



EUROPEAN UNION CUSTOMS ALLIANCE  
FOR BORDERS EXPERT TEAM

OCTOBER 2025

## IN FOCUS n°1

# Communication for EUCAB

*Orchestrating voices & strengthening outreach*

Six units of about 70 multinational experts, supported by 13 networks and their potential 351 national experts representing the 27 Member States' customs administrations...

EUCAB is an operational cooperation initiative that acts across borders, languages, topics and expertise, while aiming to project a coherent, meaningful and resonant voice. Thus, communication is not a luxury, but one of the backbones of EUCAB's

success. It's about crafting a sense of purpose, cultivating a thriving cooperation framework across cultures, and ensuring that the EUCAB's activities resonate with clarity and relevance to the wider world.

Five words help understand what communication for EUCAB stands for, and how its objectives are to be achieved.

## STRATEGY

*Communication as a management tool*

The Communication Strategy may look like a "mere" mandatory deliverable, as the Implementation Plan requires from the expert team "to develop a Communication Strategy and tools in order to enhance EUCAB's visibility by keeping the different stakeholders well informed."

However, more than an obligation, **communication for EUCAB intends to be a steering tool and a supporting instrument**; one of many possible forms of leadership setting direction on what, when, how and to whom to communicate.

The 32 pages document, shared widely with EUCAB's members, defines the communication objectives related to the expert team's goals - and supporting those goals -, along with the different categories of audiences and channels, the core communication principles, messages, and processes...

More than mere managing information flow, the Communication Strategy for EUCAB's cooperation

framework is about orchestrating contributions into coherence, and ensuring that the work of the team resonates with the customs community, and beyond, with the wider public.



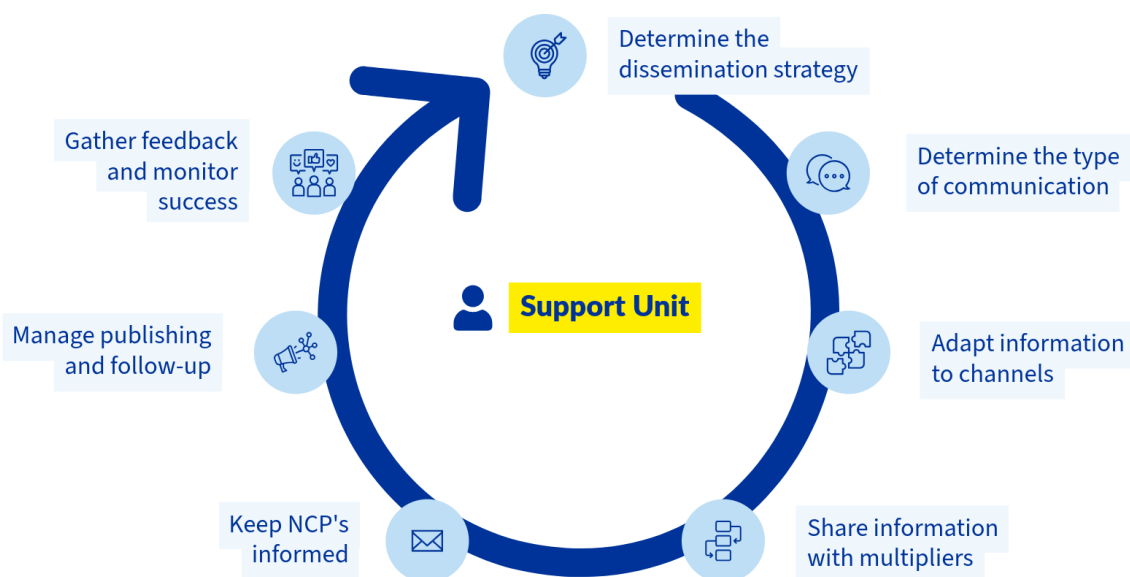
## ORGANIZATION

### *Structuring collaboration*

Communication for EUCAB undertakes an organizational role, through relationship building. It plays a supporting part in steering information exchange, by favouring cooperation among EUCAB's experts, members and partners. It is about creating the space for knowledge and experience exchange, preventing that expertise collapses into silos, thus enhancing collective intelligence, performance and results. Building synergies is meant to favour that surplus value that emerges when different minds truly collaborate.



To really play its role in achieving operational goals, **EUCAB's Communication Plan is built on the insight and content input from the expert team's units and the networks** that they manage, especially the communication network. In this sense, communication acts as the work's continuation by other means.



## METHOD

### *Achieving coherence, while leaving enough space for creativity*

How to distinguish between “official” and “personal” voices? Who signs off on external statements? Assigning responsibility is crucial: someone must hold the threads together. The Communication Strategy sets up the communication governance for EUCAB, where a task force within the Support Unit acts as an intermediary between EUCAB management, as official spokespersons, and experts, as major content providers.

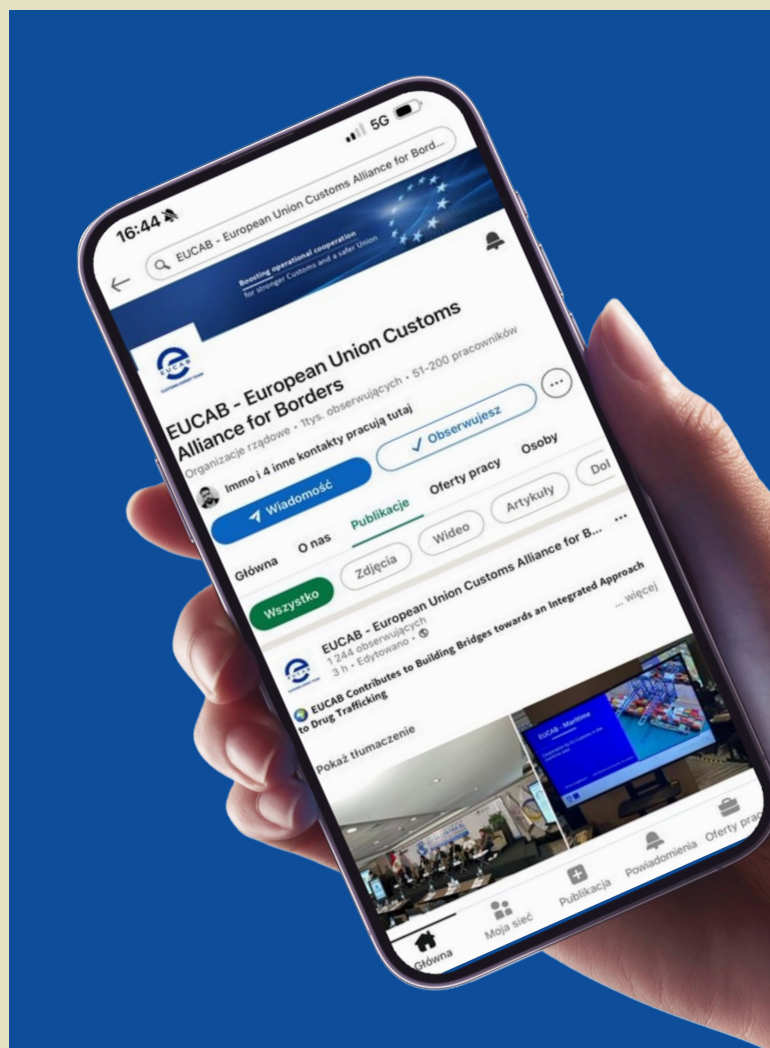
The communication governance and distributed roles aim at reducing confusion, while fully allowing for creativity. Every orchestra needs a score, but no one wants to play by numbers alone. Thus, each expert is encouraged to act as ambassador for the project, in particular to highlight the diversity of topics, expertise, and people involved.

**Searching for a balance between coherent collective message and individual voice**, social media guidelines were drafted to allow for personal engagement, while ensuring consistency of tone and content.

Three kinds of messaging were devised to warrant team consistency but also leave place for personal expertise and creativity. The first kind of messaging is a non-modifiable core purpose statement, that accompanies the logo: “Boosting operational cooperation for stronger Customs and a safer Union.” The second one states some additional core ideas outlining the spirit of cooperation within EUCAB’s framework. The third one is a list of messages closely related to EUCAB’s activities and priorities and, in this sense, open to constant enrichment to illustrate the expert team’s achievements.

**Clear rules and simple procedures help achieve relevance, coherence, and accountability.** A “Toolkit” of Appendixes to the Communication Strategy provides helpful information for those who want to communicate on an event, share a written deliverable or post on LinkedIn.

Two pragmatic workflows – focused on events and on communication on written deliverables – guide contents providers in sharing relevant information in a timely manner with different audiences, ensuring that expertise travels and reaches all interested parties.



## TOOLS

### *Turning vision into practice*

Tools are the visible instruments of the Communication Strategy. They are not ends in themselves. EUCAB communicates through a combination of relevant and complementary channels: just the necessary mix to ensure that different audiences have access to the information that they need.

**More than a showcase**, the LinkedIn page is a forum. It helps connect EUCAB experts and members, but also engage with partners and stakeholders, and up to the general public.

**More than a hub for resources and an archive**, complementary to the flow of information on LinkedIn, the website provides deeper information, allowing for expertise to be made accessible without losing nuance.

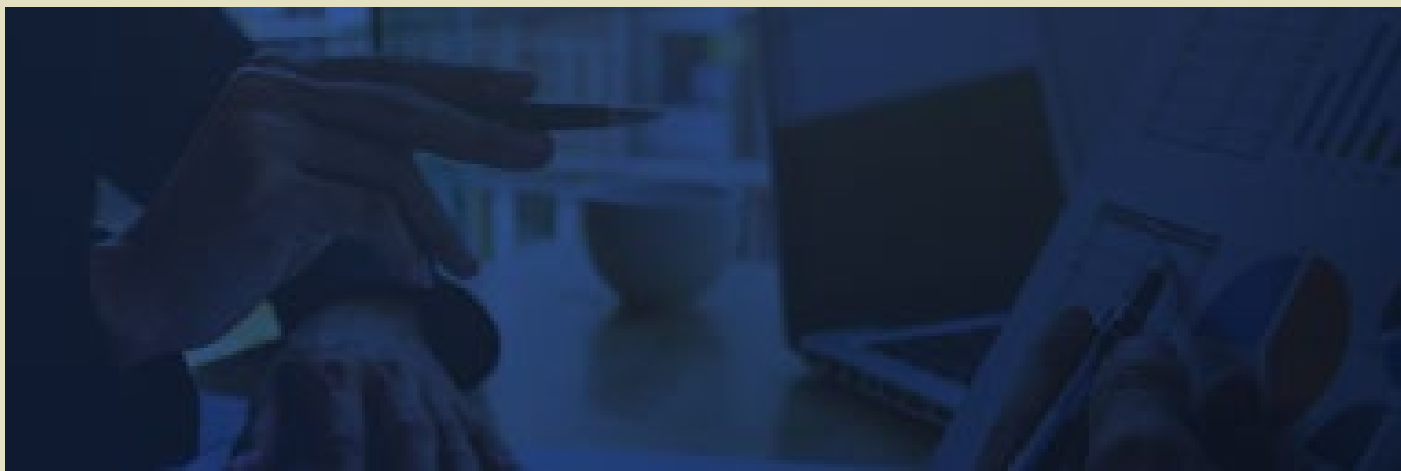
**More than reports** to be filled, publications are invitations to expertise sharing and conversation.



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EUCAB’s reach is amplified by building synergies between its own different kinds of media and Member States’ customs administrations tools (social media accounts, internal and external web-sites).

A visual identity guide, powered by different templates, ensures graphic and formal consistency, thus reminding that while the expert team is not an institution, it is not either a loose assembly, but a community with an identity. The logo is the major sign of identity, as also are the colour palette, rooted in the EU institutional colours, and the fonts (Calibri and Arial).



## RESULTS

### *The end-user in focus*

Relevant and consistent communication is about the impact EUCAB makes. Indeed, it should ensure broader awareness for the activities and results of this first EU-wide cooperation initiative bringing together all EU Member States' customs administrations.

**Turning expertise into influence...** More than mere image and reputation building, communication aims to create interest for EUCAB's activities, and even encourage action from influential audiences such as public and private partners. To achieve this, communication should be relevant, echoing major topics and priorities of our time. Meaningful, evidence-based and focused on the impact communication is aimed at, thus closely related to EUCAB's results and, more broadly, to customs administration's achievements.

**Translating expertise into meaning...** To showcase EUCAB's achievements broadly, the communication task force from the Support Unit seeks to highlight how effectively the team's work serves society and informs decision-makers.

## Resonant expertise

Visibility is a condition for relevance and impact. Ultimately, communication for EUCAB is about showing the difference it makes towards better understanding of customs issues, better customs operations and future-oriented policy. It is about creating the conditions under which expertise can travel, persuade, and last.

The implementation of EUCAB's Communication Strategy will keep this outcome in focus, with the aim of strengthening the customs experts' community while also amplifying impact for different kinds of end-users — be they a policymaker, practitioner, or citizen.

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### **Editorial Team:**

EUCAB Support Unit

### **Contents:**

Angela Demian - FR Customs

### **Design & Layout:**

Aleksandra Stachura - PL Customs

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