

	TARGET GROUP	Communication goal	Marketing goal	Product	Service	Price	Place	Promotion
1.1	<b>PUBLIC AUTHORITIES THAT DICTATE POLICIES</b>	1. SK is quality mark/certification scheme for solar thermal products widely used in Europe and in operation for over 10 years. It has an international profile also outside Europe.  The SK is managed by the SKN, a European group of experts representing relevant stakeholders from the European solar thermal sector.	1. <b>Recognize the SKN</b> as an entity that could be involved in consultation processes	1. Highlight the benefit that the SK has on the definition and use of parameters of a subsidy scheme	1. Define the <b>concrete service</b> that the SKN offers to this stakeholder group:	The service has no cost for this stakeholder group	1. Define a contact person from SKN: Chairman: institutional and policy issues Manager: technical issues	1. Assure that the service for this stakeholder group and the access to it is clearly described in all communication channels such as website, presentation, brochure/flyer, newsletter.
		2. SK is a certification scheme that could be easily used for <b>national policy making</b> because it facilitates <b>subsidy schemes</b> .	2. <b>Contact SKN representative</b> when drafting new policies or making amendments to current policies related to heat and solar energy (personal contact)		a) "The SKN is a technological partner that offers the highest level of technical information in Europe."		2. Define who are the relevant actors in this stakeholder group (contact list: EU Commission, national actors)	2. Develop a presentation specific for this stakeholder group
		3. SK is a true European mark that facilitates trade by overcoming <b>technical</b> barriers within Europe.	3. <b>Get information</b> about solar thermal technologies and certified products		b) The SKN is a group of experts that represents solar thermal market players committed to quality products (industry, certification bodies, test labs, universities, etc.).		3. Define priorities (by country)	
		4. SK makes "life" easier to politicians and technical public servant responsible for the development of the schemes.						
1.2	<b>PUBLIC AUTHORITIES THAT MANAGE SUBSIDY SCHEMES</b>	1 idem to #1	4. <b>Use SolarKeymark</b> in subsidy schemes	2. <b>Easy</b> to compare product performance	1 idem to #1			
		5. SK is a certification scheme that can be used in <b>subsidy</b> schemes because it facilitates easy to use and reliable technical information.	5. <b>Get information</b> about solar thermal technologies and certified products through the database of the SKN, as well as of subsidy schemes in other EU countries	1	a), b)	The service has no cost for this stakeholder group	1 idem to #1	1 idem to #1
		3 idem to #3	6. <b>Recognize the SKN</b> as an entity that could be involved in consultation processes	3. Improve the "database of certified products" and adapt it to the needs of this stakeholder group			4. Define who are the relevant actors in this stakeholder group (contact list: national actors and lobby groups)	3. Set up a " <b>(sales) task force</b> " that defines a local strategy to promote the SK for subsidy schemes
		4 idem to #4	2 idem to #2	4. Gather information on subsidies schemes from different countries and distribute the information			3 idem to #3	2 idem to #2
				5. Database of certified products - special service for public entities				
1.3	<b>STANDARDISATION: STANDARDISATION BODIES</b>	6. A standard that is used by the SK certification scheme is an important standard and it has an added value	7. Prioritize standards used by the SK to receive most resources for the best development and follow up	6. Communicate in an easy way how the SK works and how the standards are being used (video for 'dummies')	2. Communicate the service that SKN can offer in terms of the knowledge and experience of its members. It can be a consultation service to assure that the standards are best aligned with the need of its users	Free, unless a very specific consultation is needed	5. Through SKN members and information on website. There could be a specific contact person of SKN for technical issues, either the SKN member or SKN Manager	4. Newsletter with general information.
		7. The SK makes standards more valuable to many stakeholders and may help to promote the use of standards	8. Consider SKN as a partner to help develop standards and to promote them also					5. Video for dummies.
		8. The SKN members that work in standardisation committees bring an important experience as european experts in solar thermal						6. Specific and technical information about the testing standards and how they are used.
2.1	<b>NON-INDUSTRY</b>	9. SK shows a <b>reliable technical performance</b> of the collector	9. <b>Tell</b> other end users about the benefits	7. Reliable information to base decisions on (??)	3. Guarantee reliability, make information understandable	free	6. Websites/product leaflet	7. Create awareness among end consumers
		10. <b>SK helps to understand</b> the solar collector performance	10. <b>Understand</b> the solar keymark					
		11. SK makes it easy to <b>compare</b> collectors						
2.2	<b>INDUSTRY</b>							

	TARGET GROUP	Communication goal	Marketing goal	Product	Service	Price	Place	Promotion
3	DECISION MAKERS & INFLUENCERS:	12. to better position the product being recommended/sold	11. To require or at least prefer products with solar keymark certificates in regulation, subsidy schemes and labelling schemes	8. Quality of the products consistent and reliable/ same as items 2, 1, 3, 4	4. Train decision makers to understand the content and importance of solar keymark	Free	Same as points #1, #4, #3	8. Inform the decision makers by mail and website
	ARCHITECTS, DEVELOPERS, ENGINEERING FIRMS AND CONSTRUCTION COMPANIES, PROCUREMENT COMPANIES, INSTALLERS (SELLING AND DESIGNING) ENERGY CONSULTANTS	13. to see the benefit of Solar Keymark certificates 1 idem to #1	12. To inform other market players about the processes and reliability 13. To inform other market players about the processes and reliability		Item to alineas a), b) above			Same as points #1, #3, #2
		5 idem to #5	14. To inform other market players about the processes and reliability					
		3 idem to #3	2					
		4 idem to #4						
4.1	LICENCE HOLDERS:	14. The SK certification process improves internal processes and quality assurance, as well as the technical competence	15. Use the SK as a valuable asset in their communication strategy and materials, and sales processes:	Develop a SK promotional kit (FAQs, video, brochure, presentation, charts, infographics) for licence holders, so they can include this information easily in their marketing and sales materials (web, trade fairs and technical workshops).	Describe a consultation service (SKN expertise) that the SKN can provide to licence holders: the kind of technical support provided, international recognition of the SK, as well as the technical lobby activities that the SKN does. SKN will also provide members with a continuous updated subsidy overview	The product and service above mention won't have any additional cost, since they are included as part of the licence fee. Any tailor-made consultation or adaptation of the kit will have additional costs	SK promotional kit: SKN → Certification body → Licence holder SKN → Licence holder SKN expertise: SKN → Certification body / Testing lab → Licence holder SKN → Licence holder	Promote the "SKN promotional kit" and "SKN expertise" through the newsletter.
	MANUFACTURER	15. The SKN is a technical partner that provides assistance for a better understanding of the certified data, and provides advice on communicating the benefits of the SK	- The SK is explained /highlighted in online communication such as website - The SK is included in technical workshops (installers) - Show the SK in trade fairs and promotional events	Develop a specific video/presentation for "dummies"				Promote the "SKN promotional kit" and "SKN expertise" through a press release: Solar Thermal World, Sun & Wind Energy, etc
		16. The SK has a value added (third party quality certification, makes the product more trustworthy), it's worth presenting/communicating (marketing)	16. Contact SKN for any technical question related to the SK, its recognition in other countries and/ or lobby activities for technical aspects	Develop a more detailed information package about the technical tests (including short movies of tests from different tests centers) to technicians and thoroughly explain the datasheet				Prepare a template for a letter in order to communicate this product/service
		17. The SK is the only European quality mark for solar thermal products with international recognition (sales abroad)						Upload the SKN promotional kit in the website for download by licence holders
		18. The SK facilitates access to subsidy schemes in many countries (international sales)						Promote and request SKN licence holders to refer and integrate the information packages on their website
								Introduce a person of contact for communication within the SKN (Geoffroy Cazenave) to help licence holders with communication issues regarding certifications and assure a harmonized communication message
4.2	LICENCE HOLDERS:	The SK assures that the collector sold is reliable and is meeting quality standards	17. Ask or sell only certified collectors	same as 4.1.	same as 4.1.	same as 4.1.	same as 4.1.	same as 4.1.
	OBL COMPANIES	Idem to #15, #16, #17, #18	15 Idem to #15	Develop a slogan for certified collectors to be in line with first line of thought process. This slogan should be in the video for "dummies".				There should be a 'welcome email' for new license holders to receive easily the Promotion Kit.
5.1	KEYMARK Operator:	The SK is a solid, reliable and trustworthy Certification Scheme	Each CB actively promotes the SK as one of its important Quality Marks and actively searches new clients based on promotional activities and promotional kit	Develop a promotional kit for CBs by adapting the future promotional kit for License holders. Video for 'dummies', technical brochures or videos.	Use the subsidies map and service of SKN as part of kit for 'selling' the SK to new clients	Free	Receive the promotion kit from SKN. maybe receive some specific links from SKN Website to adapt to own website	Newsletter offers information on promotion kit. video for dummies. information for more technical people.

	TARGET GROUP	Communication goal	Marketing goal	Product	Service	Price	Place	Promotion
	<b>CERTIFICATION BODIES</b>	The SKN handles the SK scheme in the most professional manner and finds the best solutions to complex technical matters, saving time and money with respect to a self operated certification scheme						
		The SK has an international profile that is very hard to achieve with a private quality mark						
5.2	<b>KEYMARK Operator</b>	SK is a well recognised and widely used certification scheme - in operation for 15 years	Participate in SKN meetings and SKN WGs		Sharing knowledge about scheme rules through SKN news / Newsletter	Free		Newsletter Identify potential new test labs
	<b>TESTING LABORATORIES</b>	SK can create testing, inspection and certification business	Use newsletter after each SKN meeting to check important news e.g. in SK scheme rules					Do direct e-mailing
		SKN is a strong professional network						
		Fast access to new knowledge						
		Fast access to information on news/changes in SK scheme rules						
6	<b>ESTIF</b>	1 idem to #1	<b>Support the work of SKN</b> , both internally and externally	<b>Highlight</b> the benefit that the SK has on accessing new markets and launching new products	Enhance argumentation on SK <b>value proposition</b> for industry and market		1 idem to #1	Inform ESTIF members on relevant topics related to SKN, its future and relevance for the sector, promoting debate
		SK is a certification scheme that <b>reduces barriers to trade</b> at European level, facilitating trade and innovation	<b>Engage industry and ESTIF members</b> on SKN and product certification	Ensure SK relevance for different stakeholders, namely industry and SKN members, balancing specific interests	Gather information on SK acceptance in <b>subsidies schemes</b> from different countries and distribute the information		Establish a direct link between ESTIF and ESTESC and SKN	Assure complementarity between communication and policy work done by ESTIF and SKN
		SK facilitates the inclusion of solar thermal products in <b>subsidy schemes and regulations</b>	<b>Promote synergies</b> between policy proposals, technical requirements and market needs	Ensure balance between quality assurance and simplicity of processes	Highlight <b>value of SKN services</b> for ESTIF, its members and the sector			
		SK increases <b>notoriety</b> of solar thermal products	Exploit the potential of SKN for providing <b>reliable data to consumers and authorities</b>	Improve the " <b>database of certified products</b> " and adapt it to the needs of industry and market, namely the complementarity with <b>Energy Labelling or other obligations</b>				
		SK facilitates quality assurance in the market, by setting a threshold for product's quality						

TARGET GROUP	Product	Type	Action	Running/New	Status	Budget	Responsible	Recommendation
<b>PUBLIC AUTHORITIES THAT DICTATE POLICIES</b>	1. Highlight the benefit that the SK has on the definition and use of parameters of a subsidy scheme	Action	Content plan	New			SHE	Needs to be done when the new SCF-Project is proposed; make a priority call for the continuation of this project
<b>PUBLIC AUTHORITIES THAT MANAGE SUBSIDY SCHEMES</b>								
	1. Highlight the benefit that the SK has on the definition and use of parameters of a subsidy scheme	Action	Content plan	New			SHE	Needs to be done when the new SCF-Project is proposed; make a priority call for the continuation of this project
	3. Improve the "database of certified products" and adapt it to the needs of this stakeholder group	Action	Database	SCF 5C6.1 - DATABASE_S KI / 7C04 - Label-DB			SHE	Follow-up development of 'external' project. See relevant links with marketing activities.
	4. Gather information on subsidies schemes from different countries and distribute the information	Action	Map of subsidies	SCF 8C07.1 - Promotion_ES TIF	May.2017/40%		SHE	Additional funding.; continuous project; to maintain it up-to-date
	5. Database of certified products - special service for public entities	Action	Database	SCF 5C6.1 - DATABASE_S KI / 7C04 - Label-DB			SHE	Make a priority call for this product
<b>STANDARDISATION: STANDARDISATION BODIES</b>	6. Communicate in an easy way how the SK works and how the standards are being used (video for 'dummies')	Action	Video	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/0%		SHE	Review content from marketing plan
<b>NON-INDUSTRY</b>								
<b>INDUSTRY</b>								
<b>DECISION MAKERS &amp; INFLUENCERS: ARCHITECTS, DEVELOPERS, ENGINEERING FIRMS AND CONSTRUCTION COMPANIES, PROCUREMENT COMPANIES, INSTALLERS (SELLING AND DESIGNING) ENERGY CONSULTANTS</b>	8. Quality of the products consistent and reliable			New				
	2			New				Additional funding.; continuous project; to maintain it uptodate
	1			New				
	3			Running Project SCF				
	4			SCF 8C07.1 - Promotion_ES TIF	Dec.2017/0%		SHE	European Map on Subsidies Schemes
<b>LICENCE HOLDERS:</b>	Develop a SK promotional kit (FAQs, video, brochure, presentation, charts, infographics) for licence holders, so they can include this information easily in their marketing and sales materials (web, trade fairs and technical workshops).	Action	Promotional Kit - Licence holder	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/0%		SHE	Ready to use package; improve with contents from Marketing plan; check previous documents
<b>MANUFACTURER</b>	Develop a specific video/presentation for "dummies"	Action	Video	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/0%		SHE	Ready to use package; improve with contents from Marketing plan; check previous documents
	Develop a more detailed information package about the technical tests (including short movies of tests from different tests centers) to technicians and thoroughly explain the datasheet	Action	Promotional Kit - Technitians					
<b>LICENCE HOLDERS:</b>	same as 4.1.	Action	Promotional Kit - Licence holder	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/0%		SHE	Ready to use package; improve with contents from Marketing plan; check previous documents
<b>OBL COMPANIES</b>	Develop a slogan for certified collectors to be in line with first line of thought process. This slogan should be in the video for "dummies".	Action	Content plan					
<b>KEYMARK Operator: CERTIFICATION BODIES</b>	Develop a promotional kit for CBs by adapting the future promotional kit for License holders. Video for 'dummies', technical brochures or videos.	Action	Promotional Kit - CBs	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/0%		SHE	Ready to use package; improve with contents from Marketing plan; check previous documents
<b>KEYMARK Operator TESTING LABORATORIES</b>								
<b>ESTIF</b>	Highlight the benefit that the SK has on accessing new markets and launching new products	Action	Content plan	New			SHE	Needs to be done when the new SCF-Project is proposed; make a priority call for the continuation of this project
	Improve the "database of certified products" and adapt it to the needs of industry and market, namely the complementarity with Energy Labelling or other obligations	Action	Database	SCF 5C6.1 - DATABASE_S KI / 7C04 - Label-DB			SHE	Follow-up development of 'external' project. See relevant links with marketing activities.

	TARGET GROUP	Service	Type	Action	Running/New	Status	Budget	Responsible	Reccomendations
1.1	PUBLIC AUTHORITIES THAT DICTATE POLICIES	1. Define the <b>concrete service</b> that the SKN offers to this stakeholder group:	Action	Service description	New			SHE	Action to be part of the continuation of the marketing plan project; assess the value of the proposed service consulting with users
		a) "The SKN is a technological partner that offers the highest level of technical information in Europe."				To be defined			
		b) The SKN is a group of experts that represents solar thermal market players committed to quality products (industry, certification bodies, test labs, universities, etc.).				To be defined			
1.2	PUBLIC AUTHORITIES THAT MANAGE SUBSIDY SCHEMES	1	Action	Service description	New	To be defined			
		a), b)							
1.3	STANDARDISATION: STANDARDISATION BODIES	2. Communicate the service that SKN can offer in terms of the knowledge and experience of its members. It can be a consultation service to assure that the standards are best aligned with the need of its users	Action	Service description	New	To be defined			
2.1	NON-INDUSTRY	3. Guarantee reliability, make information understandable	Goal						
2.2	INDUSTRY								
3	DECISION MAKERS & INFLUENCERS:	4. Train decision makers to understand the content and importance of solar keymark	Action	Service description	New	To be defined			
	ARCHITECTS, DEVELOPERS, ENGINEERING FIRMS AND CONSTRUCTION COMPANIES, PROCUREMENT COMPANIES, INSTALLERS (SELLING AND DESIGNING) ENERGY CONSULTANTS	a), b)							
4.1	LICENCE HOLDERS: MANUFACTURER	Describe a consultation service (SKN expertise) that the SKN can provide to licence holders: the kind of technical support provided, international recognition of the SK, as well as the technical lobby activities that the SKN does. SKN will also provide members with a continuous updated subsidy overview	Action	Service description	New	To be defined			
4.2	LICENCE HOLDERS: OBL COMPANIES	same as 4.1.	Action	Service description	New	To be defined			
5.1	KEYMARK Operator: CERTIFICATION BODIES	Use the subsidies map and service of SKN as part of kit for 'selling' the SK to new clients	Action	Map / Kit		SCF 8C07.1 - Promotion_ESTIF		SHE	Position this action as a concrete service of the SKN
5.2	KEYMARK Operator: Testing Laboratories	Sharing knowledge about scheme rules through SKN news / Newsletter	Action	Newsletter		SCF 8C07.1 - Promotion_ESTIF		SHE	Position this action as a concrete service of the SKN
6	ESTIF	Enhance argumentation on SK value proposition for industry and market	Goal						
		Gather information on SK acceptance in subsidies schemes from different countries and distribute the information	Action	Subsidies map		SCF 8C07.1 - Promotion_ESTIF		SHE	Position this action as a concrete service of the SKN
		Highlight value of SKN services for ESTIF, its members and the sector	Action	Service description	New	To be defined			

	TARGET GROUP	Price	Type	Action	Running/New	Status	Budget	Responsible
1.1	<b>PUBLIC AUTHORITIES THAT DICTATE POLICIES</b>	The service has no cost for this stakeholder group						Action to be part of the continuation of the marketing plan project; assess the value of the proposed service consulting with users
1.2	<b>PUBLIC AUTHORITIES THAT MANAGE SUBSIDY SCHEMES</b>	The service has no cost for this stakeholder group						
1.3	<b>STANDARDISATION: STANDARDISATION BODIES</b>	Free, unless a very specific consultation is needed	Action	Define price				
2.1	<b>NON-INDUSTRY</b>	free						
2.2	<b>INDUSTRY</b>							
3	<b>DECISION MAKERS &amp; INFLUENCERS:</b>	Free						
	<b>ARCHITECTS, DEVELOPERS, ENGINEERING FIRMS AND CONSTRUCTION COMPANIES, PROCUREMENT COMPANIES, INSTALLERS (SELLING AND DESIGNING) ENERGY CONSULTANTS</b>							
4.1	<b>LICENCE HOLDERS: MANUFACTURER</b>	The product and service above mention won't have any additional cost, since they are included as part of the licence fee. Any tailor-made consultation or adaptation of the kit will have additional costs	Action	Define price				
4.2	<b>LICENCE HOLDERS:</b>	same as 4.1.	Action	Define price				
	<b>OBL COMPANIES</b>							
5.1	<b>KEYMARK Operator: CERTIFICATION BODIES</b>	Free						
5.2	<b>KEYMARK Operator: Testing Laboratories</b>	Free						
6	<b>ESTIF</b>							

	TARGET GROUP	Place	Type	Action	Running/New	Status	Budget	Responsible
1.1	<b>PUBLIC AUTHORITIES THAT DICTATE POLICIES</b>	1. Define a contact person from SKN: Chairman: institutional and policy issues Manager: technical issues	Action	Define functions				
		2. Define who are the relevant actors in this stakeholder group (contact list: EU Commission, national actors)	Action	Database of contacts				
		3. Define priorities (by country)	Action	Priority list				Strategy Working Group
1.2	<b>PUBLIC AUTHORITIES THAT MANAGE SUBSIDY SCHEMES</b>	1. Define a contact person from SKN: Chairman: institutional and policy issues Manager: technical issues	Action	Define functions				
		4. Define who are the relevant actors in this stakeholder group (contact list: national actors and lobby groups)	Action	Database of contacts				
		3. Define priorities (by country)		Priority list				Strategy Working Group
1.3	<b>STANDARDISATION: STANDARDISATION BODIES</b>	5. Through SKN members and information on website. There could be a specific contact person of SKN for technical issues, either the SKN member or SKN Manager	Action	Define functions				
2.1	<b>NON-INDUSTRY</b>	6. Websites/product leaflet	Action					
2.2	<b>INDUSTRY</b>							
3	<b>DECISION MAKERS &amp; INFLUENCERS:</b>	1 Idem to #1	Action	Define functions				
	<b>ARCHITECTS, DEVELOPERS, ENGINEERING FIRMS AND CONSTRUCTION COMPANIES, PROCUREMENT COMPANIES, INSTALLERS (SELLING AND DESIGNING) ENERGY CONSULTANTS</b>	4 Idem to #4	Action	Database of contacts				
		3 Idem to #3	Action	Priority list				Strategy Working Group
4.1	<b>LICENCE HOLDERS: MANUFACTURER</b>	SK promotional kit: SKN → Certification body → Licence holder SKN → Licence holder SKN expertise: SKN → Certification body / Testing lab → Licence holder SKN → Licence holder	Action	Internal procedure	SCF8-Promotion			SHE Additional budget for face-to-face meeting with KMO - The SCF project is covering just one part of this not all the promotional kits
4.2	<b>LICENCE HOLDERS:</b>	same as 4.1.	Action	Internal procedure			SCF project	Additional budget required for an additional SCF project
	<b>OBL COMPANIES</b>							
5.1	<b>KEYMARK Operator: CERTIFICATION BODIES</b>	Receive the promotion kit from SKN. maybe receive some specific links from SKN Website to adapt to own website	Action	Internal procedure				Coordination necessary
5.2	<b>KEYMARK Operator: TESTING LABORATORIES</b>							
6	<b>ESTIF</b>	1 Idem to #1	Action	Define functions				
		Establish a direct link between ESTIF and ESTESC and SKN/KMO	Action	Internal procedure	SCF8-Promotion	Dec.2017/0%	SHE	Additional budget for face-to-face meeting with KMO

		Promotion	Type	Action	Running/New	Status	Budget	Responsible	Recommendation
1.1	PUBLIC AUTHORITIES THAT DICTATE POLICIES	1. Assure that the service for this stakeholder group and the access to it is clearly described in all communication channels such as website, presentation, brochure/flyer, newsletter.	Action	Internal procedure	SCF 8C07.1 - Promotion_ES TIF	Nov.2017/0%		SHE	Ongoing project, additional funding + additional project
		2. Develop a presentation specific for this stakeholder group	Action	Presentation				SHE	Project to be defined: Coordination of Communications
1.2	PUBLIC AUTHORITIES THAT MANAGE SUBSIDY SCHEMES	1. Same as # 1 above.	Action	Internal procedure	SCF 8C07.1 - Promotion_ES TIF			SHE	Ongoing project, additional funding + additional project
		3. Set up a "(sales) task force" that defines a local strategy to promote the SK for subsidy schemes	Action	Task force				TBD	Project to be defined
		2. Same as # 2 above.						SHE	Project to be defined: Coordination of Communications
1.3	STANDARDISATION: STANDARDISATION BODIES	4. Newsletter with general information.	Action	Newsletter	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/50%		SHE	Ongoing project, additional funding
		5. Video for dummies.	Action	Video	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/0%		SHE	Ongoing project, additional funding
		6. Specific and technical information about the testing standards and how they are used.	Action	?				TBD	Project to be defined
2.1	NON-INDUSTRY	7. Create awareness among end consumers	Goal						
2.2	INDUSTRY								
3	DECISION MAKERS & INFLUENCERS	8. Inform the decision makers by mail and website	Action	Newsletter / Website	SCF 8C07.1 - Promotion_ES TIF	Nov.2017/0%		SHE	Improve with the work done for the Marketing plan; additional funding
	ARCHITECTS, DEVELOPERS, ENGINEERING FIRMS AND CONSTRUCTION COMPANIES, PROCUREMENT COMPANIES, INSTALLERS (SELLING AND DESIGNING) ENERGY CONSULTANTS	1. Same as # 1 above.	Action	Internal procedure					
		3. Same as # 3 above.	Action	Task force					
		2. Same as # 2 above.	Action	Presentation					
4.1	LICENCE HOLDER	Promote the "SKN promotional kit" and "SKN expertise" through the newsletter.	Action	Newsletter	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/50%		SHE	Ongoing project; improve with the work done for the Marketing plan; additional funding
	MANUFACTURER	Promote the "SKN promotional kit" and "SKN expertise" through a press release: Solar Thermal World, Sun & Wind Energy, etc	Action	Press release				SHE	Project to be defined: Coordination of Communications (for promotional Kit)
		Prepare a template for a letter in order to communicate this product/service	Action	Templates				SHE	Project to be defined: Coordination of Communications (for promotional Kit)
		Upload the SKN promotional kit in the website for download by licence holders	Action	Website	SCF 8C07.1 - Promotion_ES TIF	Nov.2017/0%		SHE	Ongoing project; improve with the work done for the Marketing plan; additional funding



		Promotion	Type	Action	Running/New	Status	Budget	Responsible	Recommendation
		Promote and request SKN licence holders to refer and integrate the information packages on their website	Action	Newsletter	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/50%		SHE	Ongoing project; improve with the work done for the Marketing plan; additional funding
		Introduce a person of contact for communication within the SKN (Geoffroy Cazenave) to help licence holders with communication issues regarding certifications and assure a harmonized communication message	Action	Define function				SHE	Project to be defined: Coordination of Communications
4.2	LICENCE HOLDERS	same as 4.1.							
	OBL COMPANIES	There should be a 'welcome email' for new license holders to receive easily the Promotion Kit.	Action	Standard email				SHE	Project to be defined
5.1	KEYMARK Operator: CERTIFICATION BODIES	Newsletter offers information on promotion kit. video for dummies. information for more technical people.	Action	Newsletter	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/50%		SHE	Ongoing project; improve with the work done for the Marketing plan; additional funding
5.2	KEYMARK Operator: Testing Laboratories	Newsletter	Action	Newsletter	SCF 8C07.1 - Promotion_ES TIF	Dec.2017/50%		SHE	Ongoing project; improve with the work done for the Marketing plan; additional funding
6	ESTIF	Inform Solar Heat Europe (ESTIF) members on relevant topics related to SKN, its future and relevance for the sector, promoting debate	Action					SHE	Internal to Solar Heat Europe (ESTIF)
		Assure complementarity between communication and policy work done by Solar Heat Europe (ESTIF) and SKN	Action	Internal procedure				SHE	Internal to Solar Heat Europe (ESTIF)