
  19. Association of People with Diabetes Mellitus Piraeus & Islands. Association of People with Diabetes Mellitus. [possasdia@gmail.com](mailto:possasdia@gmail.com). <https://glikos-planitis.gr/sullogos-diabitikon-peiraia-nison/>.



20. Hellenic Multiple Sclerosis Association. Hellenic Multiple Sclerosis Association. [samskp@otenet.gr](mailto:samskp@otenet.gr). <http://msassociationhellas.org/>.

*Initiatives:* (Name; Website; Type of initiative; Coordinator of the initiatives; description of the initiatives; result reached)

1. Good practice: Cystic Fibrosis: The patients' association is awarded for its intensive campaigns <https://www.onmed.gr/ygeia-eidhseis/story/347671/kystiki-inosi-vraveio-ston-syllogo-asthenon-gia-tis-entatikes-toy-kampanies>. Panhellenic Cystic Association. Very effective campaign = engaging video / good use of Social Media.
2. Good practice : «Bleed For The Throne»: A successful voluntary blood donation by Nova and E.K.E.A <https://www.businessnews.gr/el/epixeiriseis/aeiforia-eke/bleed-throne-epityhimeni-i-ethelontiki-aimodosia-apo-ti-nova-kai-ekea.html>. Mixed elements. Nova and EKEA. The promotional campaign used the main idea of the heroes of the series "Game of Thrones", who for seven whole seasons "bleed" in their quest for the throne of Westeros, and invited the series' friends - and not only - to also participate "giving their blood" for a good purpose. The « Bleed For The Throne » is one of the largest, international scope, voluntary blood donation actions ever made by a company in the field of entertainment, as it is one of HBO's initiative, in cooperation with their respective pay-TV providers in 15 countries around around the world, driving the latest round of the popular Game of Thrones series . Innovative idea to associate with a popular TV show / Partnership with a big company (Nova channel) in order to ensure funds.
3. Good practice. Attiki Odos & Road Safety. [https://www.aodos.gr/oi\\_energeies\\_mas/](https://www.aodos.gr/oi_energeies_mas/). Mixed elements. Attiki Odos. Road Safety Campaigns, Postings and articles in the press, Distribution of informative / educational material (leaflets, DVDs, reflective vests, alcohol meters, etc.), Adult education programs, Educational programs for children and adolescents, Partnerships with road safety bodies and institutes, Participation of company executives in committees of international organizations ( TRB , International Road Federation - IRF , (International Bridge, Tunnel and Turnpike Association - IBTTA )), Road safety and culture alliance, Attiki Odos has been participating since spring 2009 in the homonymous alliance formed by the initiative of IOAS, whose members are committed to implementing actions to promote road safety in our country. Attiki Odos has taken over the field of education of children in road safety, Road Safety Events (Meetings and conferences, both locally and internationally), Road Safety Audit (ESA) Handbook of Infrastructure. 360 Media coverage, Ample promotional material= dedicated DVD, free safety vests, Special material for each category of public: Adults, Teens, Children.
4. Good practice: WWF Hellas campaign for healthy nutrition. <https://www.agrocapital.gr/Category/News/Article/30048/kampania-toy-wwf-ellas-gia-ygieini-diatrofi>. Mixed elements. The trip to the WWF Hellas Experimental Nutrition Exhibition continues in February in the Peloponnese. The environmental organization invites parents and children to play and discover the secrets of a better diet. The first stop of the Peloponnesian campaign will be Kalamata, today and tomorrow. At the Kalamata Municipal Spiritual Center, kids and adults in the city will have the opportunity to play, learn and chat with the WWF team on our diet, cooking together a different recipe to protect our health and of the planet. This action is supported by the local branch of the Chef Club of Greece. The goal of WWF Greece's Panhellenic Campaign, "Healthy Kids, Healthy Planet" is to change the way we look at food and to realize in an experiential way that our dietary choices can affect both our health and the protection of the planet. The "menu" of this new campaign includes: an original elementary school education program, the new WWF nutrition website [www.wwf.gr/food](http://www.wwf.gr/food), a mobile interactive exhibition and a series of educational animations. Very good mobile interactive exhibition that visited many cities / Application of famous chef giving recipes, very engaging / Downloadable material/ Subscription system to collect data of users for future use.
5. Good practice: Social media holiday campaign on Road Safety by I.O.A.S and K.E.D.E. [https://www.ioas.gr/download\\_area/4079/Eortastiki\\_Kampania\\_gia\\_tin\\_Odiki\\_Asfaleia\\_meso\\_ton\\_social\\_media\\_apo\\_to\\_I.O.A.S\\_kai\\_tin\\_KEDE\\_NL\\_77.htm/](https://www.ioas.gr/download_area/4079/Eortastiki_Kampania_gia_tin_Odiki_Asfaleia_meso_ton_social_media_apo_to_I.O.A.S_kai_tin_KEDE_NL_77.htm/). Social media IOAS and KEDE. The campaign texts were a representation of written conversations on social networks, between relatives and friends, with immediacy, spirit, humor and the use of emoticons (smileys and icons, characteristic symbols of online communication that convey emotions and emotions) issues which promote road safety and traffic education, with a particular focus on informing citizens, preventing and reducing traffic accidents, which are particularly important during the



festive season. Figures proving that the cooperation of the two actors, with the aim of informing and preventing road traffic accidents, has been an absolute success and is the starting point for such actions to raise the awareness of drivers when using the road network. There is a help line to assist the patients. They offer personalized psychological support free of charge

6. Good practice. SUCCESSFUL ROAD SAFETY CAMPAIGN BY ATTIKI ODOS [https://www.aodos.gr/2008/arthro/epityximeni\\_h\\_kampania\\_tis\\_attikis\\_odou\\_gia\\_tin\\_odiki\\_asfaleia-15431316/](https://www.aodos.gr/2008/arthro/epityximeni_h_kampania_tis_attikis_odou_gia_tin_odiki_asfaleia-15431316/). Mixed elements. Attiki Odos and the operating company Attica Diadromes SAIt has been developed in three phases aimed at different audiences with similar actions and radio support. The first phase of the campaign was aimed at young people and focused on alcohol and driving. The second action was aimed at motorcyclists. This action was developed over a period of two weeks during which 2 different leaflets in 2 phases were distributed to the toll. The first was to inform motorway users and all motorcyclists about high accident rates in Attica, while the second was a multi-page "guide" to safe motorcycling, written by experts. The third phase of the campaign addressed parents on child safety in the car. For this action, "Attiki Odos" worked with the Children's Trauma Association and distributed a toll-free leaflet for safe traffic for children on the occasion of October 19th, the day of the prevention of a child accident. At the same time, in collaboration with Chicco, it has enabled listeners of 17 radio stations to acquire a total of 155 child car seats. A play called "O Attikoulis" (named after the highway) especially dedicated to the subject / Innovative idea / Received excellent publicity
7. Bad practice: New shocking campaign on seatbelts by I.O.A.S. [https://www.autotriti.gr/data/news/preview\\_news/Nea-kampania-toy-IOAS-gia-th-zwnh-asfaleias\\_181102.asp](https://www.autotriti.gr/data/news/preview_news/Nea-kampania-toy-IOAS-gia-th-zwnh-asfaleias_181102.asp). Mixed elements. IOAS. The campaign, presented by Ms Mylonas, focuses on visual material by creating two television spots (one for seat belt use in general and one aimed at rear seat belt use), as well as a radio spot for analogue material, to inform them of the serious dangers of not using a seat belt. Even though they created a video and promo material, the dissemination was inadequate, they did not visit many schools or gain enough Media coverage.
8. Bad practice: OSE –PAS: Campaign on informing children about railway accident prevention. <https://www.movenews.gr/ose-ras-kampania-paidikhs-enhmerovshs-gia-thn-prolhch-sidhdromikvn-atyxhmatvn/>. Mixed elements. The Administration of RAS (Railway Regulatory Authority) in cooperation with OSE and under the supervision of the Ministry of Education The program will be implemented by a team of RAS and OSE executives presenting audiovisual material via a laptop and projector. At the same time, leaflets will be distributed detailing the dangers posed by the railway, the network and ways to avoid them. Not enough Media coverage / No campaign logo / No video, where the campaign is addressed to a generation best reached via digital means.
9. Bad practice: The National Blood Donation Centre's spot that went viral and the reactions to it. <https://www.newsbeast.gr/greece/arthro/2265722/to-spot-tou-ethnikou-kentrou-emodosias-pou-egine-viral-ke-i-antidrasis>. Video: National Blood Donation Center In the video we see a firefighter saving a kitten from a fire and then a lifeguard saving a girl from the waves and giving her the kiss of life. Immediately after, a doctor saves a patient's life, and in the end, a man gives blood to save a fellow man's life. However, what has provoked strong reactions is the fact that in all of the above cases, all these male heroes are surrounded by gorgeous women who look at them with admiration for their heroic deeds. So the man who went to donate blood seems to be motivated by this very fact. Cheap, low aesthetics, sexist messages, desecrating the reputation and reputation of the nursing industry on the altar of creating impressions and "donors" under the guise of promoting voluntary blood donation, the Nurses' Union of Greece (EMU) blames its creators voluntary blood donation, as well as its donors, the Ministry of Health and the National Blood Donation Center (EKEA). All heroes are male saving beautiful women / Sexist campaign, got negative publicity.

## 2.5. Italy – CESIE

### 2.5.1. Partner description



CESIE is a non-profit, apolitical, and non-governmental organisation based in Palermo (Italy) and established in 2001. CESIE is committed to promote the cultural, social, educational and economic development at local, national, European and international levels. CESIE contributes to growth and development through the active participation of people, civil society and institutions, always valuing diversity. Inspired by the work of Danilo Dolci, CESIE focus their work on the research of social needs and challenges and the use of innovative learning approaches. In this way, CESIE actively connects research with action through the use of formal and non-formal learning methodologies. The organisational structure is divided into 6 thematic units working in cooperation and managing activities in their specific fields: Higher Education and Research; Rights and Justice; Adult, Migration; School; Youth. The units are supported by 3 geographical departments (Local, European and International) and 4 transversal offices (Visibility and Communication, Networking, HRs, Financial). Moreover, CESIE benefits from a broad network of partners with more than 3000 civil society organisations, universities, schools, research centres, public authorities and private entities, youth centres, companies and entrepreneurs in the world. CESIE staff is composed of 60 people with a wide range of qualifications, skills and professional profiles, united by a deep sharing of ideals that lead our activities. The team has an international character being composed not only by Italians, but also by people from the UK, Germany, France, Spain, Serbia, Lithuania, etc. CESIE is therefore considered to be a very concrete and positive example of European values. At the same time, CESIE relies on about 150 external experts that collaborate for specific activities in our offices: three in Sicily and three abroad. Equally important is the contribution from around 100 interns and volunteers engaged in internships at our organization per year.

Expertise:

CESIE has a wide experience in working both as coordinator and partner in projects funded under different European programmes: Erasmus+, Horizon2020, AMIF, ENPI CBC MED, DAPHNE, LLP, REC and Justice, EuropeAid, etc. Cesie has experience in working in projects focused on the field of health prevention and improvement of health services: Health Points – A game based approach for Health Promotion aiming to develop an educational game based approach and to provide an attractive access to information on health prevention and education for disadvantaged groups. VIM – Vitality Interventions for Migrants aiming to promote and improve the health among migrants. The project foresees the elaboration of the VIM Online hub for migrant health education that provides an information and educational resource hub for adult educators and other professionals involved in health education of migrants. HEAD – Healthy Diversity aiming at improving the capacity of health professionals and institutions in meeting the needs of a culturally diverse patient group, thereby reducing the barriers to accessing services and alleviating different forms of discrimination with the health sector.

IDEC has been active the last 20 years in the field of EU projects. It participates and/or consults its customers (organisations, NGOs, universities, schools and SMEs) to participate in European projects, in order to expand their activities. Through its double role, both as educational provider and as management consulting company, IDEC has been able to also incorporate best practices from the business sector into the educational, by adjusting them to the spirit of open and sustainable and accessible education for all. In relation to the theme of the project, IDEC can demonstrate the following experience:

- CESIE has an accredited lifelong learning centre that provides teacher training at European level. More than 300 participants each year that attend our KA1 training courses. It has long experience in European policies regarding LLL and in particular EQF, ECVET, Europass, EQAVET, validation of non-formal and informal learning and in national reforms of education and training systems.
- The organisation has also clients in the Health prevention sector and provides them management consulting and certification services. IDEC has implemented, amongst others, the following related European projects:
- Club Health – Healthy and Safer Nightlife of Youth, DG Health and Consumer Protection, <http://www.club-health.eu/>. This project focused on building capacity in public administration and public services in national and local governments and their institutions, especially to facilitate more consistent implementation of strategies in the field of youth risk behaviour prevention, increasing safety and health standards in nightlife, raising awareness among discotheque and night club owners regarding their responsibility in protecting the health of young people, and finally education and training of staff working in discotheques and night clubs to enable them to help prevent different harms.
- Signnet, Social Exclusion programme, DG of Employment, <http://www.tfei.org.uk/sign-net.html>. The project developed a basic on-line sign language training course, for people who come in contact with people with a mental health and deafness problem.



- TRAVORS (Training for Vocational Rehabilitation Services), DG Education – Leonardo TOI, [www.travors.eu](http://www.travors.eu). The project is based on the need for health care and vocational support workers to have access to training for disability case-management.

### 2.5.2. Health sector

In Italy the health care sector is managed by the State who delegates the regions, which covers all the needs a patient may have. Although the small health care services can be also managed by SMEs and freelancer doctors (dentist, psychologist, dieticians, etc). It is not rare that a doctor who works in a public hospital can privately receive patients in “Intra moenia”, a very common practice. In Italy since 1978 the Italian National Health System (INHS) manages the health prevention. It is regionally based, with the central government sharing responsibility for healthcare with the regions, so each region is free to arrange their own health prevention campaigns. The health insurance in Italy is not compulsory for everyone. The State is the most represented actor in the health sector. But also state funded NGOs can deal with health preventions. In Italy clients get access to health services for prevention through doctor’s advices, private initiatives and governmental programmes. However, private initiatives are rarer.

The Government (i.e. the Ministry of Health) is responsible for implementing central action to support regional prevention projects. In terms of prevention, the main policy and planning instrument in Italy is the National Prevention Plan (NPP). The NPP, via Regional Prevention Plans, represents a unique example of planning and implementation of prevention activities in Europe. It is delivered essentially every 3-5 years, with the current prevention plan being the NPP 2014-2018. The plan has a limited number of objectives common to the State and the regions, so as to allow regional planning to define the target population and the actions required to achieve the associated targets. The objectives of the current NPP are consistent with the macro-areas identified and are represented by:

- Reducing preventable and avoidable morbidity, mortality and disability from non-communicable diseases;
- Preventing the consequences of neurosensory disorders;
- Promoting mental health in children, adolescents and young people;
- Preventing substance addiction;
- Preventing traffic accidents and reducing the severity of their outcomes;
- Preventing home accidents;
- Preventing occupational accidents and diseases;
- Reducing potentially harmful environmental exposures;
- Reducing the frequencies of infectious diseases;
- Strengthening food and veterinary public health through safety prevention activities.

Once the main objectives are identified at national level, it is important to contextualise those targets in the regional epidemiological context. Moreover, to translate national guidelines into activities, it is necessary to adopt strategic actions focused on Evidence-Based Medicine and the concept of quality of care.

Another fundamental instrument of prevention policy and planning in Italy is represented by the National Plan of Vaccine Prevention (NPVP). The principle behind the vaccination plan is to standardise vaccination strategies over the whole country, in order to guarantee that the population has access to the full benefits of vaccination, intended as an instrument of both individual and collective prevention, regardless of residence, income and socio-cultural level. The Italian vaccination strategy is part of the European Vaccine Action Plan 2015-2020 and the Global Vaccine Action Plan 2011-2020 implemented the WHO.11,12 Because of the reduction in Italian vaccination coverage, on July 2017 the Ministry of Health enacted a law to increase the number of mandatory vaccinations from four to ten for minors up to 16-years-old.

### 2.5.3. Stakeholders, Initiatives

Stakeholders: (Name; Type; Current market strategy; short description; type of product)



Due to date protection the full names of the stakeholders could not be shared within the report however, links to websites or social media pages of the stakeholders who we have consulted with have been listed below:

1. Posturamente. SME. C. Through their social media (Facebook & Instagram), website, e-mails they implement their current market strategy. Postural Gymnastic.  
<https://www.posturamente.it/>; <https://www.facebook.com/posturamente/>
2. Diaria. Association. None. Facebook. Yoga, Pilates, Feldenkrais, Capoeira, dance.  
<https://www.facebook.com/diariapalermo/>
3. Fabrizio Melfa. SME. Extern & intern. Facebook, Instagram, LinkedIn, App, website. Aesthetic service. <https://www.fabriziomelfa.it/>
4. Freelancer. Intern. Website, Facebook.  
Nutritionist; <https://www.dieteticaenutrizione.com/>; <https://www.facebook.com/NutrizioneDietetica/>
5. Freelancer. Intern. Website, Facebook. Nutritionist; <http://federicabarrecanutrizionista.it/>
6. Valentina Portelli. Freelancer. Intern. Facebook. Shiatsu  
Massager. <https://www.facebook.com/pages/category/Health-Beauty/Valentina-Portelli-Shiatsu-1495580724003364/>
7. SME. Extern & intern. Website, Facebook. Dentist; <https://www.rizzutosidotiodontoiatri.it/>
8. SME. Extern & intern. Website, Facebook. Optician. <https://www.protesiocularisicilia.it/>  
SME. Extern & intern. Facebook, website. Medical lab; <https://www.associazioneqi.com/>
9. SME. Extern & Intern. Facebook, website, LinkedIn. Shiatsu studio. [linkedin.com/in/angela-costantino-405576131/](https://www.linkedin.com/in/angela-costantino-405576131/); <https://www.facebook.com/vitalitashiatsu/>
10. Centro Odontoiatrico Follari di Umberto Follari- Freelancer. Intern. Facebook. Dentist
11. Freelancer. None. Gynecologist and Specialist in senology.
12. Freelancer. None. Gynecologist.
13. Freelancer. Intern. Facebook & LinkedIn. Dentist. <https://www.linkedin.com/in/antonino-insinga-60990311a/?originalSubdomain=it>
14. SME. Extern & Intern. Facebook, Website.  
Optician <https://www.otticahorus.it/>; <https://www.facebook.com/VisionOtticaHorus/>;
15. SME. Extern & Intern. Facebook. Dentist; <https://www.facebook.com/dottoressaflora/>
16. Freelancer. None. Psychotherapist.
17. Freelancer. None. Facebook & LinkedIn. Nutritionist. <https://www.linkedin.com/in/nadia-rini-8a92a37b/?originalSubdomain=it>
18. Freelancer. Extern & Intern. Facebook, website. Gynecologist. <https://www.loprestialessandra.it/>  
Freelancer. Extern & intern. Facebook, Website. Radiologist; <http://www.studiopindaro.it/chi-siamo/>; <https://www.facebook.com/pindarolori/>

***Initiatives:*** (Name; Website; Type of initiative; Coordinator of the initiatives; description of the initiatives; result reached)

1. Best Campaign. COCHLEAR: DOES LOVE LAST FOREVER? A HEARING TEST IN DISGUISE. [www.doeslovelastforever.com](http://www.doeslovelastforever.com). They showed this video ad to Australian moviegoers before the main film. Short Film, Campaign Microsite, Social Media, PR, Poster Advertising Agency: CHE Proximity, Sydney, Australia. "They showed this video ad to Australian moviegoers before the main film. Depending on their hearing ability, the film told them one of two stories. Those with normal hearing heard a story about a lasting, loving relationship. Those with impaired hearing, heard a story about love that didn't go the distance. A direct call to action to those who saw the film encouraged them to learn more at our campaign site, where they could take a test and begin to find a pathway to receiving more help with their hearing. What is, in reality, a heartfelt story about love lasting through the ages flips into a sad story about love that withered over the years—if you're hearing impaired. The tagline is "If you felt love was lost, you may be missing important moments in your life." Since its release in Feb 2017, we have given over 100,000 people a hearing test and Cochlear has seen a substantial rise in people seeking help.
2. Best Campaign. NATIONAL JEWISH HEALTH: "WE NEVER SAY NEVER®". <https://www.nationaljewish.org/home>. Testimonial ad. The new campaign encompassed television, radio, digital, newspaper, magazines and out of



home nationally. Mark DiMassimo, DIGO CEO and Chief Creative Officer. This testimonial ad underlines how this hospital never says to a patient "you will never do this again. etc.". In 2011 the National Jewish Health in Denver named by U.S. News & World Report as the #1 respiratory hospital in the U.S., launched this campaign created by DIGO Brands in New York City. "Testimonials are powerful drivers of new patients to any practice. Almost 72% of patients use online reviews as their first step in finding a new doctor, and 88% trust online reviews as much as a personal recommendation. Not only that, but enough, 48% of patients would go out of their insurance network for a doctor with great reviews. Enter testimonial ads. Testimonial ads are exactly what they sound like: healthcare advertisements that feature a testimonial." It was the hospital's first-ever national campaign.

3. Best Campaign. HiOscar. <https://www.hioscar.com/>, <https://tinyurl.com/yx4boney>. Poster/Subway ads. Founders Mario Schlosser and Josh Kushner. "It uses bright colours, funny, engaging imagery, and a tagline that everybody gets. It's a simple message that means a lot and addresses to the modern healthcare consumers (ages 26-35)." Through this subway ad, they infer: Trust – You can trust Oscar to have your best interest in mind. Since you like your phone, they put their doctors there. Convenience – Trusting your healthcare to Oscar is convenient. Since you like their phone, they made their doctors available via phone. Technological capabilities – This is not your grandma's healthcare. Oscar is forward thinking and has jumped on board with the digital healthcare revolution. Since you like your phone, Oscar made sure their doctors were available on the device you love to use. Relatability – This ad is fun, modern, and not-too-serious, just like the modern healthcare consumer. By speaking their language and using relatable imagery, Oscar nails the whole "healthcare for the next generation" thing."
4. Best Campaign. Banner Health's infographic campaign. <https://tinyurl.com/tdly3ud>. Infographics. Banner Health provided infographics about health. What makes infographics so great is their ability to capture and retain reader attention using powerful imagery. They are able to break down complex concepts into digestible bites that people will remember—when people hear information, they're likely to remember only 10% of that information three days later. However, if a relevant image is paired with that same information, people retained 65% of the information three days later. Not only that, but Hubspot found that infographics are shared 3x more than any other visual content on social media. Through these infographics, people could receive healthy tips, expert advice or inspirational stories. Infographics are shared 3x more than any other visual content on social media.
5. Best Campaign. FROEDTERT HEALTH. <https://www.linkedin.com/company/froedtert-health/>. <http://www.spmmarketing.com/portfolio-item/froedtert-and-the-medical-college-of-wisconsin/>. Magazines, posters, social media. This ad uses an optical illusion to get people's attention. The message written in the advert itself underlines how doctors look at cancer from every possible perspective".
6. Best Campaign. ZOCDOC: "UNSICK DAY". <https://unsickday.com/>. Short video commercial. Oliver Kharraz, MD, Zocdoc Founder and CEO. ZocDoc's Unsick Day was a creative healthcare ad campaign that in 2017 was attacking the cause of sick days: not enough preventative care. So digital health platform Zocdoc introduced Unsick Day – a new type of day off for employees across America. An Unsick Day is a dedicated day off – without penalty and with companies' explicit permission and encouragement – for employees to go to the doctor when they are not sick. Unsick Day will empower American workers to take care of important preventive care check-ups like annual physicals, skin screenings and dental cleanings that are often neglected due to workplace pressures and obligations. In collaboration with a group of distinguished partners, Zocdoc is introducing this new benefit to its employees and calling on forward-thinking companies nationwide to do the same. New initiative calls on U.S. employers to remove the cultural conflict between work and health by empowering employees to prioritize important, often-neglected preventive care appointments.
7. Best Campaign. AMWELL. <https://amwell.com/>. Short video commercial. This simple medical advertising without any wordsells a story: the mother of a sick child needs medical advice, but does not want to leave her child's bedside. Amwell comes to the rescue with a virtual doctor's visit, and they lived happily ever after. "With just an image, Amwell communicates three key messages to sway patients: Convenience – 78% of consumers say they would receive virtual health services. The ad clearly communicates that you do not even have to leave your child's bedside to speak face-to-face with a doctor. Since convenience is one of the most important qualities patients look for in a doctor or healthcare provider, this is a box you need to check in any and every ad campaign. Trust – The woman on the phone is clearly displayed as a trustworthy doctor. She is mid-sentence,



implying she's in the middle of telling this parent how to make their child feel better. It also subliminally nudges you toward the thought, "If this parent trusts their child to this doctor, I can, too." Care – This ad implies that Amwell cares about their patients. They care so much that they do not want you to leave your child's side, even for a minute. Any parent who's had a sick kid appreciates that kind of consideration."

8. Best Campaign. ACMA: "MAN BOOBS FOR BOOBS". <https://www.youtube.com/watch?v=qgbXijh4IVk>. Short video commercial spread in social media. Agency Network: David. This ad about breast cancer had to substitute women breasts with men breast to overcome the fact that social media do not allow photos containing women nipples. so the digital agency David Buenos Aires created a stick-it-to-the-man video for Argentina's Movimiento Ayuda Cáncer de Mama (Macma, also known as the Breast Cancer Awareness Movement in English) that substituted women's breasts with men's. Through this solution, it was possible to spread awareness on breast cancer and prevention. Social media platforms like Facebook didn't allow videos or images of breast exams because of—gasp—the nipple. This proved a problem for breast cancer non-profits and causes wanting to build awareness while creating real-life ads. The ad went viral in hundreds of countries and was one of the most successful healthcare advertising campaigns in recent memory. It was funny, it was real, and it went around the restrictions to provide helpful humorous content.
9. Best Campaign. HARTFORD HEALTHCARE GOHEALTH URGENT CARE. [https://www.youtube.com/watch?v=Lf7uGEIzXXw&feature=emb\\_logo](https://www.youtube.com/watch?v=Lf7uGEIzXXw&feature=emb_logo). Short video commercial spread in social media. Hartford Healthcare did a great job cramming a lot into a short time. It conveyed real-life urgent care scenarios people would find themselves in, featured their digitally forward, convenient approach to booking urgent care appointments (a big pain point for many patients), and built trust in the centre—all in under 30 seconds. It was very effective because it shows footage of someone actually using his or her website/app.
10. Best Campaign. JOHN MUIR HEALTH. <https://www.duncanhannon.com/2014/02/closeness-counts-3-new-john-muir-health-spots/>. Prints and outdoor ads. Through a great sense of humour, this ad wants to face embarrassing but quite common situations. It's in-your-face reality, which is historically missing in medical advertisements of the past. In a funny way they face important health topics.



### 3. EXPERTS INTERVIEWS IN DIGITAL COMMUNICATION AND MARKETING

European statistics and the majority trends show that more and more young people in Europe are no longer familiar with health in general. However, they have a digital affinity in almost all subject areas and are increasingly identifying with the digital world. In order to bring the topic of health, especially health prevention, closer to young people in the five European countries in the project, the EuYouth4Health project has combined the two topics, health prevention and digital (technology). In this context, the analysis report, as already shown on the last pages, was based on the health sector of the individual countries, as shown by the desk research. For the further phases of the project, especially for the training contents regarding digital competences, it is of high importance that experts in digital communication and marketing are already involved in the analysis. For the interviews with the experts, the lead partner has developed questions together with the consortium. The nine questions are:

- What are the basic principles of digital marketing and communication strategy needed by an NGO or a small organisation in the Health Sector?
- What fundamental skills must companies or individuals who implement their digital marketing strategy, have? Give some examples that should be used in training young professionals of Digital Marketing.
- How do you recognize a failed digital strategy?
- To what extent does a company have to be involved in the development and implementation of a digital marketing strategy in case an external agent is implementing the strategy? Can the digital marketing be successful without any involvement? If not how much involvement is needed (degree of freedom of subcontractor)?
- When we talk about digital marketing of a company in the health sector: is there a need for both knowledge about digital marketing and knowledge of the health sector? Does this need exist also when an external agent implements the marketing strategy? Does he have to know also the health sector or not?
- Do you believe that a young professional without previous experience in Digital marketing (and no university degree) can learn how to create a digital marketing/communication plan through short training? To what extent? What should be the duration of the training if it is delivered through e learning? Remember that the goal is to educate youth in order to work/help organisations and contribute to the improvement of their digital communication and marketing strategy.
- What are the challenges the instructors of this training going to face? Are there additional challenges for the young professionals? Remember the training should be short term and the participants have no previous knowledge.
- When we talk about NGOs (Non-Government Organizations) or Small organisations that have no budget for a position in marketing, do you believe that the answer to the problem is to train an internal person on digital communication? Can it be viable for the organisations to use young professionals trained by the project as external marketing consultants?
- How important is to involve the target group when developing the strategy for a product/service concerning them (co-design)? Can this apply also for the health prevention campaigns of NGOs and small companies? Can youth be actively involved in developing them in your opinion?

#### 3.1. Austria

In the opinion of the experts, the basic principles of digital marketing and communication strategy are to know how to use and mix the different components (websites, social media, marketing campaigns etc.) or, as in classical marketing, the definition of communication goals (KPI's: key performance indicator) and the strategic planning of the digital paths.



Further, it is clear from the experts' statements that the required skills depend on the strategy – if the focus is on websites, then the company might need skills on SEO and technical skills; if the focus is on content marketing, the company needs skills on texting; if the focus is on social media, the company needs multimedia skills. What is also important is to have an overview of possibilities on the market, to know which ways can lead to the achievement of objectives and to have knowledge of basic concepts in marketing (non-digital but also digital).

A digital marketing strategy is failed when one component leads to a “dead end” – if the content on the different channels is too incoherent (that makes the entire strategy incoherent), if the strategy ends up being “invisible”, or if goals have not been achieved or even exact goals have not been defined.

The experts agree on this issue, namely that it is crucial that a company is involved in its own marketing strategy: This must not be only an external factor; an efficient marketing strategy should be one of the core goals of a company (the company needs a shared view on a CEO level). In addition, it is essential that companies are involved in the communication. Only if the company is involved in the decision-making, the orientation and the implementation, the campaign can be successful in the long term.

The marketing experts agree that the knowledge in the sector is a prerequisite for marketing. There are limitations in possibilities and in communication channels, if these are not known, then the marketing strategy cannot be effectively implemented. Otherwise, a precisely defined briefing is usually sufficient. Further, it is not relevant to be an expert in health, but more important is the relationship between the knowledge about marketing and the knowledge about the products of the company (the marketing department and the product development department need to cooperate closely).

The experts agree that a young person without previous experiences is able to improve the digital communication and marketing strategy of a company, but only under certain preconditions – a training on the job, know-how about companies, after learning how to read reports and how to draw conclusions to improve the performance.

The challenges of the instructor and the young professionals depend on their social competence and basic knowledge, as well as on the period of the training. Furthermore, the coaches are challenged not to overwhelm the participants, therefore they need to deconstruct the complexity of the topic. The participants in contrast should benefit from the training sessions in a way that allows them to work also independently afterwards.

The marketing experts have different opinions on this issue. One of the expert says, it is absolutely necessary to train a person on digital communication for internal marketing programmes. On the other hand, the expert says, at first glance, the costs are saved on the wrong side, external consulting can be more expensive in the long run. On the customer side there must be a contact person who at least coordinates internally, this can also be a young person with good project management.

The experts agree on the fact that it is very important to involve the target group. More and more people must be involved, because the acceptance increases significantly. Young people can have a different view on certain topics. The decision whether a person and – if so – who should be involved, depends on the product and the goals. Finally, it is important to have a basic understanding on how to reach the target group, but the question remains open, if it is really essential to involve the target group already when developing a strategy.

### 3.2. Belgium

In the opinion of the experts, the basic principles of digital marketing and communication strategy are: To understand the customers' perspective and their needs. And Customer's behaviour or trends on how they utilize keywords during online search. The strategy has to be disseminated on several channels and the way to approach them (the target group) will rely on who they are. The key basic in communications strategy would be also, to ensure that the messages should include 3C: Concise, Complete and Clarity.



Further, it is clear from the experts' statements that the companies need these skills for implementing their digital marketing strategy: Social intelligence, it is crucial for companies to have staffs that can interpret current social trends and perception, since this will end up influencing how customers perceive our messages down the line. Also the knowledge about the current market analyse due to researches. As well as knowledge about dealing with social media or writing and communications competences (Creativity, flexibility).

To identify a failed strategy, the experts say that when a strategy's effectiveness is still not seen beyond the timeline that was designed, the strategy has most probably failed. Alternatively, when the company's strategy, especially communication strategy makes people perceive the message in a different way, the strategy has failed. Or simple, when the company not doing enough ale of their product or services.

The experts agree on this issue, namely it is crucial that companies be involved with marketing strategies from its conception to execution. This is required to ensure that there is consistency and synergy throughout developing the strategy. Further, the marketing Strategy should be aligned with the company goals; even its short term or long term.

This question divides the answers of the experts, on the one hand the experts say that it is not necessary to be expert in health sector to do marketing, on the other hand, the certain knowledge about health sector, such as understanding customer's needs, the product or service is a must. Everything is related to each other; since the needs of the customers; their expectation, their concern, their issue, what the health sector can or can't give, to need the needs and decrease the gap of communication. Further, the health sector has products that is hard to sell and highly subjective. The consumers will only know what they hear. So it's important that one should be knowledgeable in the health sector, to ensure that he/she can gain that credibility that convinces customers to buy. Thus the knowledge about marketing is also important in trying to reach the desired customers through different channels.

The marketing experts agree that it is possible; depend on the type of training. For example, young person can give an idea, especially for their own segment. The good thing is normally young person will have a lot of ideas as they don't shape with the rules yet, then the company can build up from that idea. Further, it is said that young people today are native users of digital communication. They also have a strong tendency to learn as they go. What has to be taught to them is simply the company's desire and goals. As long as experimentation and improvisation are allowed, young people would be a great asset to the company.

The challenges for the instructor of the digital training are impediments in market, law, regulations, content, it is necessary that a clear description and the expectation from the training will present. Further, a generational gap: the main difficulty is how coaches can speak the language of the participants. Having them understand a complex topic is no easy matter on its own, and the biggest concern for coaches would be the method to transmit this knowledge to the young ones. The nature of the young generation as they like the freedom, like to try and see result, and don't like to obey by many rules. So, the training needs to match with their nature.

It is crucial to involve the target group during the development of a marketing strategy for a (new) product or service. Because, at the end of the day, these are the people that will decide whether the message that we try to transmit is perceived well. Taking their ideas and opinions into account while developing strategy gives organization a clearer view of their target, it helps them to think like them and not design the messages to their personal understandings, but the audience's understanding. But one of the experts says that it can be useful, but not necessary. The company doesn't have to have the young people in the team, but need to know and understand what young people want to design the strategy; the survey or focus group will be useful as well.



### 3.3. Greece

In the opinion of the experts, the basic principles of digital marketing and communication strategy are to know how to handle social media is a basic. The most used social media are Facebook, where a company page should be created, Instagram, Twitter, Pinterest and LinkedIn. In each of this media, the company need to know how to create a campaign, and then, how to evaluate the campaign. In order to design the campaign, first they need to be able to identify which is their target group. After, they will need to know how to create a campaign template; not only in the theory, but also in practice. To know how to do questionnaire templates is also important. Finally, to know about Google AdWords and Search Engine Optimization is also important. Further, every organization is unique in the way it operates and evolves. Nevertheless, they also share some basic elements mostly because they are the best practises in the field of business administration, finance, marketing etc. In this context, the basic principles of digital marketing, are: focus on satisfying customer needs and not product sales goals, selecting the appropriate digital marketing channels based on the “customers journey” from the moment he is aware of the brand and products, until the sale and after sales experience, identifying KPIs for the specific company and operations and developing a comprehensive measurement plan, prioritizing digital marketing actions and establishing a feedback flow that will provide the info to optimize and fine tune digital marketing strategy.

Further, it is clear from the experts' statements that there are three basic skills needed: basic understanding of marketing concepts, which are branding, competition, pricing strategies and packaging strategies. Basic understanding of economics: what is profitability, what is break-even point, etc. and digital skills. Analytical thinking to be able to analyse data, statistics and customer behaviour, in order to tailor made the strategy to the needs of the organization. Problem solving skills to provide the optimal solution to various problems arising from conflicting objectives or limiting resources. New technologies understanding because the tools, methods and platforms that are used in digital marketing evolve rapidly.

The experts have on this issue the same view. There are many examples of failed commercial and campaigns; it just has to do with the aim of the campaign. Key performance indicators (KPI) will help the company to know if the campaign has been successful or not. Further, for example the company develop a digital marketing plan without well-defined S.M.A.R.T objectives or without well-defined measurement plan. How can the company determine if what the company is doing is successful or not? This is the major point that most digital plans fail. They might work by luck, but most of the times they have no significant results for the organization.

The experts agree on this issue, namely that the company has to be involved at some extent, because they have to give a very good brief of the company goals. The digital marketing department, if it is an outside provider, must fully understand what the goals of the company are and what the goals are during the year. In addition, the marketing strategy has to be aligned with the other departments of the company, like sales, so there must be a feedback. Further, there is no way of developing and implementing successful digital marketing strategies without the company's involvement. Every business strategy, including digital marketing, requires knowledge of the organization, the customers, products, operating market and these valuable insights are what differs a generic digital marketing strategy doomed to fail from one that is tailor made to each organization that can work and achieve specific goals.

The marketing experts agree that the young professionals have to know some basic about the health sector, because especially that sector involves many legislative and legal limitations and code of ethics. In addition, understanding the products and the services is a basic. Further, one of the key points to developing successful digital marketing strategies is to understand what each company needs and what aims to achieve. This does not mean that digital marketing agent should be an expert in the field. This applies to health sector, as to any sector. If digital marketing is implemented in house or through an agent, there must be a knowledge of how the company works, how the health sector works and how the customers behave.



One of the experts believe that any individual that is determined enough, passionate enough and willing to persist will be able to achieve digital marketing proficiency to a working level. But it's not an easy road. Especially for someone without an appropriate educational background (business, marketing). There is a steep learning curve and it needs hands on experience for understanding digital marketing concepts. As for e-learning training, in a digitalized world, there is a wealth of options and resources that an individual can leverage to train in digital marketing. Some very well introductory to intermediate courses, will require on average 40 hrs. In addition, the other experts say, the young professionals need to follow a training of 24 sessions of 2 hours, which for example could be during 3 months 2 times a week. The training must be very practical. This is the minimum to be productive in a digital marketing area. If they do the amount of training stated, yes, they can be productive in the area.

Possible challenges of the instructor and the young professionals in the opinion of the experts are trying to train an individual without any relevant experience or education, in digital marketing in a short period, is already challenging. However, with careful planning and quality courses, it can be done to high standards. The key challenge for the trainers is to develop comprehensive, to the point, results oriented training material that covers almost all fundamental concepts of digital marketing. The biggest challenge for the individuals is to be able to grasp the basic ideas of marketing, management, digital marketing methods and strategies in a short amount of time. Further, a person who is not very familiar with the digital world. Or a person who is familiar with the digital world, but does not have the natural intuition to master some tools fluently, and therefore, needs some time to understand each digital tool. That they do not understand the basics of digital marketing. Alternatively, that they don't understand the goals of the company.

The marketing experts agree on this issue. It is crucial that the company train somebody, because they have to invest on digital marketing, or the company do not exist. All the old-school marketing is obsolete and expensive. Digital marketing is the only way to get people involved in your company. When the company or the NGO become digital, they have to be 360 digital, this means digital. For example, a company may have a profile on Facebook, and they state that the clients should call the shop for more information. This strategy does not work, because it is not digital. The biggest commitment has to be online, because if the NGO's or companies lose the moment of spontaneity, they lose the client. Most of the time, it is emotional buying what we do, not logical. Therefore, because of this explanation, it is important to train somebody in digital marketing. Further, overall, it can be quite helpful for NGOs or SME has to enter the digital era.

The experts agree that it is important to involve the target group in the testing of the product, because they will give the company a lot of information. The steps to create a product are the following: first, NGO's spot that there is a need or a gap in the market for something, then they design a prototype, and then they do a market research. In this market research, they decide who the buyer of this service/product could be. In the market research, they could organise focus groups whose participants are paid, in which the company ask them if they like the product or not. Therefore, it is important to involve the target group. Further, the feedback of the target group and insights is one of the most valuable pieces of information required to develop successful product/service strategies. In addition, this applies to all sectors of business activity. As for the direct involvement of youth, it can significantly improve every step of the development stage.

### 3.4. Germany

In the opinion of the experts, the basic principles of digital marketing and communication strategy is online marketing. Online marketing comprises an incredible variety of components. New specific terms appear almost daily and far-reaching online marketing opportunities are opened up. An end to this development is not in sight. The most frequently used measures of a successful marketing mix are a web site adapted to the target group with response elements, social media appearances, consistent search engine optimisation as well as targeting mechanisms, banner advertising, newsletter campaigns or the use of net influencers. Also the own company website is the core presence on the net and thus the basis for any form of online marketing. Even though the importance of corporate websites has declined somewhat with the dominance of social networks, they remain the company's figurehead and business card. In addition,



a social media strategy, product placements by YouTubers, Instagramers and other social media giants are often forgotten. In Germany, 37 percent of 14-17 year olds say that influencer marketing has already drawn attention to brands and products. Among 18- to 23-year-olds, the proportion is even higher at 39 percent. It is particularly relevant for companies that influencer marketing not only has a perception effect but also a strong sales-promoting effect. One of the German study shows that 16 percent of 14 to 29-year-olds have also bought a product or service presented by influencers later on. Among 14 to 17-year-olds, it is even one in five who is directly motivated to buy by influencers.

Further, it is clear from the experts' statements that a social media campaign or a content marketing strategy does not even come along on the side. Online marketing is a full-time job. Especially companies that take their first steps in online marketing often underestimate how much time they have to invest at the beginning. It takes weeks, often months, until the first campaigns are profitably optimized and online measures bear fruit. Especially when it comes to search engine optimization, patience is required. After all, a good Google ranking does not come overnight - in order to be able to record the first successes of optimization measures, they need stamina. At the end of the day, the efforts to achieve this are of a sustainable nature, if you keep at it and maintain your content.

The experts have on this issue the same view. The most important part of online marketing: the return-on-investment. You should never lose sight of this! There is a simple calculation if the company want to run a successful business: The benefit of an advertising measure must always be higher than the costs incurred. Further, the strategy is called successful if the marketing campaign reaches the target group and meets the needs / expectations of the target group. (Result=Profit/Visibility). The strategy fails: the target group is not reached and the company makes a loss.

The experts agree on this issue, namely, that it is crucial to involve the company and beneficially in addition an external person to achieve positive results. Further, the company has to recognize the target groups, set concrete goals and be involved in the measures. After all, it is always important to plan its online marketing mix correctly in order to ideally coordinate the channels and individual campaigns. This includes selecting the right methods and tools for clearly defined goals. These decisions are simply not possible without the company concerned. In order to have a successful marketing strategy, the following basics for the company should develop marketing strategy: marketing concept: (company goal, target group, situation analysis, competition, etc.). Planning of the marketing strategy and instruments. Implementation of the marketing strategy (realization of marketing concept and goal). Measurement tools for evaluating the success and results of the strategy.

The marketing experts agree that in any online campaign it is important to identify relevant and profitable channels. Especially in the healthcare sector, basic knowledge about the added value offered by a company or service provider is therefore essential. The healthcare sector is also a sensitive market. Here, misleading or even false assertions and facts in an online campaign can quickly lead to legal disputes and claims for damages, or to legal action by competitors in the market. Adequate knowledge of marketing and sound knowledge of the health sector as well as the respective special activity of the company being advised should therefore be equally available. Further, in order to design a successful marketing strategy in the health sector, the company or the SME's need special knowledge in this field, otherwise the strategy will be in vain. The knowledge of the "health sector" leads to an understanding of the mentality of the target group and its relationship. The knowledge of the health sector must necessarily be forehand.

One of the experts says that digital Natives, Millennials, Smombies - all terms that describe the young target group and directly emphasize the online focus of the target group. Generation Z grew up with digital media, uses them constantly and in all areas of life. According to the latest JIM study from November 2018, 97 percent of 12 to 19-year-olds own a smartphone, 71 percent a computer or laptop and 29 percent a tablet. Daily Internet usage is 91 percent, and even newer technologies such as wearables (11 percent) and digital Language assistants (6 per cent) are gradually entering the lives of young people. Online is the right way to reach the young target group. Nevertheless, how and where can companies reach young people? These questions are best answered by young people themselves and can thus make a decisive contribution to the success of a marketing campaign. The other say that young people are in daily contact with digital communication through several channels. Therefore, they are mostly adequate for digital marketing strategy, but



lack the expertise and expertise for successful marketing. It is not possible to estimate how long it will take, as qualifications vary from one person to another. In my opinion, it is better to empower the customers in the longer term, so that they are able to use their knowledge on the spot "in the company" without any obstacles. In the short training, competences could be identified, but previous knowledge/experience on the part of the customer is required.

The expert agrees on this issue of challenges the trainer and the young professionals might have. Marketing strategies, online marketing as well as the health sector are complex. Specialist knowledge and the knowledge of connections and consequences can present trainers and participants with great challenges. An essential part of an online campaign is also based on technical knowledge. Participants therefore need discipline, a quick perception, the willingness to learn new things, the ability to think in a networked way and staying power. The trainers concerned must also be able to cover a broad spectrum of knowledge, convey it in an interesting way and motivate the participants. Further, the challenges for the trainer: work experience in the media sector and PR competence. Experience in media training and individual coaching, (press interview, camera training, talk show training, public speaking, writing training, etc.). Challenges for the participants could be also: if they have no special knowledge about the field of digital marketing, so that why it would be good if the participants can already bring along certain previous experiences and are interested.

The opinion of the marketing experts on this issue is that in addition to the time required, expertise and specialist expertise are often underestimated factors - because accounts and profiles should be set up and managed by professionals and not by interns. The marketing manager has to train employees, teach them the most important online marketing basics and possibly obtain the necessary expert knowledge from external service providers. If the marketing team is not available or inexperienced online, it makes sense to seek advice from a professional agency or third party. Especially smaller companies therefore need help from outside. On the other hand, online strategies can lead particularly quickly to success here, since completely new target groups that have not been in focus up to now can be addressed. Further, it does not work without marketing (marketing costs money), marketing ensures the success of the company on the market. If a company reaches its customers successfully, the company can sell its products softly. Through marketing, the products of the sub-man become more known and in demand on the market. Trained staff leads meaningful, systematic, successful communication strategy. This increases the company's sales, stabilizes its position and helps in economic competition.

The experts agree that in traditional retail, customers are advised personally - they should feel courted, cared for and, above all, well and comprehensively informed. The customer is simply king. Basically, there is not much difference between this and the online sector - many people forget this important basis of online marketing. After all, even with their online marketing measures, companies should address the specific consumer and try to convince him or her. In contrast to stationary business, where individual shop visitors are quickly identified, in the online sector, however, the challenge is to find potential customers in the first place and to get in touch with them online. To do this, it is important to know the target group precisely and then to tailor all advertising measures to them in the best possible way. Here it is invaluable to know the language of the target group, their wording and their wishes and motives for buying a product or service. The co-creation of the campaign by young "experts" with an affinity for the target group is therefore certainly an adequate means of increasing the benefit of online marketing.

### 3.5. Italy

In the opinion of the experts, the basic principles of digital marketing and communication strategy are to know the own situation, in which way companies or associations with same trade/sectors of the company are working and take metrics of everything from the company and their competitors in order to have the best results with less effort. To sum up, the basics are "data". It is also important to know and be aware of the importance of the 5W (that are who, what, when, where, and why) and of the target group, the product as well as the message, the method of distribution and of promotion. To promote the company, need clear headlines, based on warm user-friendly messages and storytelling.



Furthermore, it is clear from the experts' statements that the companies and the individuals who implement their marketing strategy need to know the product, the market, the competitor, and strong knowledge of traditional and recent tools and channels (Social media management / social media marketing, readiness to apply creative solutions, proactivity and a strong propensity for problem solving, ability to identify and analyse a specific base audience (niche) and to quantify the expected results of each specific niche, ability to analyse results, performed by 1) tracking user behaviour during the process 2) comparative tests based on the audience and a good ability to create or evaluate narrative paths aimed at formalizing a strong and easily recognizable and identifiable visual identity.

A digital marketing strategy has failed, when the company are not fully aware of its identity, of what the company wants to promote about the product, or the company is not aware of the right target group, then the strategy of the company has failed. The company can recognize it immediately, especially if the person who developed and implemented the strategy is an external person, so not emotionally involved in the company. A digital communication strategy has also failed in the case that it has not been properly planned, it is not based on a concrete and real analysis of the basic audience and its needs, it is not correctly targeted, it does not have an identity, accompanied by a visual identity, original and created specifically for the organization / campaign / event that the company intend to talk about. In any other case, the strategy will not have a total fail, but simply more performing actions than others and you will be able to learn from the data obtained from the previous communication actions to improve the following ones (e.g., after an AB test, A performs better than B - B replaces A).

The experts agree on this issue, namely a company must be involved in everything that concerns brand reputation, brand identity, and any type of data concerning the customers and the “personas”. Furthermore, the company need to be involved and to invest sufficiently. The more they invest the more they can reach good results. If they do not want to ask an external agency to support them with their communication and marketing strategy, a less expensive solution may be to ask an influencer for help. They can ensure to reach a wide target group.

The marketing experts agree that there should be close relationship between digital marketing and the health sector, because they need to know the sector, the target group, the technical language and needs, keeping a simple language in order to reach a wide target. Further, no specific medical expertise is required, but a thorough knowledge of the sector is strictly necessary. This in-depth knowledge is also required from an external who deals with communication in health sector: if he does not have it, he will have to carry out a detailed sector study to acquire all the data necessary for the creation and implementation of a winning strategy.

This question divides the answers of the experts, on the one hand the experts say, it depends on the background these young learners have, if they have already some basic knowledge and interest in the sector or not. It would help to train people who already have some knowledge in order to have a more fruitful and effective short training. On the other hand, they are sceptical, because a training in e-learning or blended learning mode cannot be less than 6 months to lead to the formation of a junior or assistant profile: with a training of this duration the candidate cannot be brought to the formation of a senior profile or to cover the role of head, e.g., communication manager. The training must be concluded with a field test, with a real case study, or with a period of on the job training (e.g., internship).

The challenges for the instructor of the digital training are the production of the learning path: since the training is linked to a very extensive training area, the greatest challenge for the trainer will be to produce the necessary amount of training material and dedicate the right time to exercises and tests on the field. Alternatively, the challenges depend on the people the coach will have to train, if they have no previous background knowledge in the sector. Coaches may have some difficulties in preparing the content of the course, not being fully aware of the backgrounds these learners come from. Shall the coach start from the basics, give a general overview of the sector, or give more detailed information about it? It depends on the people to be trained.



The marketing experts have different opinions on this issue. One of the expert says, when a person from the SME's staff is involved in the marketing strategy may be too emotionally involved and have a less clear idea of what needs to be improved. An external person, however, who is not emotionally involved, can have a more objective idea of what needs to be improved and can realize more easily when a campaign is failing. The opinion of the other expert is, having a person in the firm who knows reference market, trade, situation of the company and who has direct access to customer data by using CRM can surely give better result and quickly. The third expert: however, the question of the budget is a false problem: an effective and well-built communication strategy leads to obtaining greater possibilities for the organization in various aspects, one of which also to obtaining budgets in various ways (e.g., fundraising, donation campaigns, events with donation etc. These results are always quantifiable in ROI (Resources over Investment): an NGOs or a small organization that does not invest in its future makes a big strategic. Training an internal member can be very useful but not sufficient to carry out all the actions. In any case, a well-trained internal person can be the best point of contact to manage relations with the external expert who deals with communication.

The experts agree on this issue that it is very important to involve the target group. The company can firstly organise a focus group to learn more about the target group and their needs, so that they can have a clear idea and awareness of what needs to be developed and implement. Further, any target group identified by a correct communication strategy must be involved for a product / service concerning them. This applies largely for young people. This involvement can occur in different degrees: before developing the strategy, during market research aimed at predicting the possible success of the product / service. After the development of the product / service, to test the real correspondence (previously planned) of the product / service with its needs and expectations. During all phases, in co-design mode.

### 3.6. Results Expert Interviews

The summary of the expert interviews at the respective country level shows that the answers of some experts differ with regard to question number 6 (*the question: do you believe that a young professional without previous experience in Digital marketing and no university degree can learn how to create a digital marketing/communication plan through short training? To what extent? What should be the duration of the training if it is delivered through e learning? Remember that the goal is to educate youth in order to work/help organisations and contribute to the improvement of their digital communication and marketing strategy*). Some of them are very sceptical about this matter; others are based on the passion and motivation of young people. However, in an European comparison, the experts mostly agree on the basics of digital marketing and communication and on the questions of which skills are needed for a successful strategy, how experts recognise a failed strategy, how the involvement of the company or an external party influences the strategy, what connection a strategy should have with the health sector and which challenges the trainers and the students have to face. Further, all experts of the respective countries agreed that the participation and involving the target group to be reached is of high importance and essential.

## 4. CONCLUSION

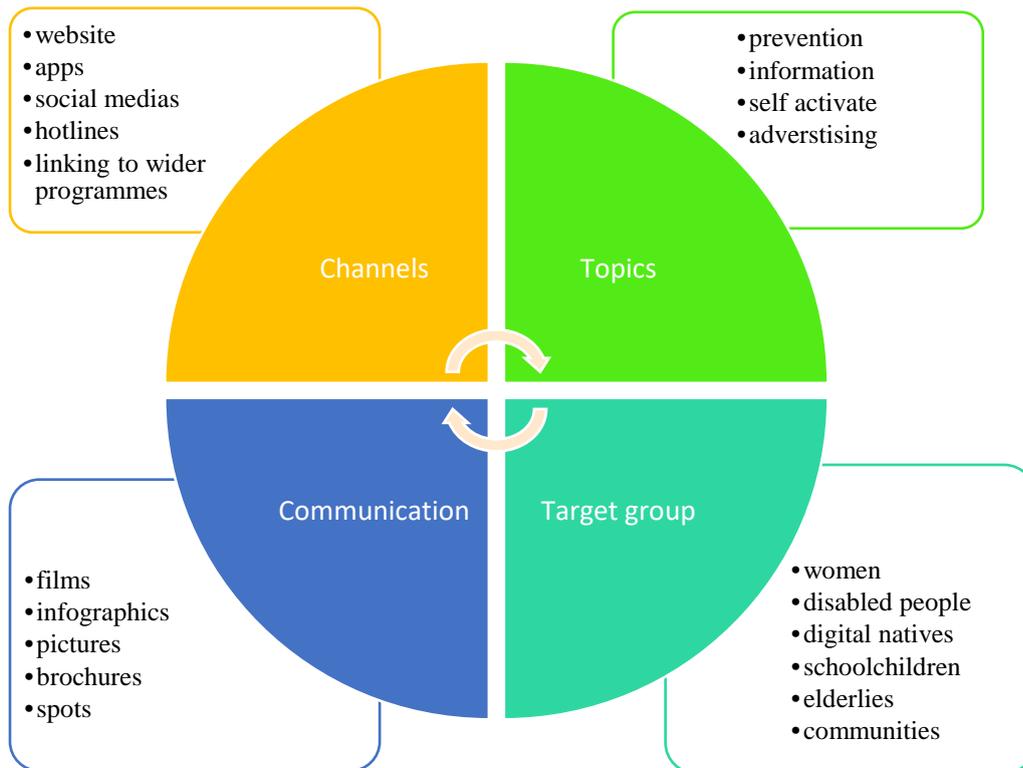
In all the countries participating in the project, a public health model was found in which the private offer finds more or less wide spaces for specific consultancy and services. Where the system sees a greater presence of private individuals, the models with which the offers arrive on the market are differential and make the best use of digital channels and social media. In particular, stakeholders in Belgium and Germany have very multifaceted access to these channels, they produce captivating films and infographics that want to be inviting for the young audience. In Greece, the information campaigns are focus on small areas and take place at local and municipal level.

The best practices are in relation to innovative methodologies and narrations - films, infographics, use of cartoons, references to TV series - or to subjects with a strong impact - prevention of damage from smoking and road accidents. Positive models are innovative; they underline the subject's ability to interact with the system, to ask questions proactively and to receive answers that enable a person to decide on his or her own health. Models considered negative



are mainly due to very strong messages, iconographically oriented towards sexist and stereotyped models (always a male hero who saves woman in danger).

Communication on health-related issues can follow different channels in relation to the public it intends to achieve and the purpose it sets itself. In general, we have observed that communication aimed at digital natives and schoolchildren prefers infographics and short commercials. Advertising information on paper in brochure forms is still present but not truly representative in the sample analysed.





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