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

- Better / increased utilization of all channels
- Need for long-term approved communication strategy
- Harmonization & Integration of resources
- Total website revamp
- A clear call to action
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.
CERN – Exploring the frontiers of knowledge
Mission Statement
CERN exists to understand the mystery of nature for the benefit of mankind.

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

Strategic Theme
Discovery by Science

Strategic Theme
Innovation through Technology

Strategic Theme
Diversity in People
Achieving the Mission

Programmes
Channels, content, engagement

Communications platform
Target audiences – messages - stories

Strategic Theme
• Innovation through Technology

Strategic Theme
• Discovery by Science

Strategic Theme
• Diversity in People

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

Exploring the frontiers of knowledge
Explorer les frontières du savoir
CERN Messaging
CERN is a unique place where fundamental research unites people from all over the world to push the frontiers of science.

CERN is the world’s leading centre for fundamental research in physics:
- Increase of member countries (12 to 20)
- Collaboration agreements: 40 countries

CERN has contributed greatly to mankind’s understanding of nature for 50+ years:
- Changed understanding of nature
- Rewards/Prizes
- 50% of all particle physicists

CERN is poised to bring great advances in our understanding of nature:
- LHC the most powerful particle accelerator
- Exploration of the universe on microscopic level

Discovery by Science

Discovery by Science

Discovery by Science

Explore the frontiers of knowledge
Explorer les frontières du savoir
CERN is a unique place where fundamental research unites people from all over the world to push the frontiers of science.

Innovation through Technology

Basic science drives innovation in ICT

Basic and applied science form a virtuous circle

Basic science drives innovation in a wide range of areas

as a result of CERN scientists’ needs
+ Knowledge sharing approach ensured the web’s open standards
+ PET development proceeded hand in hand with particle physics
+ Technology from CERN to industry and back
+ Use of particle accelerators in a wide range: production of tyres to ion implantation in the semi-conductor industry

Exploring the frontiers of knowledge
Explorer les frontières du savoir
CERN is a unique place where fundamental research unites people from all over the world to push the frontiers of science.

- Diversity in people
  - Working towards a common goal differences (nationality/religion) are overcome
  - People from over 100 nations work together
  - All major cultures are represented

- Diversity in people
  - CERN plays an important role in bringing nations together
  - During the cold war CERN provided bridges between East & West
  - CERN was the first link between East/West German scientific communities

- Diversity in people
  - CERN strives to engage people from all over the world
  - Professional schools (physics, accelerator science, IT) in developing countries
  - Global high school teacher & summer student programme
<table>
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<tr>
<th>Group</th>
<th>Definition</th>
<th>Objective</th>
<th>Messages</th>
<th>KPIs</th>
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</table>
| **Member States plus Collaborating nations** | • Governments & their advisors  
• Research councils  
• Funding agencies  
• S&T opinion leaders | • Maintain financial support for CERN by providing timely, open and accurate  
• Increase knowledge and understanding through ongoing, targeted dialogue and engagement | • CERN is a world leader in fundamental research  
• Fundamental science is a driving force for technical innovation  
• CERN’s research has the capacity to attract young people into science | • Positive opinion expressed in regular surveys  
• Reports and (public) statements from officials/civil servants at national level  
• Feedback from decision makers on an individual level  
• Budget decisions |
| **High energy physics community** | • Physicists and institutes that have an interest in research at CERN | • To promote contacts and interchange between scientists and institutes  
• To foster understanding of CERN’s position and importance in the high energy physics landscape | • CERN is a world leader in fundamental research  
• LHC is launching a new era of discovery and understanding of fundamental questions about the universe  
• CERN physics has the capacity to attract young people into science | • Level of understanding of CERN’s role through CERN Courier readership survey  
• Level of engagement, initiatives and (positive) comments  
• Number of positive comments/mentions in public |
### Target audiences – stakeholder groups

<table>
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<tr>
<th>Group</th>
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| The CERN community                 | • Staff  
• Users  
• Contractors                              |
| Alumni                             | • Anyone who has spent time at CERN.  
• Institutions/companies that have a relationship with CERN  
• Friends of CERN                             |
| Industry                           | • Companies CERN does – or wishes to do – business with                                         |
| Potential sponsors                 | • Private donors (individuals)  
• Institutional donors (foundations)  
• Sponsor partners (corporations)       |
| Media                              | • Media professionals from all sectors: print, TV, radio, online/www, blogs                        |
| Cultural and artistic community    | • Artists drawing inspiration from CERN´s activities  
• Artists using CERN´s facilities or content  
• Artists contributing works to CERN  
• Cultural entities/organizations collaborating with CERN |
| General public                     | • Voting and tax paying citizens at all levels with a focus on the science aware                |
| The local community                | • Voting/tax paying residents in Geneva, Vaud and neighbouring France  
• Local authorities and community associations  
• Local tourist offices                   |
| Educational systems                | • Schools/systems catering to the 13-18 age group with emphasis on the high school level              |
| Younger children                   | • Children aged 8-12                                                           |
| Job seekers                         | • Exceptional talent in CERN´s core activity areas                                          |
Generally accepted practice study*

Public sector
1.9% of revenues

CERN**
0.25% of Revenues
-- DG CO

Private Sector
1.3% of revenues

What/where else @ CERN?

*University of Southern California Annenberg School of Communications and Journalism, 2010
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
- Growing importance of communications
- Changed consumption of Information
- Seamless processes & workflows
- Content/timing

- IT-Infrastructure (plan & manage)
- Data bases (IT maintenance & updates)
- Website design & architecture
- Social media empowerment

Information policy & Synergies = Output increase

Chief Communications Officer

Chief Information Officer
Proposed new communications structures

- International relations
- Chief Communications Officer
- Outreach
  - Spokesperson
  - Content manager
  - Audience engagement manager

Groups:
- LHC outreach group
- EPPCN
- IPPOG
- Interactions
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.