CERN Communications
Strategy 2021-2025

WG Meeting #6
23.06.2021
Vision and Mission Statements

CERN’s **vision** is to:
To gain understanding of the most fundamental particles and laws of the Universe

CERN’s **mission** is*:

- To provide a unique range of particle accelerator facilities that enable research at the forefront of human knowledge, in an environmentally responsible and sustainable way;
- To perform world-class research in fundamental physics;
- To unite people from all over the world to push the frontiers of science and technology, for the benefit of all;
- To train new generations of physicists and engineers, and engage all citizens in research and in the values of science.
## Communication goal and objectives

### Overall goal:

“To help ensure the long-term future of CERN’s mission and engage society in this mission”

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Communication objective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Objective 1: To deliver world-class scientific results and knowledge</strong></td>
<td>1. To engage key stakeholders with CERN’s world-class research to underpin support for the Lab’s scientific goals.</td>
</tr>
<tr>
<td><strong>Strategic Objective 2: To increase the return to Member and Associate Member States in several areas</strong></td>
<td>2. To increase visibility of Member and Associate Member States’ participation in CERN’s activities, and the associated return on investment</td>
</tr>
</tbody>
</table>
| **Strategic Objective 3: To strengthen CERN’s impact on society** | 3. To generate awareness of the societal benefits of CERN's activities  
4. To consolidate CERN as a leading voice for science. |
<table>
<thead>
<tr>
<th>Narratives</th>
<th>Key messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science</td>
<td>CERN's world-class research has transformed our understanding of the universe, yet many fundamental mysteries remain.</td>
</tr>
<tr>
<td></td>
<td>A post-LHC collider will push energy and intensity frontiers in the search for new physics. It is a unique tool to study the universe in laboratory conditions.</td>
</tr>
<tr>
<td>Benefits to society</td>
<td>From medical applications to the web, technologies underpinning accelerator-based research have revolutionised society. We can expect future projects and innovative R&amp;D to bring more unexpected benefits to society.</td>
</tr>
<tr>
<td>Return on investment</td>
<td>CERN belongs to its Member States: it is a national lab at an international level. Investing in CERN means investing in skills, technological and industrial development for Member States, Associate Member States and beyond.</td>
</tr>
<tr>
<td>Values of science/CERN</td>
<td>CERN is a beacon for peaceful international collaboration, unifying countries across borders to push the boundaries of science. A leader in knowledge-sharing through open science, CERN and its research are open to everyone.</td>
</tr>
<tr>
<td>Sustainable research</td>
<td>CERN is embedding sustainability and environmental responsibility in its programmes in line with the Sustainable Development Goals (SDG). The CERN model and its technological advances have the potential to address environmental challenges.</td>
</tr>
</tbody>
</table>
Target Audiences/Stakeholders

Primary audiences *(Manage closely; Ensure buy-in; Call to action)*

- Decision makers
  - Politicians, government, funding agencies, policy makers
  - Local, regional, national
  - In MS, AMS, HS, potential MS
- High energy physics community *(includes institutes, universities)*
- CERN community *(includes USERS, non-scientists, retirees)*
- Local communities
- General public, in particular:
  - Interested (fans)
  - Neutral (know about CERN, are neutral in attitude)
  - Distanced (don’t know about CERN / don’t care about CERN)
  - Anti (conspiracy theories, anti-CERN activists)
- School teachers and students
  - Primary schools
  - Secondary schools
- Industry *(includes business, companies, suppliers, entrepreneurs)*
- Donors *(individuals, corporations, foundations)*

Secondary audiences

- Potential candidates: students, graduates, professionals

Vectors

- Media
- CERN Alumni
- Influencers (social media, culture, science)
- Scientific community in general
## Audience map – Decision-makers

<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>DRIVER (WHAT MOTIVATES THIS AUDIENCE?) (max. 3)</th>
<th>DESIRED OUTCOMES (max. 2)</th>
<th>MESSAGES (max. 3)</th>
<th>Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision-makers</td>
<td>• Politicians, government, funding agencies, policy makers • Local, regional, national • In MS, AMS, HS, potential MS</td>
<td>• Economic and social return on investment • Scientific excellence • Influence on global scientific agenda (all feed into ensuring voter support)</td>
<td>• Political and financial support for CERN’s activities • Ambassadors for CERN’s mission in multilateral contexts</td>
<td>• CERN is your national laboratory at an international level. • Investing in CERN means investing in skills, technological and industrial development for your region or country. • You are part of world-class research, whose cutting-edge technologies have revolutionised society.</td>
</tr>
</tbody>
</table>

Ref: [https://international-relations.web.cern.ch/eco/strategy/Key-messages](https://international-relations.web.cern.ch/eco/strategy/Key-messages)
Objectives for today

“Interest x Power” audience matrix - close!

Audience “drivers, desired outcomes, messages, channels” map:

• Teachers and students – close!
• HEP – discuss
• General public - discuss

Proposal to develop KPIs - discuss
Power to INFLUENCE CERN’s future

- Keep Satisfied; Ensure buy-in
  - Monitor
    - General public (neutral)
    - General public (anti)
    - General public (distanced)

- Manage Closely; Call-to-action; Ensure buy-in
  - Keep informed
    - Scientific Community
    - Potential Candidates
    - CERN Alumni
    - General public (interested)
  - Keep Satisfied; Ensure buy-in
    - Local Communities
    - Decision-makers
    - Media
    - High-energy Physics Community
    - School teachers and students
    - CERN Community
    - Industry
    - Donors
    - Influencers

Invert axes

Vectors

Primary audiences
Secondary audiences

# Audience map – School teachers and students

<table>
<thead>
<tr>
<th>Audience</th>
<th>Driver (What Motivates This Audience?) (max. 3)</th>
<th>Desired Outcomes (max. 2)</th>
<th>Messages (max. 3)</th>
<th>Channels</th>
</tr>
</thead>
</table>
| School teachers and school students  | • Particle physics is an interesting and exciting topic  
• Immersion in cutting-edge physics beyond the textbooks  
• Wow effect of CERN’s research and technology for education | • Increased interest in/uptake of careers in STEM  
• Enhanced scientific literacy  
Motivated ambassadors for CERN’s mission | • CERN’s world-class research has transformed our understanding of the universe, yet many fundamental mysteries remain.  
• CERN’s research and technologies are relevant for our daily lives and should be linked to science curricula.  
• One of CERN’s main missions is education. CERN aims to support science education with research-based educational material and programmes | • Teacher Programmes  
• Student Programmes  
• Competitions  
• CERN Visits  
• Science Gateway  
• Education conferences & fairs  
• Social Media  
• home.cern  
• Object Loan  
• Travelling Exhibitions  
• Media |

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# Audience map – HEP community

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</tr>
</thead>
</table>
| HEP community | • Scientific excellence  
• Continuation of the field  
• Prestige and career development  
(Addressing the fundamental mysteries of the universe is a given) | • A HEP community that is united and enthused about the future of the field  
• Growing number of HEP ambassadors with greater visibility | • A post-LHC collider will push energy and intensity frontiers in the search for new physics. It is a unique tool to study the universe in laboratory conditions.  
• Curiosity driven research has revolutionised society, we can expect future projects and innovative R&D to bring more unexpected benefits to society.  
• CERN is embedding sustainability and environmental responsibility in its programmes in line with the Sustainable Development Goals (SDG).  
(For internal use only: be sensitive to underlying users vs staff tension in all communications) | • CERN Courier  
• CERN Bulletin (home.cern)  
• Conferences (ICHEP, LHCP, etc), lectures and meetings at CERN and beyond (idea: a series of meetings on communicating the next collider)  
• Social media (small but engaged audience)  
• Outreach events/activities (involvement in ex: Open Days, guided tours, SGW) |
Audience map – General public

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</thead>
<tbody>
<tr>
<td>Interested</td>
<td>• Scientific &amp; technological achievements (wow factor)</td>
<td>• Continue to be interested or become active ambassadors</td>
<td>• CERN's world-class research, using cutting-edge technologies and awesome engineering, has transformed our understanding of the universe, yet many fundamental mysteries remain.</td>
<td>• Social media</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Science Gateway</td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>• Home.cern (relatable evergreen)</td>
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<td>• Object Loan</td>
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<td>• Travelling Exhibitions</td>
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<td></td>
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<td></td>
<td>• Media</td>
</tr>
<tr>
<td>Neutral</td>
<td>• Relevance and/or connection to their lives and values (applications, diversity, openness, knowledge, others)</td>
<td>• Feel more connected to CERN and its work</td>
<td>Core idea: “Whatever you care about and wherever you come from, you will find something CERN-related that you connect to!”</td>
<td>• People working at CERN (entails enabling everyone to be a channel)</td>
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<td>• Ambassadors from a particular community</td>
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<td>• Non-science external events (ex: music festivals, sports events, cultural events)</td>
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<td>• Media</td>
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<tr>
<td>Distanced</td>
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<tr>
<td>Anti</td>
<td>Mistrust in experts / institutions / science</td>
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# Audience map – Local communities

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<tr>
<td>Andrea (ECO-CE) and François (ECO-VI)</td>
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## Audience map – CERN community

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James, Thomas and Anaïs S? (ECO-CE)
## Audience map – Industry

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Ana G and Marzena (IPT-KT)
# Audience map – Donors

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Ana G and Pascale Goy (IR-PFU)
Next steps

CERN’s Strategic priorities

Vision and Mission Statements

Communication goal and objectives

- **Key messages** (top-level)
- **Target audiences**
  - Drivers
  - Desired outcomes
  - Key messages
  - Channels
- **KPIs**
  - Outputs
  - Outcomes
- **Communication hooks / milestones**
  - Science
  - Benefits to society
  - Return on investment
  - Values of science/CERN
  - Sustainable research

Drivers

Desired outcomes

Key messages

Channels

Outputs

Outcomes

Science

Benefits to society

Return on investment

Values of science/CERN

Sustainable research
Key Performance Indicators

To get to an overall chart like the one below, we will work on KPIs per audience per channel and then merge to have an overall maps of KPIs

- Add three columns to each of the audience maps
  - KPIs for Outputs
  - KPIs for Direct Outcomes
  - KPIs for Indirect Outcomes

Key Messages
- Science
- Benefits to society
- Return on investment
- Values of science/research
- Sustainable research

Channels
- Teacher Programmes
- Student Programmes
- CERN Visits
- Science Gateway
- Social Media
- home.cern
- Bulletin
- Courier
- etc

KPIs for Outputs
[What we will produce]

KPIs for Outcomes
[What we will measure]
- Direct Outcomes
- Indirect Outcomes