

# *Communications Strategy 2012 – 2016*

## *Enlarged Directorate*

*25 October 2011*



European Organization for Particle Physics  
*Organisation européenne pour la physique des particules*

# Solid foundation: research & workshops

Peer Report, Jan. 2011

Workshop: communications team, Feb. 2011

Stakeholder survey, Mar./Apr. 2011

Workshop: Extended Directory, May 2011

June – September:  
Strategy/activity milestones/ budget



# Key findings



# The Purpose

---

## Communications Strategy 2012 – 2016

*Generate and secure sustained political, financial and popular support for CERN's scientific and societal missions*

---



*Capitalize on current visibility, building the communications foundation to engage with many aspects of society*

---

*Contribute to embedding science into mainstream culture*

---



# The Role of Communications

Strategically plan, manage and sustain the relationship with key audiences

Responsible for the organization's reputation management

Helping the leadership to achieve its strategic and operational goals

Communications:  
Integral part of management responsibility



## ***MISSION***

CERN exists to understand the mystery of nature for the benefit of humankind.

## ***POSITIONING***

CERN is a unique place where fundamental research unites people from all over the world to push the frontiers of science.



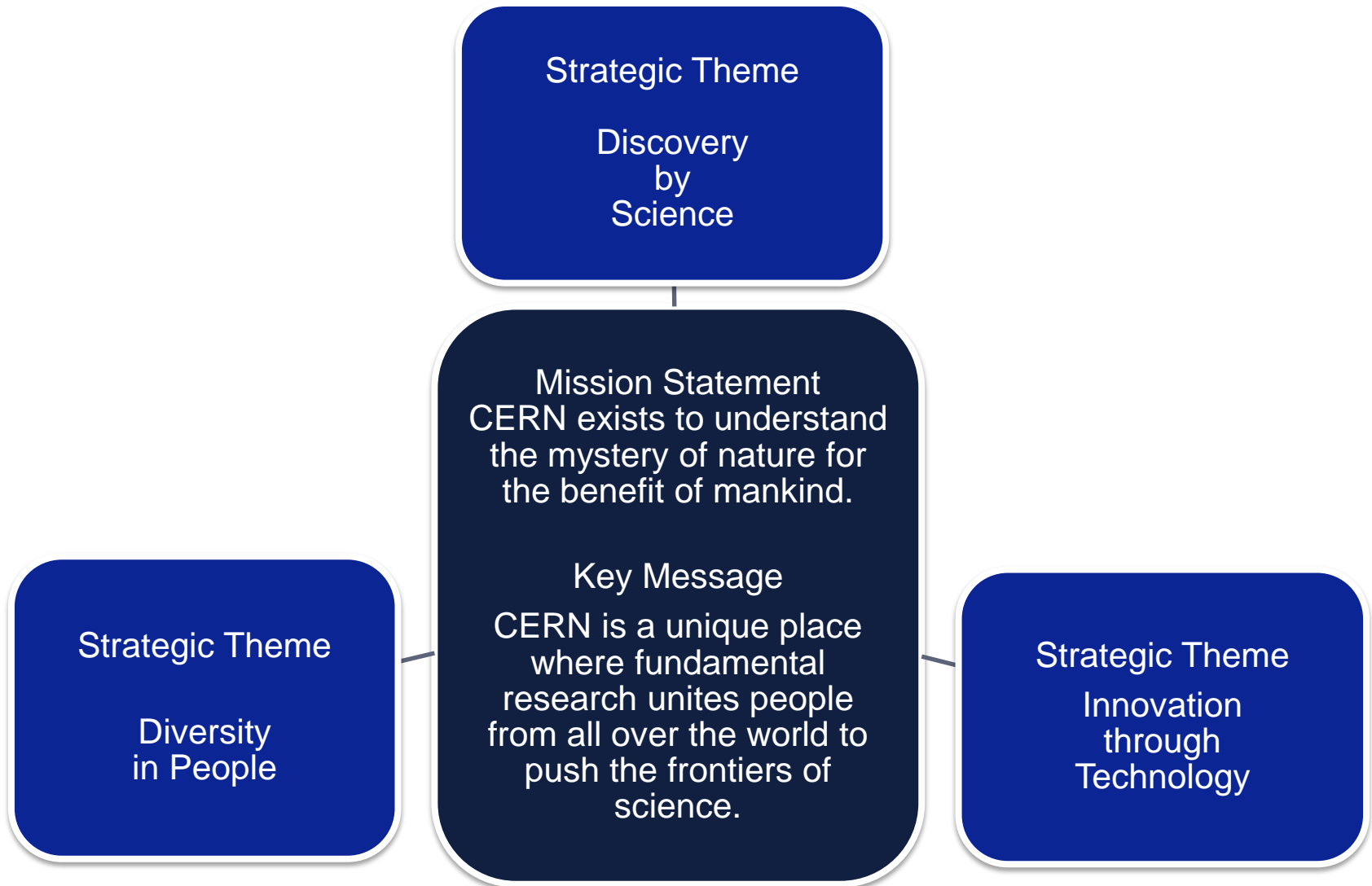


## ***TAGLINE***

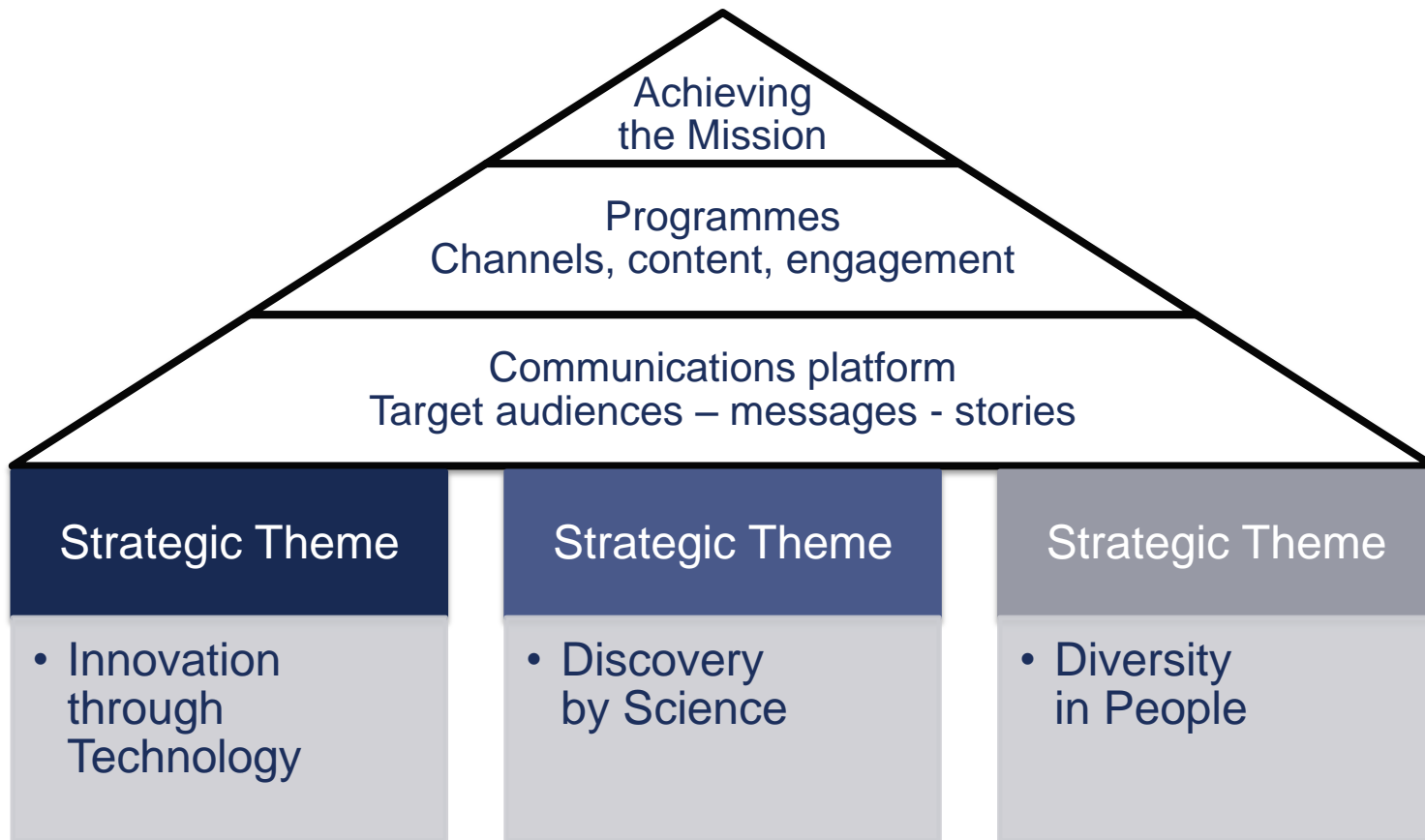
CERN – Exploring  
the frontiers of  
knowledge



European Organization for Particle Physics  
*Organisation européenne pour la physique des particules*







### Positioning

CERN is a unique place where fundamental research unites people from all over the world to push the frontiers of science

### Mission

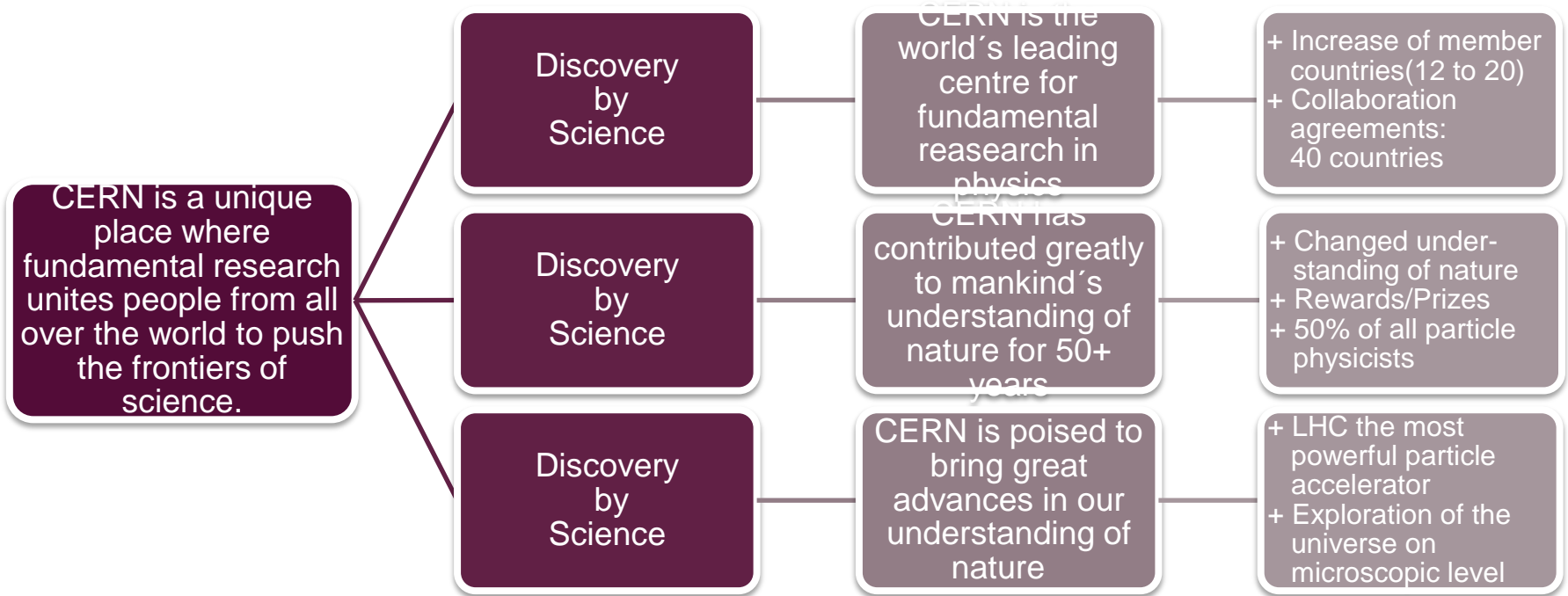
CERN exists to understand the mystery of nature for the benefit of mankind



# CERN Messaging



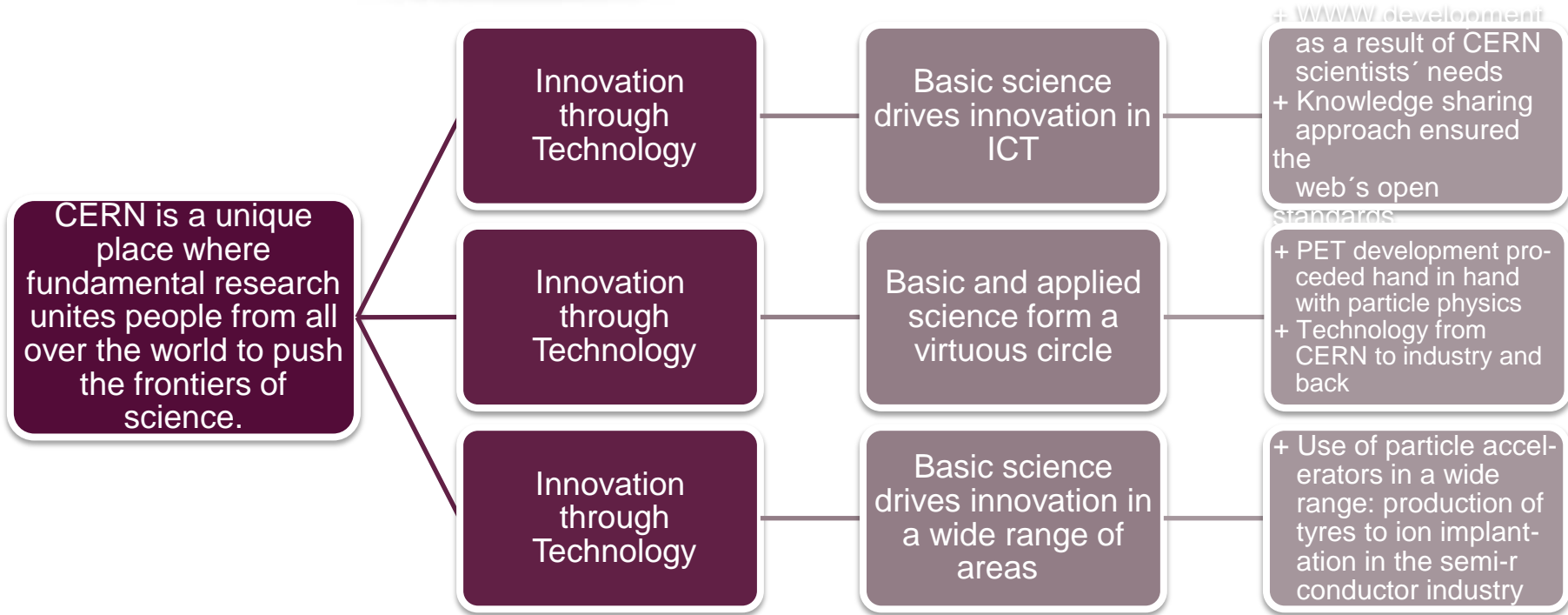
# CERN g architecture 2011/12



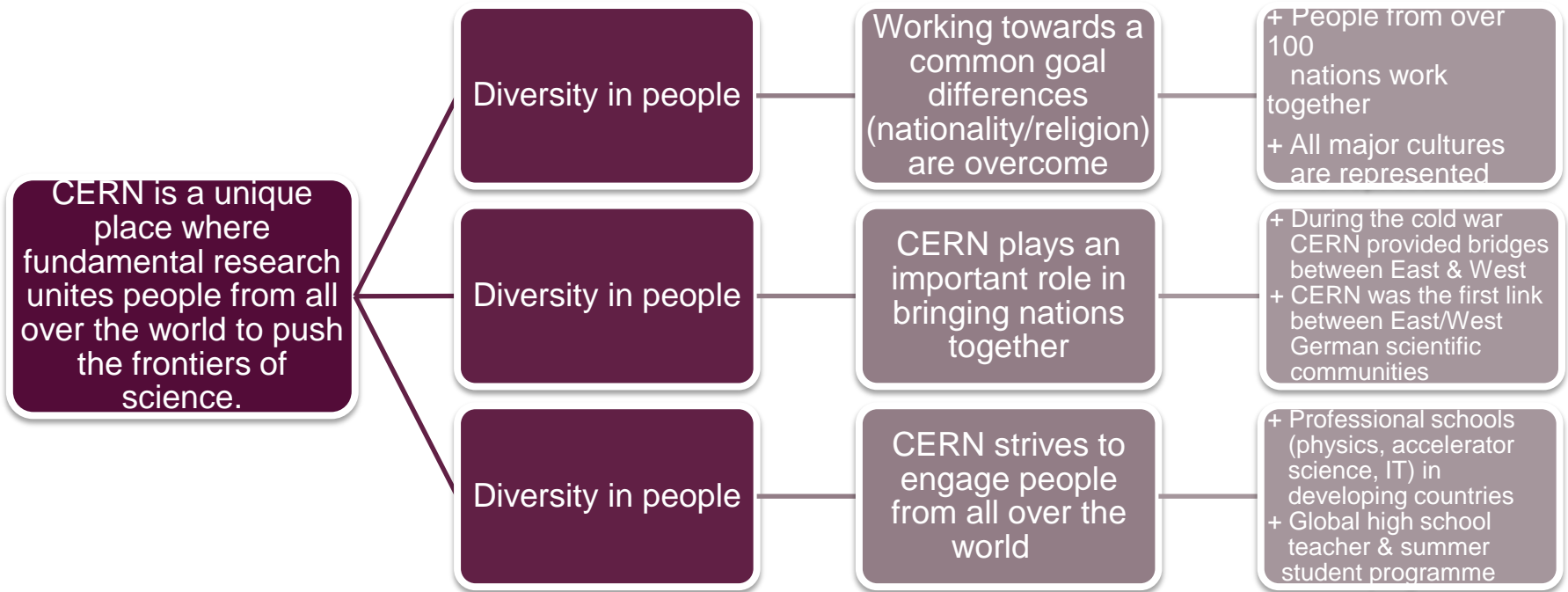
# CERN



# g architecture 2011/12



# CERN g architecture 2011/12



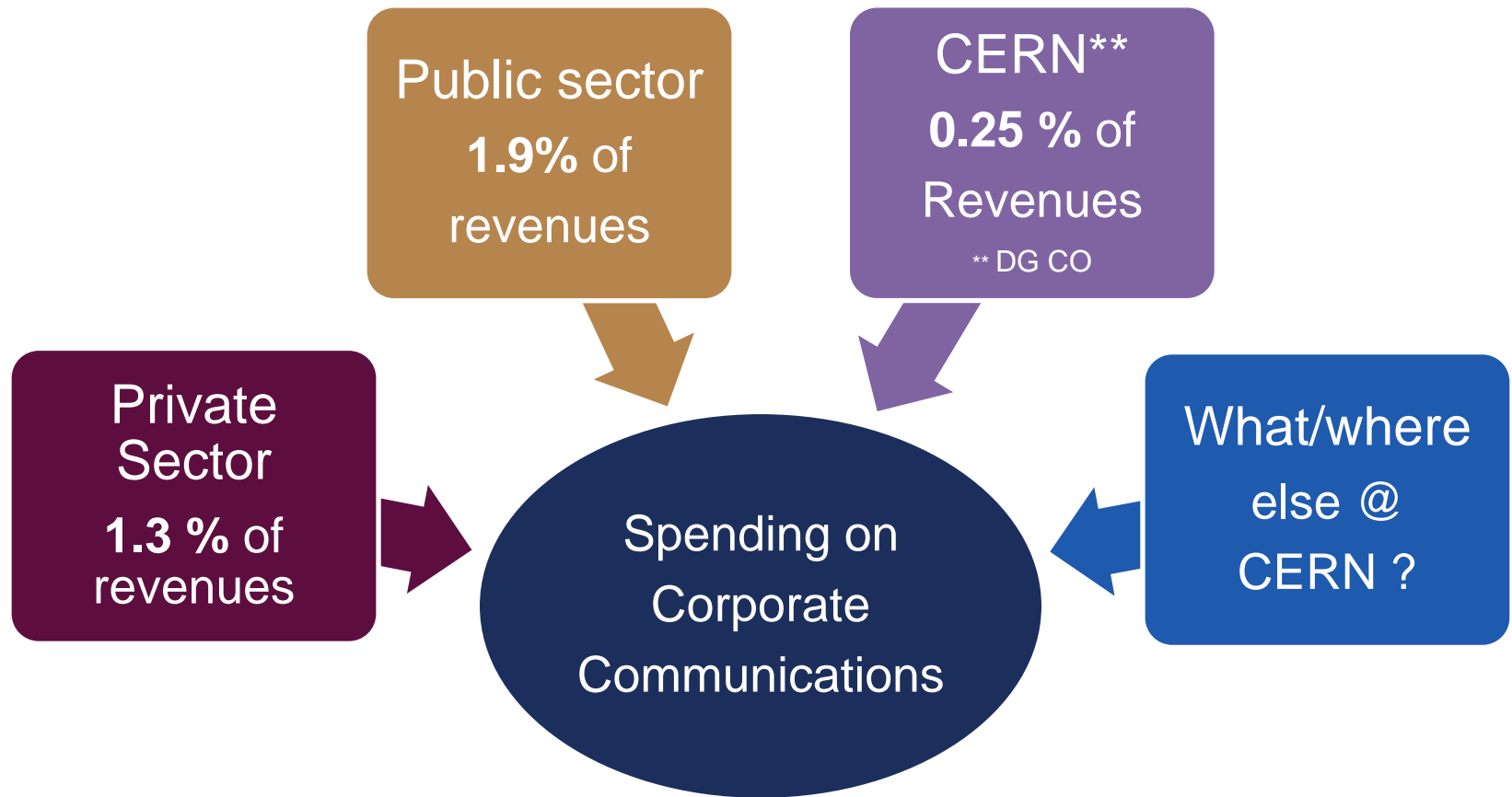
## Target audiences – stakeholder groups

Group	Definition	Objective	Messages	KPIs
<b>Member States plus Collaborating nations</b>	<ul style="list-style-type: none"> <li>• <b>Governments &amp; their advisors</b></li> <li>• <b>Research councils</b></li> <li>• <b>Funding agencies</b></li> <li>• <b>S&amp;T opinion leaders</b></li> </ul>	<ul style="list-style-type: none"> <li>• Maintain financial support for CERN by providing timely, open and accurate</li> <li>• Increase knowledge and understanding through ongoing, targeted dialogue and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• CERN is a world leader in fundamental research</li> <li>• Fundamental science is a driving force for technical innovation</li> <li>• CERN's research has the capacity to attract young people into science</li> </ul>	<ul style="list-style-type: none"> <li>• Positive opinion expressed in regular surveys</li> <li>• Reports and (public) statements from officials/civil servants at national level</li> <li>• Feedback from decision makers on an individual level</li> <li>• Budget decisions</li> </ul>
<b>High energy physics community</b>	<ul style="list-style-type: none"> <li>• <b>Physicists and institutes that have an interest in research at CERN</b></li> </ul>	<ul style="list-style-type: none"> <li>• To promote contacts and interchange between scientists and institutes</li> <li>• To foster understanding of CERN's position and importance in the high energy physics landscape</li> </ul>	<ul style="list-style-type: none"> <li>• CERN is a world leader in fundamental research</li> <li>• LHC is launching a new era of discovery and understanding of fundamental questions about the universe</li> <li>• CERN physics has the capacity to attract young people into science</li> </ul>	<ul style="list-style-type: none"> <li>• Level of understanding of CERN's role through CERN Courier readership survey</li> <li>• Level of engagement, initiatives and (positive) comments</li> <li>• Number of positive comments/mentions in public</li> </ul>

# Target audiences – stakeholder groups

Group	Definition
The CERN community	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Users</li> <li>• Contractors</li> </ul>
Alumni	<ul style="list-style-type: none"> <li>• Anyone who has spent time at CERN.</li> <li>• Institutions/companies that have a relationship with CERN</li> <li>• Friends of CERN</li> </ul>
Industry	<ul style="list-style-type: none"> <li>• Companies CERN does – or wishes to do – business with</li> </ul>
Potential sponsors	<ul style="list-style-type: none"> <li>• Private donors (individuals)</li> <li>• Institutional donors (foundations)</li> <li>• Sponsor partners (corporations)</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Media professionals from all sectors: print, TV, radio, online/www, blogs</li> </ul>
Cultural and artistic community	<ul style="list-style-type: none"> <li>• Artists drawing inspiration from CERN's activities</li> <li>• Artists using CERN's facilities or content</li> <li>• Artists contributing works to CERN</li> <li>• Cultural entities/organizations collaborating with CERN</li> </ul>
General public	<ul style="list-style-type: none"> <li>• Voting and tax paying citizens at all levels with a focus on the science aware</li> </ul>
The local community	<ul style="list-style-type: none"> <li>• Voting/tax paying residents in Geneva, Vaud and neighbouring France</li> <li>• Local authorities and community associations</li> <li>• Local tourist offices</li> </ul>
Educational systems	<ul style="list-style-type: none"> <li>• Schools/systems catering to the 13-18 age group with emphasis on the high school level</li> </ul>
Younger children	<ul style="list-style-type: none"> <li>• Children aged 8-12</li> </ul>
Job seekers	<ul style="list-style-type: none"> <li>• Exceptional talent in CERN's core activity areas</li> </ul>

# Generally accepted practice study\*





# CERN's risks

**Risk I**

Missed opportunity / unutilized potential to create awareness, improve knowledge, understanding & attract advocacy

**Risk II**

Not satisfying needs and expectations of key stakeholders, media and the general public

**Risk III**

Not being equipped to identify potential (opinion) crises and/or to handle actual crisis with means of communications

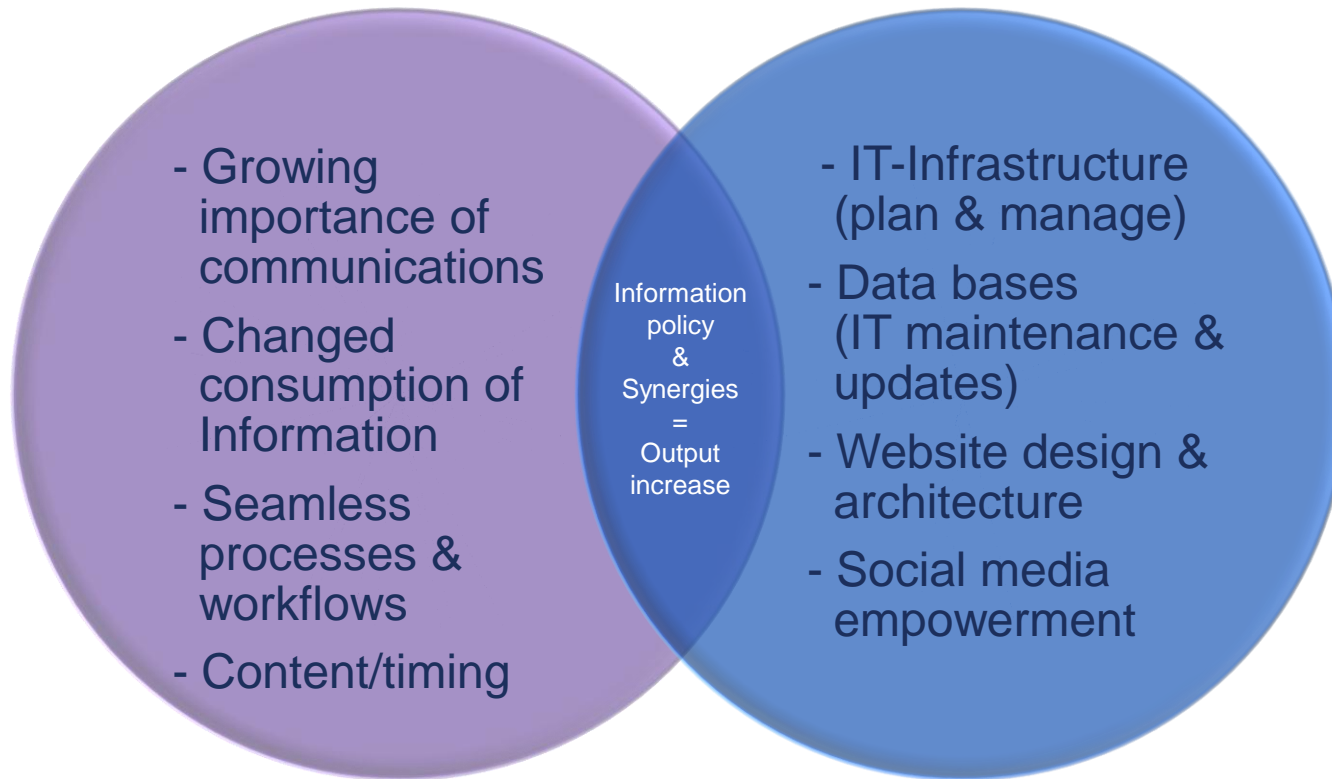
**Risk VI**

Lack of overall coordination leading to misinformation and uncontrolled expenditures

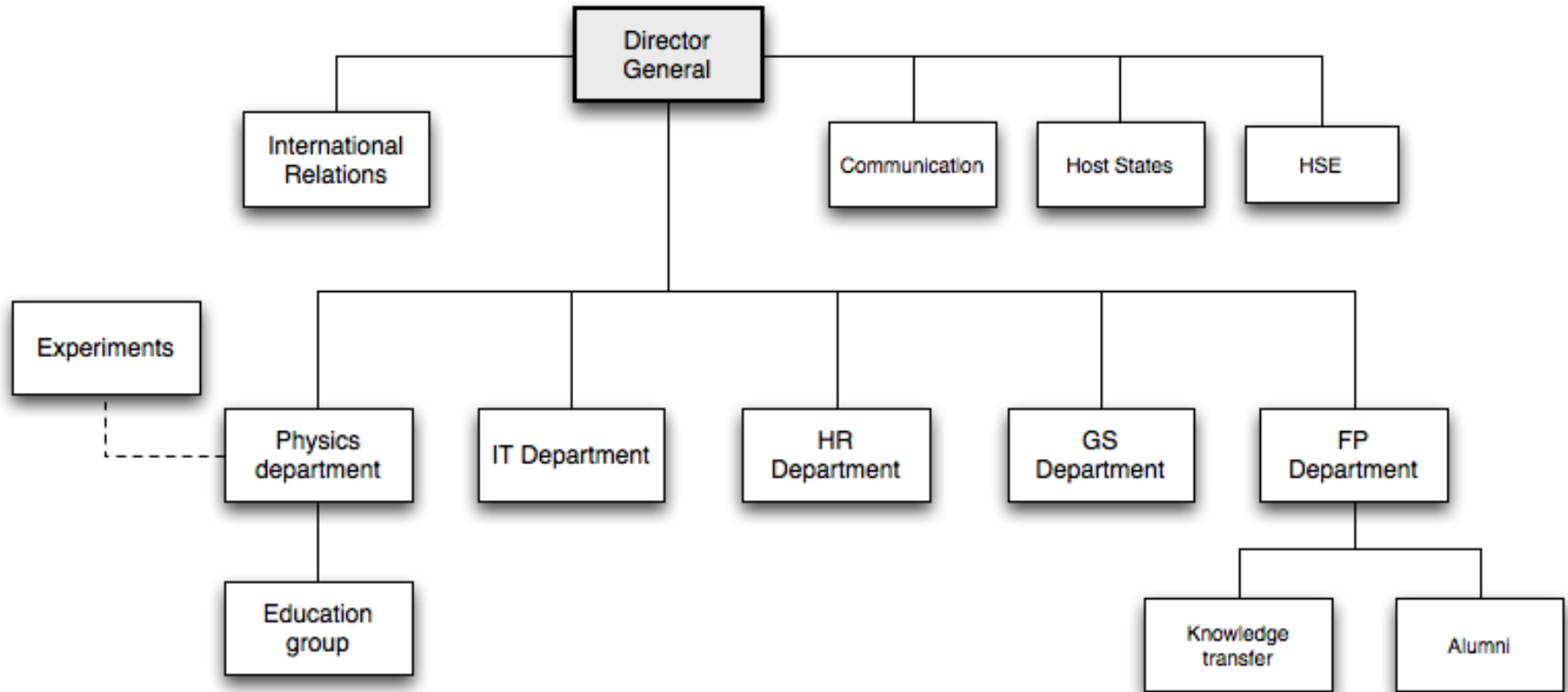


## Chief Communications Officer

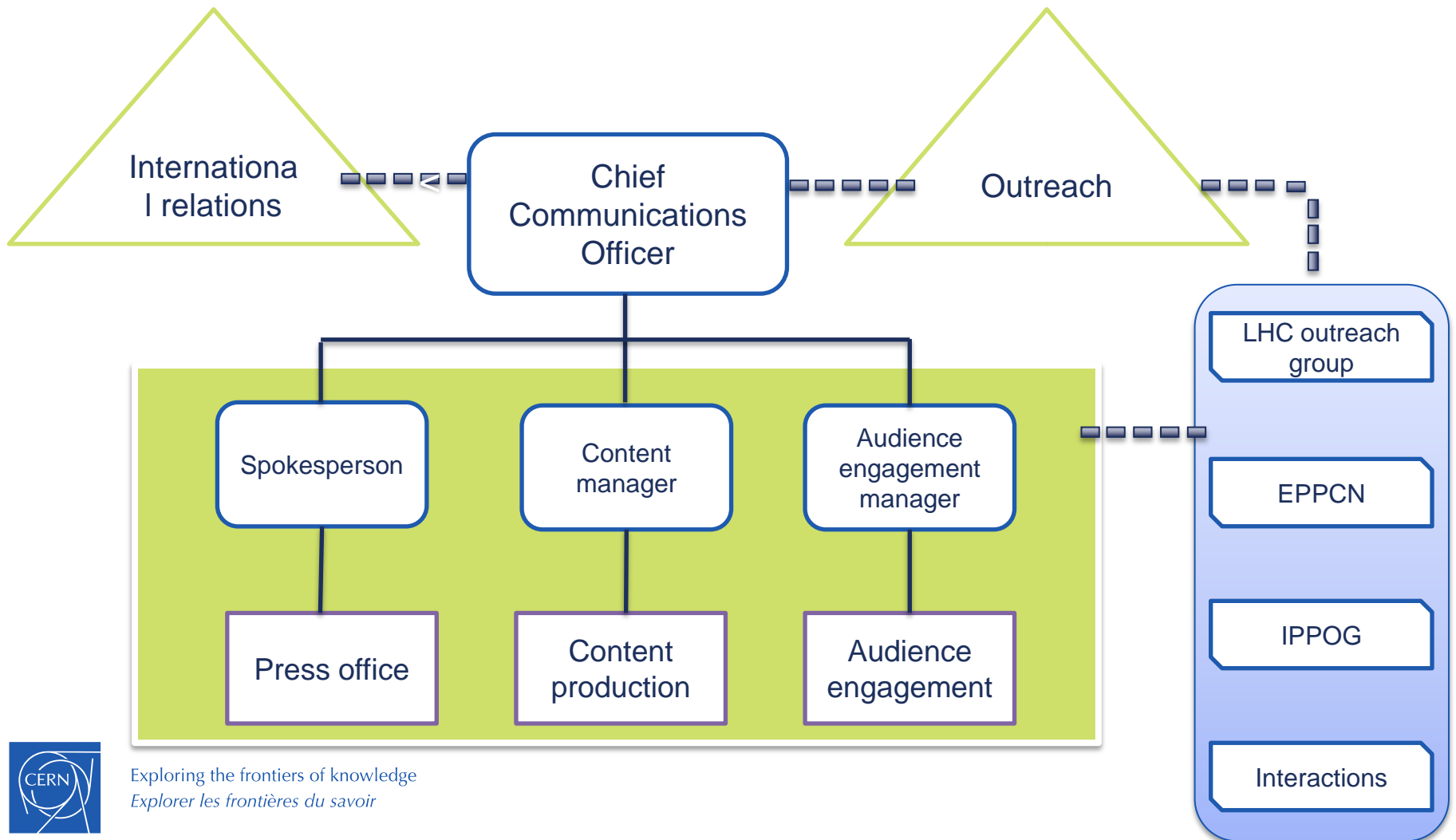
## Chief Information Officer



# Current communications structures



# Proposed new communications structures



# Resourcing

- Budget for DG-CO (M&P): from 0.25% to 0.5%
- Much exists already at CERN
- Some new recruitment would be necessary - we estimate 5-6 new posts, one senior



# Summary

- Effective, managed communications are core to CERN's continuing success.
- Failure to restructure communications at CERN creates risk to the Organization's reputation, an inability to manage opinion forming processes, and excess expenditure.
- This strategy addresses key issues in the way that CERN's communications function is managed and resourced. It proposes:
  - the creation of two new senior-level functions: CCO and CIO
  - a reorganization of the Communications Group to enable communications around a new, focussed messaging architecture.
  - bringing CERN's resourcing for communications closer to benchmarked levels.

