

23-02-2022

Deliverable D2.8

Project Communications Strategy and Plan (3)

Deliverable D2.8

Contractual Date:	28-02-2022
Actual Date:	23-02-2022
Grant Agreement No.:	856726
Work Package	WP2
Task Item:	Task 1
Nature of Deliverable:	R (Report)
Dissemination Level:	PU (Public)
Lead Partner:	GÉANT Association
Document ID:	GN4-3-22-2F84F7
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The research leading to these results has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No. 856726 (GN4-3).

Abstract

This deliverable describes the communications strategy and plan for Month 37 to Month 48 of GN4-3.

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Executive Summary

This deliverable describes the communications strategy and plan for Month 37 to Month 48 of GN4-3.

Continuing from the strong progress made in GN4-3 Period 2, the document provides the strategic context on which the communications strategy and plan are built and details the key communication aspects that were considered in devising the communications plan.

Actions identified in the plan will be tracked on an ongoing basis and their success measured against the key performance indicators set for the Task (Work Package 2 Marketing, Communications and Events, Task 1 Communications and Design). Progress towards objectives will be monitored and reported on a regular basis.

1 Introduction

Informed by the goals set for GN4-3 and GN4-3N in the project's Description of Work (DoW), the marketing and communications strategy and plan continue to address the project's different stakeholders and their requirements, with integrated, consistent communications that target audiences through coordinated channels, with consistent messaging and impactful content.

Following the strategic direction set for GN4-3, this document sets out the communications strategy that Work Package 2 Marketing, Communications and Events, Task 1 Communications and Design has devised to progress and enhance the work it carried out in GN4-3 Periods 1 and 2 and which followed on from predecessor projects (see Section 2).

The communications plan the Task has compiled is based on the communications strategy; key communication aspects as well as stakeholder impact were also considered in putting the plan together (see Section 3).

To track progress against the communications plan, key performance indicators (KPIs) have been agreed, which the Task will monitor on a regular basis (see Section 4).

The document concludes by summarising the key approaches required for the strategy and plan to succeed in meeting their objectives, and the areas where further growth and results are anticipated (see Section 5).

2 Project Communications Strategy

The GN4-3 Description of Work (DoW) includes the following overarching Framework Partnership Agreement (FPA) objective:

The overall FPA objective for the GÉANT Partnership is to contribute to the effective European Research Area by making Europe the best-connected region in the world. GÉANT must offer European researchers the network, communications facilities and application access that ensure the digital continuum necessary to allow them to conduct world-class research in collaboration with their peers around the world.

GN4-3 continues to pursue this objective, together with a number of supplementary objectives that span the duration of the project. Of these, the following are relevant to project communications:

- O3 Support the GÉANT partners in their mission to offer the research and education community the best e-infrastructure environment possible to further their research and education activities.*
- O5 Engage and contribute with services and expertise to other EC programmes where relevant and feasible.*
- O6 Maintain and strengthen GÉANT's position and reputation in other world regions.*

Informed by the above, the marketing communications strategy aims to raise awareness of the project, its activities and ambitions, as well as the network and services, and highlight the impact these have on the research and education community. This should be done through clear messaging and positioning statements, the production and publication of engaging content to address key stakeholders, and communication delivery through integrated, measurable and collaborative channels.

WP2's communications, marketing and events service has continued to develop and evolve over the years and has proved itself to be an effective and valuable resource. It is also responsible for building and maintaining the GÉANT name and reputation.

Over successive GÉANT projects, the WP2 team has established effective communication channels which maximise the reach of the messages and content to a wide range of GÉANT stakeholder communities. Examples include the GÉANT website and services microsites, the CONNECT family of channels (website, newsletter and magazine), event participation (e.g. ICT, ICRI, etc.) and joint promotional campaigns with National Research and Education Networks (NRENs), and a social media approach that targets all stakeholders. Furthermore, the TNC event organised by GÉANT and partner NRENs routinely attracts over 700 attendees, with several thousand watching streamed content online.

WP2 will nurture its relationships and collaborate with other groups to make use of additional channels, such as the Global PR Network's In the Field blog, the Science|Business weekly newsletter, stakeholder joint collaborations, EC websites, featured opportunities and social media, and, of course, the partners' own dissemination of information across all their channels. WP2 will continue to use tools to monitor/measure the impact of the communications to ensure they are relevant, targeted, and cost-effective.

WP1 Project Management has a central role to coordinate the project's activities, and to ensure communication of progress, results and, importantly, of tools and information in order for participants and partners to be able to fully contribute to and benefit from the outputs and success of GN4-3. This includes an internal communications programme, aided by WP2 and the other Work Packages, as required, the core of which includes the weekly newsletter, the annual project Symposium working conference and the intranet for sharing progress and updates.

WP2 works closely with the other Work Packages, in particular with WP3 User and Stakeholder Engagement, to develop and implement communications plans that will enable dissemination and promotion, as well as allow dialogue with and feedback from the stakeholder groups. For example, the growing reach of GÉANT's social media channels, alongside the web presences, supports "likes", retweets, sharing and incoming enquiries by individuals across all stakeholder groups. Event participation provides opportunities to engage with stakeholder groups and to obtain their comments and input for consideration. A mixture of conventional and digital marketing materials is deployed, and news stories and channels are carefully developed to ensure each stakeholder group is catered for in the most appropriate manner.

WP3 actively engages with the user communities to build solutions comprising services and expertise to match user needs and supports "co-creation", forming user groups to gather feedback on user experience of current services and working to gain insight into users' future requirements – all of which provide intelligence for the Work Packages that helps define new features or service ideas. Through attending and hosting user meetings, WP2 manages communications to help the project assess service development in response to the evolving needs of the e-community.

To continue the progress achieved in GN4-3 Periods 1 and 2, Task 1 has identified a number of objectives and actions for M37 – M48. These will be accomplished by building on the "twin track" approach employed to date, an approach that separates "features" (functional) and "benefits" (impactful) to address different stakeholders with the most appropriate and compelling content and deliver this through targeted channels.

The Task will continue to work closely with the other Work Packages, with project partners and participants, and with other stakeholders to ensure the widest reach.

As an integral part of its work, each Work Package of GN4-3 and GN4-3N will disseminate its results to relevant audiences, in coordination with the support WPs (WP1, WP2, WP3). This will include:

- Presentations.
- Training and knowledge-sharing at meetings and conferences.
- Issuing news stories, use studies and service documentation.
- E-infrastructure integration projects and suppliers through operational collaborations with, for example, international networking organisations.

As the new fibre footprint is made available by the GN4-3N project and passed on to the GN4-3 project for operations and support, the dissemination effort will be adapted to include the new opportunities offered to the countries with newly established 100 Gbps fibre connectivity.

A core role of WP2 Marketing, Communications and Events is to disseminate and promote the results and outputs of the project across the stakeholder communities through external and internal communications strategies and actions, helping to increase the success and adoption of services. To ensure partner involvement, this work is carried out in collaboration with WP3 User and Stakeholder Engagement.

The project communications strategy informs the communications plan, which is detailed in the next section.

3 Project Communications Plan

Focusing on a set of objectives (see Section 3.2) that have been informed by the strategy outlined in Section 2, the communications plan defines the information dissemination required to meet these objectives by answering the following questions:

- What type of information needs to be disseminated?
- Which communication channels should be used?
- Who does it need to be delivered to?
- When should it be delivered?

The success of actions is measured against key performance indicators (KPIs).

This section discusses the key communication aspects that have been taken into account to produce the communications plan, as well as presenting the plan itself.

3.1 Strategic Considerations

In putting together the marketing communications plan, Task 1 has followed the devised strategy by considering key communication aspects. These are the audiences that need to be addressed, which channels are appropriate for addressing the different audiences, what messaging approach will deliver the best results, how content is conveyed most effectively and how stakeholder engagement can be ensured. Each of these is discussed below.

3.1.1 Audiences

The GÉANT project has a diverse range of audiences (many of whom are stakeholders, see Section 3.1.4.1), including:

- a. Work Package Leaders (WPLs), Task Leaders (TLs), Coordinators and project participants.
- b. Project partners (European NRENs) and their connected campuses.
- c. E-infrastructure partners and other organisations in the European Open Science Cloud (EOSC) ecosystem.
- d. Research communities.
- e. The European Commission.
- f. National governments.
- g. Global partners – non-European NRENs, RRENs.

- h. Industry – potential and existing suppliers, sponsors, etc.
- i. The public.

These audiences have different interests, different requirements for information and levels of engagement, and will often get their information from different communication channels.

3.1.2 Channels

Reaching the project audiences requires a range of communication channels that cater for different types of content and consumption. For example, a detailed description of eduroam and how to set it up for an institution will require a very different approach to raising awareness of an eduroam campaign.

The project therefore uses different channels for different purposes. Channels employed include:

- Web presences:
 1. GEANT.org
 2. CONNECT.geant.org
 3. IMPACT.geant.org
 4. NETWORK.geant.org
 5. COMMUNITY.geant.org
 6. ABOUT.geant.org
- Weekly newsletters
 7. GÉANT Project Office news from the Project Management Office (PMO) for project participants
 8. CONNECT weekly newsletter subscribed to by a wide range of audiences
- Magazine
 9. *CONNECT* magazine
- Other
 10. Social media to raise awareness, engage with audiences, and drive traffic to web presences:
 - Twitter
 - Facebook
 - LinkedIn
 - YouTube
 - Instagram
 11. Internal meetings (e.g. Special Interest Group on Marketing Communications (SIG-Marcomms))
 12. External events (such as TNC).

Throughout GN4-3 Periods 1 and 2 significant progress was made in improving the project's communication channels, not just ensuring they were optimised for mobile devices and with a stronger focus on design, but also delivering several new websites for specific audiences, and tailoring content for the increasing use of social media. This approach in turn is supporting outreach teams and

promoting service uptake. In GN4-3 Period 3 the approach is to further streamline, optimise and better integrate these channels for greater impact and efficiency.

Table 3.1 below summarises the audiences and approach for each channel.

#	Channel	Audiences	Approach
1.	GEANT.org	a, b, c, d, e, f, g, h, i	As the default entry point for all GÉANT audiences, this site aims to provide a high-level overview of all activities – for a potentially diverse group of audiences. It also includes a high-level overview of services and a section on projects, which is where the GN4-3 information currently sits.
2.	CONNECT.geant.org	a, b, c, d, e, f, g, h	As the home of all timely content – news and articles about all topics and event notifications – for use by the project and its partners, this channel caters for a diverse audience.
3.	IMPACT.geant.org	b, c, d, e, f, g, i	This site is intended primarily for audiences who know little about GÉANT or its services, and as such content is written in non-technical language to highlight the societal impact of the project.
4.	NETWORK.geant.org	a, b, c, d, e, f, g, h, i	This site is for a potentially diverse group of audiences and aims to showcase the pan-European network and to provide a platform on which to disseminate and promote the GN4-3N project activities and achievements.
5.	COMMUNITY.geant.org	a, b, c, d, e, g, h, i	This site is to showcase the GÉANT Community Programme, promote involvement with TFs, SIGs, and workshops, and to encourage nominations for the Community Award. It also provides an overview of the Learning and Development opportunities.
6.	ABOUT.geant.org	a, b, c, d, e, f, g, h, i	This site provides background information about GÉANT – the Association primarily – and therefore includes information on the membership and project partners, GÉANT Board, Executive Team and offices. However, it also includes a resources section where white papers, position papers and strategy documents are published.
7.	PMO newsletter	a, e	This is targeted at all project participants and the EC Project Officer.
8.	CONNECT newsletter	a, b, c, d, e, f, g, h, i	By incorporating content from the CONNECT.geant.org site it can be assumed that the newsletter audience is the same as the website. However, the audience can be analysed closely by the subscriber details.
9.	CONNECT magazine	a, b, c, d, e, f, g, h, i	The magazine is compiled and written so as to appeal to all audiences, with a tone and language that addresses different groups individually.
10.	Social media	a, b, c, d, e, f, g, h, i	By its very nature social media potentially covers all audiences. However, we are able to target particular audiences where appropriate.

#	Channel	Audiences	Approach
11.	Internal meetings	a, b, e	Project-internal meetings include the Project Management Convention and Symposium, but also Special Interest Group / Task Force (SIG/TF) meetings, etc.
12.	External events	a, b, c, d, e, f, g, h, i	External events will vary in their audience focus and need to be addressed individually. For example, TNC is focused on European and non-European NRENs, RRENs, EC, and industry. However, ICT will focus on research communities, EC, national governments, industry and to a smaller extent the public.

Table 3.1: Communication channels – audiences and approach

3.1.3 Messaging

A consistent and integrated approach to messaging helps to ensure the project and its activities are positioned correctly and seen as supporting wider initiatives, as well as building trust with stakeholders. The Task will continue to work with the Project Management Office (PMO) and with Work Package Leaders to develop project-wide messaging.

3.1.3.1 Key Areas

Throughout GN4-3 Periods 1 and 2 the Task has grouped the project's wide range of activities into a number of key areas (networking, trust and identity, cloud services, community, and research engagement) to simplify project messaging and provide context to individual activities.

In particular, the areas of networking, trust and identity, and cloud services are central to Open Science and messaging will continue to support the high-level GÉANT objectives and positioning of the project within the Open Science landscape.

The community area covers such initiatives as TNC, the Task Forces and Special Interest Groups that foster innovation, and the Learning and Development work. The Task will continue to work closely with the GÉANT Community Programme to ensure communications efforts are aligned and supportive.

The research engagement area highlights the positive impact of GÉANT and the NRENs on research, education and the e-infrastructure communities – supporting the outreach efforts of Work Package 3 User and Stakeholder Engagement.

3.1.3.2 Twin Track Approach

Throughout GN4-3 Periods 1 and 2 the Task has followed the “twin track” approach to messaging, which addresses communications through two main streams, impactful and functional. All the project's audiences, channels and content are included in these two groups.

- **Impactful:** a storytelling approach that addresses the “WHY?” with engaging content highlighting the benefits. This may take the form of success stories, articles, videos, graphics, animations, social media campaigns, posters and others, delivered through channels such as *CONNECT* magazine, the *CONNECT* website or the *IMPACT* website. For example, governments and funding bodies can read interviews or articles in *CONNECT* magazine, or success stories on the *IMPACT* website, which show the importance of the GÉANT community working with a particular research community, or how eduroam is supporting students across the world.
- **Functional:** an informational approach that addresses the “WHAT?”, highlighting the facts, features and necessary information. For example, service implementers in NRENs receive information on a particular service through internal meetings or via the WP3 Partner Relations and Engagement Task, or published on the GEANT.org website in appropriate sections. The information will focus on the features and technology of the service.



Figure 3.1: Twin track approach to messaging

3.1.4 Stakeholder Engagement

The Task will engage with all stakeholders, including Work Package Leaders and their Task Leaders, project partners and participants, the European Commission, and other partners.

Ongoing engagement with stakeholders, through both established and new channels, will be essential to the achievement of objectives. The level of detail will also be modified in accordance with the reader.

3.1.4.1 Stakeholder Impact Analysis

Table 3.2 lists the stakeholders of the GÉANT project and their interests, with the aim to determine the impact they have on marketing communications. This integrated approach to understanding the stakeholders is useful to ensure effective communications.

Stakeholders	Interests	Estimated Impact	Estimated Priority
WPLs/TLs	WPLs and TLs have a responsibility to disseminate their work and to engage with their audiences. The Task will work closely with them to ensure their communications needs are fully met and support the project’s overall objectives.	Medium	2
Project participants (partners)	The way in which this stakeholder group consumes content is notable, as participants are often not involved in the project in a full-time capacity, and so the Task needs to compete for their attention and ensure the content is easy for them to consume.	Medium	2

Stakeholders	Interests	Estimated Impact	Estimated Priority
EC	The EC requires the project to communicate its work and benefits to a wide range of audiences and needs to be kept up to date with developments and success stories. Therefore, the Task will work with the Project Officer to support their outreach efforts.	High	1
Other collaborators	The project needs to collaborate with a range of partners, and to support their outreach efforts, e.g. e-infrastructure partners and global partners. The Task will work with the relevant WPL/TL to ensure these collaborations continue to progress.	Medium	2

Table 3.2: Stakeholder impact analysis

3.2 Communications Plan

Taking into consideration all the factors discussed in Section 3.1, the communications plan details each objective, the actions to be taken to achieve it, the audiences targeted by the actions, the channels used to reach the audiences and how often the actions are to be executed.

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
Position and promote the GÉANT network and services to European and global stakeholders.	As the topics of Quantum, EuroHPC and EOSC continue to grow in importance, so the project's overall messaging should develop to support awareness of these areas and the opportunities for the community to be involved.	Support awareness of these key topics with feature articles, interviews, and news items published and promoted in the most relevant channels.	<ul style="list-style-type: none"> • a • b • c • d • e • f • g • h • i 	Feature articles and interviews with GÉANT Exec, Board members, and key members of the community, published in <i>CONNECT</i> magazine and across specific websites.	Quarterly
		Promote the GN4-3N infrastructure rollout with articles, graphics, videos/animations and interviews with GN4-3N key staff. Collaborate with NRENs at key points – e.g. equipment installation, new fibre routes coming online, etc., to highlight the positive impact of the network. Collaborate with commercial suppliers to	<ul style="list-style-type: none"> • b • c • d • e • f • h 	CONNECT channels	Daily / Monthly
				Social media	As needed
				Workshops	As needed
				Conferences	As needed
				Events	Quarterly
				External media (press)	Quarterly

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
		<p>establish opportunities for joint promotion.</p> <p>Utilise most relevant social media channels for promotion – in particular LinkedIn, as demonstrated in Period 2.</p>			
		<p>Populate the NETWORK.geant.org website which is dedicated to showcasing the GN4-3N progress, highlighting the network rollout, traffic flows, etc.</p>	<ul style="list-style-type: none"> • b • c • d • e • f • h 	<p>NETWORK.geant.org website</p>	<p>N/A</p>
		<p>Work with WP2 Task 2 Services Marketing to implement individual services marketing plans. Support Task 2 by editing and publishing articles, providing social media support, creating logos, animations and other design work.</p>	<ul style="list-style-type: none"> • a • b • c • d • g 	<p>CONNECT channels</p>	<p>Monthly</p>
				<p>Social media</p>	<p>Daily</p>
				<p>Workshops</p>	<p>As needed</p>
				<p>Conferences</p>	<p>As needed</p>
				<p>Events</p>	<p>As needed</p>
				<p>Service microsites (e.g. eduroam.org, eduGAIN.geant.org, etc.)</p>	<p>Quarterly</p>
<p>Collaborate with other e-infrastructure providers, users,</p>	<p>GÉANT has a comprehensive range of channels. However, leveraging the reach of other</p>	<p>Contribute articles and success stories to the EC for publishing through their channels.</p>	<ul style="list-style-type: none"> • c • d • e • f 	<p>EC channels</p>	<p>Quarterly</p>
				<p>Social media</p>	<p>Quarterly</p>

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
NREs in Europe and worldwide, commercial partners and other stakeholders to maximise dissemination reach.	stakeholders is important to maximise dissemination.		<ul style="list-style-type: none"> • i 		
		Contribute to In the Field Stories and promote this initiative throughout GÉANT channels.	<ul style="list-style-type: none"> • b • c • d • f • g 	In the Field website	Monthly
		Plan and execute regular social media campaigns in collaboration with NREN partners, e.g. Women in STEM, Cyber Security Month; etc.	<ul style="list-style-type: none"> • b • c • d • e • f • g • h • i 	Social media	Quarterly
		Invite contributed articles from NREs and other partners for publishing in CONNECT channels.	<ul style="list-style-type: none"> • All 	CONNECT channels	<ul style="list-style-type: none"> • Weekly (for online and newsletter) • Three times per year (for magazine)
		Undertake joint press releases with suppliers where appropriate. Collaborate on joint announcements with user communities, NREs and RREs as required.	<ul style="list-style-type: none"> • b • c • d • e • f • g • h • i 	CONNECT channels	Quarterly
				Media (press)	Quarterly
				Events	Quarterly

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
Demonstrate the capabilities, value and impact of the GÉANT and R&E networks.	The Task should do this through all relevant channels, but in particular utilising two websites to demonstrate the impact of the GÉANT and R&E networks: <ul style="list-style-type: none"> • IMPACT.geant.org (GÉANT owned) highlights how the project enables large research projects and supports research communities. • The In the Field Stories website, which can be contributed to by all NRENS. 	Develop four new case studies for the IMPACT site. These can focus on user communities or individual projects, or on NRENS/RRENS or e-infrastructure partners to highlight the value of the GÉANT community.	<ul style="list-style-type: none"> • b • c • d • e • f • g • i 	IMPACT.geant.org	Quarterly
		Promote the featured articles and the site itself, create supporting materials (such as gifs, short video interviews with representatives) for use on social media channels, in collaboration with the featured projects/organisations. Use of Instagram is particularly relevant to promotion of the IMPACT website and content.	<ul style="list-style-type: none"> • b • c • d • e • f • g • i 	CONNECT magazine	Quarterly
			<ul style="list-style-type: none"> • b • c • d • e • f • g • i 	CONNECT website	Monthly
			<ul style="list-style-type: none"> • b • c • d • e • f • g • i 	CONNECT newsletter	Weekly
		Contribute to In the Field Stories and promote this initiative throughout GÉANT channels.	<ul style="list-style-type: none"> • b • c • d • f • g 	In the Field website	Monthly
Provide full communications, branding and design support to WP2	<ul style="list-style-type: none"> • All (variable according to event) 	External events	As needed for event		

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
		Task 3 Events for external events at which the project has a presence: TNC, ICT, ICRI, EOSC events and others as needed.			
		Create regular news, articles and blog posts about the GÉANT and R&E networks.	<ul style="list-style-type: none"> All (variable according to topic) 	CONNECT channels; GÉANT.org and social media channels	Ad hoc
Promote the GN4-3 and GN4-3N projects, and their activities, and foster inclusion amongst project participants.		Produce project achievements sheets, ongoing web pages and banners for the GÉANT website.	<ul style="list-style-type: none"> All 	GÉANT website	M37–M48
		Publish news items, articles and interviews to highlight the project’s capabilities and value and promote through all channels.	<ul style="list-style-type: none"> All 	GÉANT channels; GÉANT website; EC and partner websites	Monthly
		Support the launch of the “new network” completed under the GN4-3N Project.	<ul style="list-style-type: none"> All 	GÉANT channels; GÉANT website; EC channels; third-party sites such as Science Business; the TNC22 event, and others as deemed relevant.	M40–M48
		Produce engaging content to promote all areas of the project – including the network; trust, identity and security; community; research engagement, etc.	<ul style="list-style-type: none"> All 	GÉANT channels including social media, GÉANT website, community website, etc.	M37–M48

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
		<p>This may take the form of feature articles, animated content, graphics, etc. – for use across all channels.</p>			
		<p>Where needed, update branding guidelines and presentation templates for all partners and participants to use, to ensure consistent branding and practice by project participants.</p>	<ul style="list-style-type: none"> • a • b 	N/A	Ongoing
<p>Streamline and improve effectiveness of communication channels</p>	<p>The project’s communication channels have been developed and streamlined in GN4-3 Periods 1 and 2, and include the main website (GEANT.org), the successful CONNECT family of channels (website, newsletter and magazine), a website that highlights the project’s positive impact (IMPACT.geant.org), the community website, which houses the GCP, GCC, and Community Award content (COMMUNITY.geant.org), and several service websites (clouds.geant.org, eduGAIN.geant.org, eduroam.org, inacademia.org, etc.), and a range of social media</p>	<p>Conduct a user survey to ensure the channels are optimised for different stakeholders.</p> <p>Further develop the successful CONNECT family of channels (magazine, website, newsletter) to provide clear roles for each:</p> <p>COVID led to the magazine being recreated as an online-only publication. As some restrictions lift, and printed publications become practical, the Task will consider how to ensure the magazine’s position should adapt to a hybrid of online and printed. Subject matter should continue to evolve to</p>	<ul style="list-style-type: none"> • EC • NRENs • National governments • Research communities • End users • Public 	CONNECT channels	M37–M48

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
	<p>channels that continue to grow in reach and influence.</p> <p>In GN4-3 Period 3 the Task will aim to further develop these communication channels with targeted key content and messaging and improve their integration with one another, so that their impact is greater and contributors are more comfortable with which channel to use.</p> <p>Furthermore, a clearer distinction will be made between the CONNECT website and newsletter, and the <i>CONNECT</i> magazine, which will help contributors to use the most appropriate channel in the most effective way.</p>	<p>provide more strategic content, and format should include feature articles, high-level interviews and success stories, supported by community contributions.</p> <p>The design of the CONNECT website will be refreshed to reflect the wider web presence overhaul completed in Period 2. Its appearance will be updated to better integrate with other sites, and sections will be organised to provide improved navigation and use of articles. An NREN section will be investigated, whereby each NREN has their own page showing all relevant content.</p> <p>The newsletter will be updated to reflect the website and a recruitment campaign actioned to grow newsletter subscribers, including promotional material for use on social media.</p>			
		<p>With the new GÉANT.org website completed at the</p>	<ul style="list-style-type: none"> • All 	<p>GÉANT.org</p>	<p>M37–M48</p>

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
		end of Period 2, work in Period 3 will focus on developing the content and enhancing the user experience, which will in turn increase visitor engagement levels throughout the websites.			
		Conduct a regular review process to ensure all GÉANT websites, social media channels and newsletters are aligned and working together to provide a seamless user experience.	<ul style="list-style-type: none"> • All 	All channels	Quarterly
		Provide continued design support to WP2 T2 to improve the branding of service microsites and ensure a more consistent feel that emphasises where they sit under the GÉANT umbrella.	<ul style="list-style-type: none"> • a • b • c • d • e • g 	Services microsites	Quarterly
Help to build a stronger profile for Trust, Identity and Security – highlighting the range of services available and leveraging the brand	GÉANT holds a leadership position in Trust, Identity and Security, with eduroam and eduGAIN acting as core services to the GÉANT offering, and services such as eduTEAMS and InAcademia being added.	Continue to support WP2 T2 Services Marketing by producing a range of materials (graphics, animations, literature, digital engagement campaigns, booth posters, etc.), including short	<ul style="list-style-type: none"> • a • b • c • d • e 	CONNECT channels	As needed for WP2 T2
				Social media channels	As needed for WP2 T2
				IMPACT website	As needed for WP2 T2

Objective	Additional Information	Action	Target Audiences	Channels	Frequency
awareness of core services such as eduroam and eduGAIN.		animations that encourage click-through and a more in-depth video that targets a more technical audience.		Services microsites	As needed for WP2 T2
				Events	As needed for WP2 T2

Table 3.3: Communications plan

The identified actions will be tracked on an ongoing basis and their success measured against the KPIs set for the Task (see Section 4). Progress will be reported in quarterly management reports and any issues identified for monthly red, amber, green (RAG) status reports.

4 Key Performance Indicators

The success of the communications plan is measured against key performance indicators (KPIs).

The following KPIs have been set to support the monitoring of its effectiveness. These are largely carried over from Period 2 but have been adapted as follows:

- Increase distribution of *CONNECT* printed magazine by 5% year on year.
In GN4-3 Periods 1 and 2, distribution (including copies sent to NRENs, other organisations and distributed at events) was initially measured for each issue and reported within the quarterly management reports, providing an overall annual figure. However, in light of COVID-19, *CONNECT* 34, 35, 36 and 37 were not printed, instead being published online only due to cancellation of TNC20, the online format of TNC21, and continued remote working by many GÉANT audiences.

Therefore, the KPI relating to *CONNECT* magazine will instead focus on readership of the digital editions. The revised KPI will be:

Increase readership of *CONNECT* digital magazine to 650 downloads/views per issue by M48.

- Increase total visits to GÉANT community portal by 10% year on year for the duration of GN4-3.
Visits are tracked on a monthly basis and reported in the quarterly management reports, providing an overall annual figure for the calendar year.

- 50% of social media posts to generate $\geq 2.0\%$ engagement rate.
Whilst this engagement rate was initially set and measured for Twitter alone, it has been expanded to include Twitter, Facebook and LinkedIn. In addition, as it has proved impractical to monitor only 50% of social media posts, the engagement rate KPI will apply to all posts.

Engagement rate will therefore be measured as an average across Twitter, Facebook and LinkedIn for all posts.

In addition, a digital engagement report is produced on a monthly basis and used to analyse and influence activity on social media channels.

5 Conclusions

WP2 Task 1 Communications and Design has a broad remit, and it is anticipated that the objectives and associated actions identified in this deliverable will bring clarity and purpose to this, thus providing the best possible support to the project's objectives.

Certain approaches are required to ensure success:

- Close collaboration with all Work Packages, but particularly with WP3 User and Stakeholder Engagement, and with Task 2 Services Marketing and Task 3 Events within WP2 itself.
- Creation of engaging and appropriate content for diverse stakeholders, that can also be easily shared with and by project partners. The established “twin track” approach that has proved effective in GN4-3 Periods 1 and 2 will continue to be followed, as will the approach of recognising the need for a diverse range of content to suit the digital landscape, and subsequent evolving behaviours of audiences.

Having delivered the new CONNECT family (magazine, website and newsletter) and overhauled the GÉANT web presences (creating the GÉANT, NETWORK, COMMUNITY, PROJECTS, and ABOUT sites), it is planned that further integration of the channels will continue in Period 3. In addition, more targeted use of social media channels in Period 2 has shown that particular content performs better in certain channels – e.g. network-related content performs well on LinkedIn – and in Period 3 work will focus on making the most of this approach to grow awareness further.

Ongoing development of content is key to engagement and continued growth in audience, and the project will therefore focus efforts on this content creation – particularly in areas such as Quantum, EOSC, and HPC, but also in “traditional” areas such as the network; trust, identity and security; and community. In addition, an increased focus will be placed on showcasing user communities and the services on which they rely, so as to support wider take-up of GÉANT services.

Furthermore, increased support to those Work Packages involved in learning and development resources and content is anticipated, to support the delivery of an improvement in upskilling and participant retention.

Progress towards these objectives will be monitored on a monthly basis, reported on at the Project Management Board meetings, and adjustments made where necessary to ensure completion.

Glossary

DoW	Description of Work
EC	European Commission
EOSC	European Open Science Cloud
EuroHPC	European High-Performance Computing
FPA	Framework Partnership Agreement
GCC	GÉANT Community Committee
GCP	GÉANT Community Programme
Horizon 2020	EU Research and Innovation programme
ICRI	International Conference on Research Infrastructures
ICT	Information and Communications Technology
KPI	Key Performance Indicator
M	Project month
NREN	National Research and Education Network
PMO	Project Management Office
PR	Public Relations
RAG	Red, Amber, Green – traffic-light colours used in project management to indicate status
RREN	Regional Research and Education Network
SIG	Special Interest Group
SIG-Marcomms	Special Interest Group on Marketing Communications
STEM	Science, Technology, Engineering and Mathematics
TF	Task Force
TL	Task Leader
TNC	The Networking Conference (formerly TERENA Networking Conference)
WP	Work Package
WP1	GN4-3 Work Package 1 Project Management
WP2	GN4-3 Work Package 2 Marketing, Communications and Events
WP3	GN4-3 Work Package 3 User and Stakeholder Engagement
WPL	Work Package Leader