

CERN communications strategy 2012-2016

"CERN is a benchmark for any international project." Council delegate¹

Executive summary

This document proposes a new communications structure and strategy for CERN, based around a clear mission statement for the Organization and a derived communications architecture. It proposes the creation of two new functions at CERN: a Chief Communications Officer and a Chief Information Officer. These functions have overall responsibility for messaging and information infrastructures respectively. The document further sets out a resourcing plan for the Communications Group for the period 2012-2016.

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¹ Citations taken from stakeholder survey conducted by the LEIDAR leadership and communications agency in May 2011.

1. Purpose

The purpose of this communications strategy is to generate and secure sustained political, financial and popular support for CERN's scientific and societal missions from all its stakeholder groups. In capitalizing on its current visibility, CERN will build the communications foundation to engage with many aspects of society and thereby contribute to embedding science firmly in mainstream culture.

2. The role of communications at CERN

Communications is a core strategic function of any organization, and with the diversification of the global information landscape it has increasing importance. Driven by the revolutionary change in the way that information is channelled and consumed, leaders of organizations can now engage with their target audiences in hitherto unimaginable ways. Opinions are built and shared globally, 24/7, through and in web-based communities and media. These new processes represent a huge opportunity, but also a risk and an obligation.

The role of communications is to plan strategically, manage and sustain an organization's relationship with key audiences, taking responsibility for the organization's reputation and thereby helping the leadership to achieve its strategic and operational goals. As such, communications is an integral part of management responsibility.

Always important, the communications function becomes all the more vital the more visible the organization's brand and its activities become. According to generally accepted practices in public relations, private sector organizations typically devote 1.3% of gross revenue to the corporate communications function (excluding marketing and product advertising), while for public sector organizations the figure is 1.9%², the difference being due to larger private sector revenues for similar sized organizations rather than to the absolute level of resourcing for communications. Through the Communications Group (DG-CO) CERN devotes about 0.25% of its resources to the function with further resources being deployed in other Departments and Groups. Coordination across Departments and Groups is inconsistent, and there is no overall control of communications spending.

Given the importance of communications, organizations of CERN's size and complexity have this function represented at the senior management level to ensure seamless processes and workflows. Usually, they have the position of Chief Communications Officer (CCO) or (Vice) President Corporate Communications, with corresponding hierarchical lines. As management, communications and IT- infrastructures have become more interconnected and interrelated, the position of Chief Information Officer (CIO) has also been introduced in many sizable public and private organizations at top management level, ensuring that all IT-infrastructures are synchronized, workable and state-of-the-art. Both CCO and CIO functions exist in comparable organizations such as Fermilab. By comparison, CERN currently has neither of these roles. Instead, the Organization has a very distributed communications function. At a time of unprecedented, global reputational potential for CERN, the current resource levels and structures, coupled with a lack of clearly defined communications roles and responsibilities, mean that CERN faces four major reputational risks:

² University of Southern California Annenberg School for Communication and Journalism, Generally Accepted Practices study, 2010

Risk 1: Missed opportunity and unutilized potential to create awareness, improve knowledge and understanding, and to attract advocacy on a global level.

Risk 2: Not satisfying the needs and expectations of key stakeholders, media and the general public regarding CERN's transparency and information supply.

Risk 3: Not being equipped to identify potential crisis situations in opinions and/or to handle a major actual crisis appropriately in terms of the required communications needs.

Risk 4: Lack of overall coordination leading to misinformation and no overall control of expenditure.

These risks apply not only to CERN's reputation, but can also have a direct influence on the Organization's budget and ability to operate.

3. A communications strategy for CERN

The communications strategy presented in this document defines the messaging architecture, maps out target audiences, and formulates key messages and proof points. A comprehensive plan of communications projects and activities for the period of 2012-16 is complemented by a detailed cost estimate of CERN's communications function currently covered by the mandate of DG-CO.

This document also proposes a structural alignment of CERN's communications functions in order to mitigate the risks and, just as importantly, to ensure that CERN is fit to meet the communications requirements of its stakeholders in the second decade of the 21st century.

4. Communications architecture

"CERN's mission is not known at all." Council delegate

The foundation of any effective communications strategy is a clear and concise mission statement. From it the organization's positioning, strategic themes and messages can be developed to tie in to story angles that are then used in all communications activities.

One of the objectives of the workshop run by the communications and leadership agency LEIDAR with CERN's Extended Directorate on 3 May 2011 was to define CERN's mission, and agree the strategic pillars for the communications architecture.

CERN's mission statement, as agreed by the Extended Directorate, is:

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

The mission statement describes CERN's reason for being. Its formulation is based on the terms of the Convention and was unanimously supported by the Extended Directorate. It forms, together with the positioning statement that explains in one sentence exactly what CERN is and stands for, the foundation of the communications architecture shown in Figure 1.

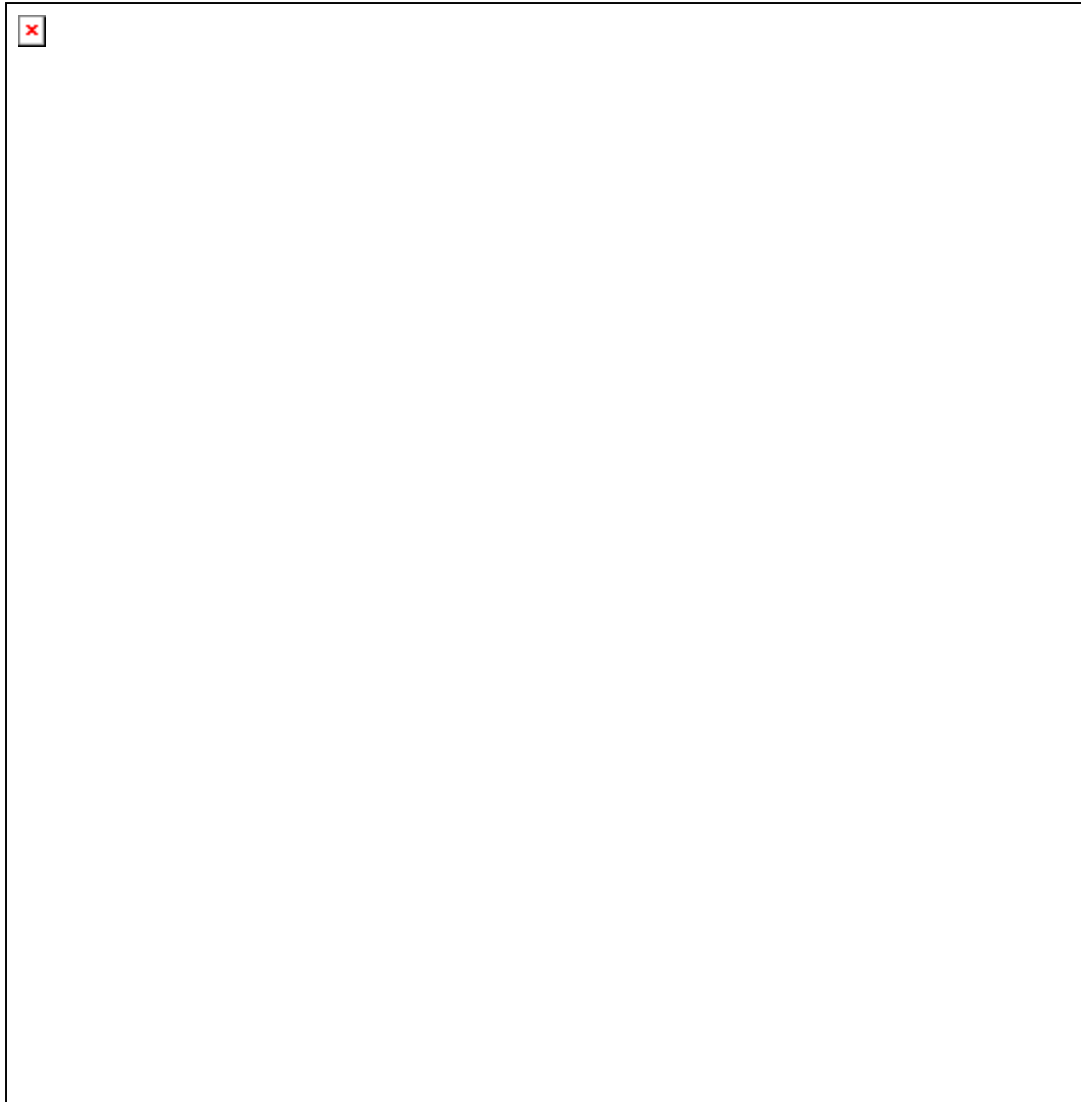


Figure 1: Information architecture

Three strategic themes - “Discovery by science”, “Innovation through technology” and “Diversity in people” - carry the platform for CERN to pass its messages and tell its stories. These three pillars are not only the thematic cornerstones for publications and events. They can be the guiding principles for every professional conversation about CERN, whether in the form of speeches, presentations, the website, exhibitions, roadshows, or any other communications activity.

CERN’s mission and the positioning lead naturally to a tagline that we propose adopting for CERN’s logo/visual identity whenever it is used:

CERN – Exploring the frontiers of knowledge

Appendix 1 shows how this can be incorporated with the logo on examples of official stationery.

In Table 1 the three thematic pillars have been translated into key messages backed up by sample proof points. Proof points are included as examples only – there are many more – and will be revised and updated on a regular basis.

| Key message | Example proof point |
|--|--|
| Discovery by science: CERN is the world's leading centre for fundamental research in physics | From an initial 12 European Member States, CERN's membership has grown to 20 with several more countries set to join. Furthermore, CERN has collaboration agreements with some 40 other countries. |
| Discovery by science: CERN has contributed greatly to our understanding of nature for over 50 years. | The achievements of CERN scientists have changed our understanding of nature at the fundamental level, and have been rewarded with some of the most prestigious prizes in science, including the Nobel. CERN also attracts leading scientists, including many Nobel prize winners from around the world: over half the world's particle physicists work here, and CERN provides a vital role in training young scientists. |
| Discovery by science: CERN is poised to bring great advances in our understanding of nature over the coming years. | CERN's flagship facility, the LHC, is the world's most powerful particle accelerator, allowing us to explore the universe at the microscopic level more completely than ever before. |
| Innovation through technology: Basic science drives innovation in ICT. | The needs of CERN's physics community in the 1980s led directly to the development of the World Wide Web. CERN's open approach to knowledge sharing ensured that the Web became an open standard. |
| Innovation through technology: Basic and applied science form a virtuous circle. | The development of PET as medical imaging technology has proceeded hand-in-hand with particle physics at CERN since the 1970s, with technology repeatedly passing from CERN to industry and back. |
| Innovation through technology: Basic science drives innovation in a wide range of areas. | Particle accelerators are used in many walks of life ranging from the production of tyres to ion implantation in the semiconductor industry. |
| Diversity in people: By working towards a common goal, differences of nationality and religion are overcome. | People from all over the world work together harmoniously at CERN, representing all regions, religions and cultures. |
| Diversity in people: CERN plays an important role in bringing nations together. | Throughout the cold war, CERN provided a diplomatic bridge between East and West, having strong ties to the scientific community in the East. It was at CERN that the first links between the East and West German scientific communities were forged, for example. |
| Diversity in people: CERN strives to engage people from all over the world. | CERN runs professional schools in physics, accelerator science and IT. Although these began in Europe, CERN schools are also held in the developing world. A notable success is the African School of Physics, which has spawned a physics education network on the continent. CERN's high school teachers and summer student programmes similarly reach people from around the world. |

Table 1: Key messages and proof points

5. Target audiences and objectives linked to key performance indicators

It is in CERN's interest to engage with all target audiences on a local, national and international level. However, there are some stakeholders that CERN is mandated by the CERN Convention to provide information for and keep regularly updated.

5.1: Mandated audiences

The following extracts from the CERN Convention define CERN's mandated stakeholder groups:

Article II.1 *"The Organization shall provide for collaboration among European States in nuclear research of a pure scientific and fundamental character ... the results of its experimental and theoretical work shall be published or otherwise made generally available."*

Article II.3(c) Here the Convention states that *CERN shall organize and sponsor international co-operation in nuclear (now, high-energy physics) research, including co-*

operation outside the Laboratory, promoting contacts between scientists and interchange with other laboratories and institutes. This includes dissemination of information, and the provision of advanced training for research workers.

Article V.2(f) *“The Council shall ... publish an annual report.”*

In other words, CERN is mandated (Articles II.1, II.3(c)) to communicate with the high-energy physics community, and with its Member States through (Article V.2(f)). Table 2 outlines the messaging for these audiences.

| Stakeholder group | Definition | Objective | Messages | KPI |
|-------------------------------|---|---|--|--|
| Member States | Governments and their advisors including research councils, funding agencies and S&T opinion leaders. Member States mandated, but interpreted as applying to all collaborating nations. | Maintain support for CERN by providing timely, open and accurate information | 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 and civil servants at the 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. The 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. | Demonstrable clear understanding of CERN’s role through CERN Courier readership survey Level of engagement, initiatives and positive comments Number of positive comments/mentions in public |

Table 2: messages for mandated audiences with key performance indicators

5.2: Non-mandated audiences

In theory CERN is not obliged to engage with other stakeholder groups. However, Article II.3(c) and other aspects of the Convention could be interpreted as providing a mandate to engage with broader audiences. As confirmed in the stakeholder survey and demonstrated by the high level of interest and visibility to date, a number of key target audiences are vitally important for CERN to achieve its missions. Among the most important of these are: the general public (tax payers and voters), educational systems, cultural opinion leaders, and the media, which can influence governments and their advisors. All of these are included in the non-mandated target audiences detailed in Table 3.

| Stakeholder group | Definition | Objective | Messages | KPI |
|--------------------|---|---|--|--|
| The CERN Community | Staff, users and contractors. | To develop motivation and to foster a sense of belonging. To develop ambassadors. To foster an appreciation of the importance of strategic communications. | CERN is your laboratory The LHC is CERN's flagship, but there's more to CERN than the LHC CERN is people as well as research | Measurable staff, user and contractor satisfaction through feedback mechanisms (online, forms, direct communications, meetings, etc.) |
| The general public | Voting and tax paying members of the public at all levels with a focus on the science aware. | To generate trust in CERN and develop advocacy for CERN. | Fundamental science satisfies the basic human instinct to explore Fundamental science is a driving force for technical innovation Fundamental science transcends barriers of age, religion, gender and nationality CERN is a world leader in fundamental research | Sustained positive opinion as measured by market research. Sentiment in social media groups |
| Alumni | Anyone who has spent time at CERN. Later to be extended to include institutions and companies that have a relationship with CERN, and to include Friends of CERN. | To develop and maintain a network of ambassadors for CERN | CERN is your laboratory | Active discussion on alumni webpages Quotation in public (through media coverage) |
| Media | Media professionals from all sectors of the media, including influential bloggers | To be an authoritative, timely, accurate and open source of information about CERN and particle physics | Fundamental science satisfies the basic human instinct to explore Fundamental science is a driving force for technical innovation Fundamental science transcends barriers of age, religion, gender and nationality CERN is a world leader in fundamental research | Sustained positive reporting of CERN Participation in media events Pro-active approach with information/ interview requests Registration on website |

| Stakeholder group | Definition | Objective | Messages | KPI |
|---------------------|--|---|--|--|
| The local community | As for the general public, but resident in Geneva, Vaud and neighbouring France. Includes local authorities, tourist offices and community associations. | Engage in dialogue. Develop trust and advocacy. Provide access to information of particular relevance to CERN's neighbours. Promote benefit of CERN's presence in the region. | <p>CERN is a world leader in fundamental research, and it's on your doorstep.</p> <p>CERN has strong positive influence on the economic, touristic and cultural development of the local region.</p> <p>Fundamental science is a driving force for technical innovation, collaboration and scientific education.</p> <p>The LHC is launching a new era of discovery and understanding of fundamental questions about the Universe.</p> <p>CERN cares about its neighbours.</p> | <p>Positive opinion of CERN measured by regular survey.</p> <p>Public statements by local administrators/ politicians.</p> <p>Willingness to engage</p> <p>Spontaneous approach and interaction</p> |
| Educational systems | Education systems catering to the 13-18 age group with emphasis on the high school level. | <p>Develop knowledge of CERN's research.</p> <p>Develop knowledge of physics.</p> <p>Develop understanding of benefits of fundamental research to society.</p> <p>Promote physics and science as a career choice.</p> | <p>CERN is a world leader in fundamental research.</p> <p>Fundamental science is a driving force for technical innovation, collaboration and scientific education.</p> <p>The LHC is launching a new era of discovery and understanding of fundamental questions about the Universe.</p> <p>You could participate in CERN's research in the future.</p> | <p>Long-term growth of student and teacher programmes at CERN</p> <p>School and class interaction (volumes)</p> <p>Direct approach (via website and social media) from schools/classes/students</p> |
| Potential sponsors | Potential financial donors (individuals, corporations and foundations) | Increased private financial contributions for CERN's non-core activities | <p>CERN is a world leader in fundamental research</p> <p>CERN is a respected global brand</p> <p>Fundamental science is a driving force for technical innovation, collaboration and scientific education</p> <p>The LHC is launching a new era of discovery and understanding of fundamental questions about the Universe</p> | <p>Increased private engagement and support for CERN's activities</p> <p>Level of spontaneous approach</p> <p>Preparedness to enter into dialogue</p> <p>Public statements by (potential) donors</p> |

| Stakeholder group | Definition | Objective | Messages | KPI |
|---------------------------------|--|--|---|--|
| Cultural and artistic community | <p>Artists drawing inspiration from CERN's activities</p> <p>Artists using CERN's facilities or content</p> <p>Artists contributing works to CERN</p> <p>Cultural entities collaborating with CERN</p> | <p>Engagement with the arts</p> <p>Coordination of requests for collaboration from cultural entities and artists</p> <p>Protection of CERN's brand</p> <p>Protection of the integrity of CERN's content</p> | <p>CERN is a world leader in fundamental research</p> <p>Great arts for great science</p> <p>CERN's research has the capacity to inspire the imagination</p> <p>The LHC is launching a new era of discovery and understanding of fundamental questions about the Universe; the arts enable us to explore humankind's relationship to the Universe</p> | <p>Number and content of public events and discourse – at CERN and elsewhere</p> <p>Level of media coverage and sentiment in social media</p> |
| Younger Children | Children aged 8-12 | <p>Generate basic awareness of CERN's research and its broad purpose.</p> <p>Generate interest in basic science and the scientific method.</p> <p>Inspire young people to develop a passion for learning and discovery</p> | <p>Science is important to humankind's wellbeing.</p> <p>CERN is a world leader in scientific research.</p> <p>You can explore your world using the same approach that physicists use to explore the Universe.</p> | <p>Increased interest in CERN from children through social media / website</p> <p>Number of visits</p> <p>Feedback from visitor groups</p> <p>Opinion survey</p> |
| Industry | Companies CERN does, or wishes to do business with | <p>Generate awareness that CERN is an Organization with which companies of all sizes can do business.</p> <p>Generate awareness of the added value that working with CERN can bring.</p> | <p>CERN is a large multidisciplinary organization that requires a wide range of goods and services.</p> <p>CERN is a world leader in physics, but is also pushing back frontiers in a wide range of engineering disciplines.</p> | Level of interest and participation in calls for tender |
| Job seekers | Exceptional talent in CERN's core activity areas | <p>Generate awareness of the range of opportunities available at CERN.</p> <p>Position CERN as a great place to work.</p> | <p>CERN is a great place to work.</p> <p>Jobs at CERN are open to a wide range of people, not just research physicists.</p> | Level of interest and response to job postings |

Table 2: messages for non-mandated audiences with key performance indicators

6. Communications activities and channels

CERN's communications can be divided into a number of activities, each of which passes via one or more channels to the target groups. Each channel can reach different stakeholder groups or target audiences. Each channel also has its own characteristics and needs.

Table 4 summarizes the current situation. Items in normal text are considered by the Communications Group to be a priority for CERN. Those in italics could be dropped if resources demand, and those underlined should be added.

The Communications Group manages many of these channels, but many others fall under the responsibility of a variety of units within the Organization (for example the VIP visits office, the Education Group (PH-EDU), the Human Resources Department, the International Relations Office).

Table 4 does not include activity carried out by the VIP Visits Service, the Education Group or the International Relations Office. DG-CO's contribution to VIP visits is a supporting one. The visits and exhibitions organized by DG-CO are stakeholder-targeted activities, largely for political and local audiences.

In addition, the LHC Outreach Group (LOG) provides the forum for discussion between CERN and the experiments. This has worked well in the past, enabling the experiments to support the mutual communications needs of CERN and the experiments by providing topical and timely in depth information on specific subjects, as well as appropriate scientists for media and other activities.

Beyond the Laboratory, CERN is linked with the communications offices of a large number of institutes and organizations throughout the world, which contribute to communicating CERN activities and particle physics.

In particular, the CERN communications group is involved in three networks, which promote particle physics and science in general. Each plays a distinct role:

1. The European Particle Physics Communications Network (EPPCN) consists of people whose job is to communicate science, though not exclusively particle physics. It is limited to the Member States and observers participating in the European Strategy Sessions of Council, and reports formally to Council on an annual basis. Its role is to harmonize particle physics communications in the Member States.
2. InterAction is a formal collaboration of Communications Directors at major particle physics laboratories and funding agencies. It reports to ICFA and deals with the more political aspects of communications on a global scale. It is administered by Fermilab.
3. The International Particle Physics Outreach Group (IPPOG) is a global network of particle physicists, researchers and informal science communicators and educators. Its activities are mainly in the educational arena, through Masterclasses and sharing of best practice through the IPPOG database,

| Activity | Channel | Characteristics |
|-------------------|---|--|
| Website | The .cern domain (currently .cern.ch, .cern.org) | Official Broadcast Hosted by CERN Social Media enabled/enabling 24/7 |
| Social media | Twitter YouTube <u>Facebook</u> Blogs | Informal Interactive Engaging and conversational Not controllable May be hosted outside CERN |
| Press Office | Press visits Press releases Dedicated area of website Media events | Timely Accurate Authoritative Transparent Multi-lingual Multi-cultural 24/7 |
| CERN Courier | Print publication Website | High level Authoritative Interactive |
| “Internal” comms | Dedicated section of website Screens/ electronic text displays Email/SMS <i>Print publication*</i> | Official Informative Motivational Interactive (website) |
| Printed materials | i) Brochures ii) Annual Report | i) Informational, didactic ii) Official, informational, mandatory |
| Photography | Still digital images | Visual Electronic Requiring good metadata |
| Video (+ iTunesU) | i) Filmed news clips ii) Institutional video iii) TV style magazine programme iv) 3D animations | i) Short, topical, engaging ii) Didactic iii) Regular, informal, topical iv) Visually engaging, didactic Potentially viral |
| Graphic design | i) Branding ii) 2D illustrations | i) Determines a strong, coherent visual identity for CERN ii) Visually engaging, didactic |
| Events | Various. May include open days, media events, inaugurations, political events | Varies according to type |
| Exhibitions | i) Permanent on site ii) Permanent travelling iii) Audience targeted | i) Spectacular, topical, lively, didactic ii) Transportable, didactic iii) Official (e.g. coinciding with Brussels 2012 Council meeting) Engaging & interactive |
| Alumni | <u>Electronic newsletter</u> <u>Dedicated area of website</u> <u>Events</u> | Topical, motivational |
| VIP visit support | Corporate PPT, includes technical support for visits | Official Tailored to VIP |
| Public visits | Free form visits Guided visits Passport Big Bang | Lively Informal Didactical |

*With the possible exception of official communications to retired personnel.

Table 4: communications characteristics

7. Information at CERN and the web

"CERN's image and identity needs to be portrayed better via its websites." Member of the Extended Directorate

CERN is the birthplace of the web but has a poor web presence.

With well over 10 000 websites, no architecture, few restrictions and nobody in charge, CERN's web is often highly and justifiably criticised. The stakeholder survey underlined this: content is difficult to find, unstructured, unmanaged, often out of date or erroneous. The URL scheme is difficult to understand. Search tools are not effective. In addition there is no archival process, no approval process for site creation and there are no branding rules. Copyright and content ownership is poorly defined. Key information is being lost.

Information loss at CERN was what Tim Berners-Lee set out to fix with his proposal to build the web: <http://www.w3.org/History/1989/proposal.html>. More than 20 years later, CERN is facing an information crisis.

This communications strategy proposes a fresh drive to solve this problem, which is key to managing effective communications.

7.1 Resourcing a better web

The Communications Group has maintained various web channels (including the public website, users' website, press office website) with only a single FTE. Similarly, there are hundreds of units, individuals, departments and experiments across the organization with minimal resources creating ad hoc, piecemeal websites and applications that collectively make CERN's broken, patchwork web.

The approach to web publishing has been unplanned and reactive, and reactive engagement with social media limited. If online communications at CERN are to move forwards, this is not enough.

The effects of the poor web experience at CERN go well beyond damage to the Organization's image: this poor experience is detrimental to the core intellectual assets of the Organization, affecting the ability of people to find the information they need in order to do their work effectively.

The web experience and the information crisis cannot simply be fixed by building a new website, or improving certain applications – these problems require a wholesale rethink of CERN's information architecture. Specifically they require an information policy, and coordination of the organization's information assets.

Coordination of CERN's information assets requires a high-level position with the authority and resources to implement an information policy across the organization: a Chief Information Officer (CIO).

7.2 What could CERN's web be?

A smarter web for CERN

CERN currently has a web of documents. It needs a web of information: direct, dynamic access to data. For example:

- Jane wants to browse all of Steve's presentation slides.
- Michel wants to produce an application to visualize integrated luminosity delivered to his experiment in real time.
- Andrea wants to analyse helpdesk incident tickets in order to gather user data to inform the design of her next piece of software.
- Hans wants to understand exactly how his Member State contributes to CERN, and what it gets in return.

This begins with data, followed by the process: describe it and expose it.

A personal experience

Everyone has a unique information requirement profile: so the CERN's web should enable people to create their own information streams. Michel is a physicist. Andrea is a software developer. Hans is a member of the public. Jane is an administrator.

A managed web

The web should be managed, not controlled, using a few ground rules, a framework, some core tools, and coordination of resources. It should provide a single, great web experience across websites and applications. It should be managed by a CIO.

A strong brand on the web

CERN needs to position official communications clearly via the web. As a global brand, CERN needs a world-class public web presence. To this end, CERN should apply for the .cern top-level domain and establish a clear architecture in this new space.

8. Organization, roles and responsibilities

"CERN needs an overall communication strategy and harmonization of all units." Member of Extended Directorate

CERN needs not only a broadly accepted and utilized messaging and communications architecture, but also a single communications and information policy that entails clearly defined processes and procedures. This can best be achieved by creating the roles of a Chief Communications Officer (CCO) and a Chief Information Officer (CIO), who would work closely together to steer and implement CERN's communications strategy. The following simple organization chart, Figure 2, mirrors current structures in other organizations:

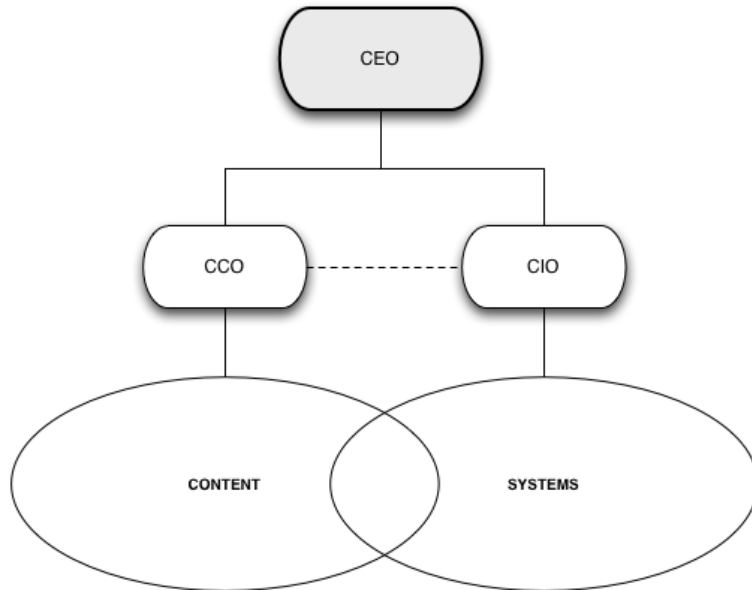


Figure 2: Typical organization chart for communications

The CCO has line managerial responsibility for all communications channels, while the CIO has line managerial responsibility for all aspects of information architecture (IT). A dashed line joining the CCO and the CIO indicates close collaboration.

The situation at CERN is very different, with no overall communications policy or strategy applied uniformly across the Organization. While a typical corporate organization is neither possible nor desirable for CERN, a more strategic approach to communications is essential. CERN's current organization chart for communications is shown in simplified form in Figure 3.

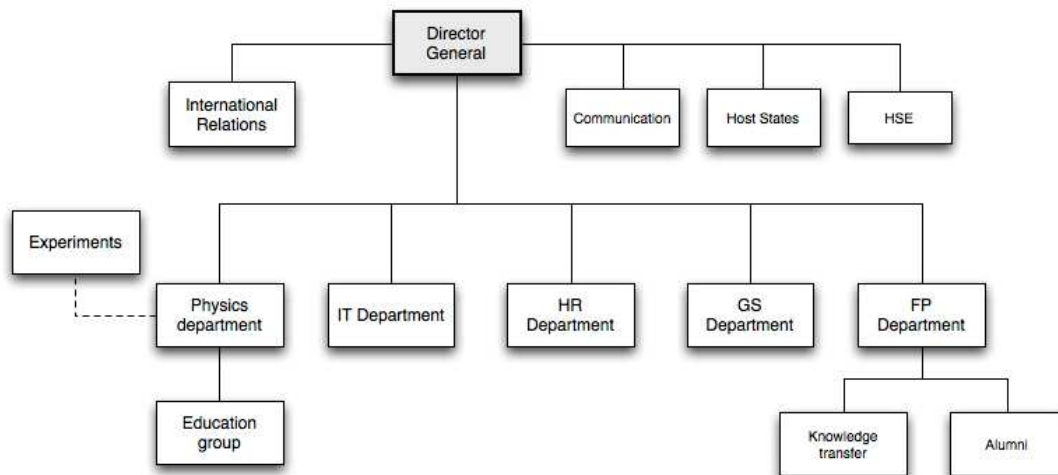


Figure 3: CERN's organization chart for communications

The situation today at CERN is that several departments and experiments have independent communications functions, which occasionally follow diverging agendas.

This can be overcome by the creation of the CCO and CIO functions, and by establishing a clear distinction between the spokesperson and the CCO role. Working with senior management, the CCO defines and ensures a coherent communications strategy, while

the spokesperson speaks on behalf of the organization and prepares communications for the media. Appendix 2 contains job descriptions for these roles.

All full-time communications staff should be part of a single centralized team, working from a single centralized budget and taking their lead from the CCO. This would ensure unity of strategy and messaging. This approach cannot work for the experiments, however, as they are independent of CERN. In this case, the existing procedure of monthly coordination meetings should be maintained.

Figure 4 proposes a communications structure that respects the academic nature of CERN, while approaching proven corporate standards to enable efficient messaging. It ensures coherency of messaging by formalizing links between the CCO and other CERN units communicating to the outside world. It rationalizes the currently widespread communications function by organizing the communications group into three sections:

- A press office
- A content creation team
- An audience engagement team

Personnel currently in other units at CERN whose main job description is managing the relationship with selected target audiences (including alumni, industry and job seekers) would join the audience engagement team. Technical web production and development functions currently in DG-CO would move under the responsibility of the CIO.

The communications agenda would be set by series of operational meetings as follows:

- A quarterly meeting to the broad lines of upcoming communications;
- A weekly editorial meeting;
- A daily meeting to be held every morning involving the audience engagement team, along with a representative of the press office and one from the content management team.

The CCO would ensure broader coordination by attending, or nominating someone from their team, to attend meetings of LOG, EPPCN, InterAction, and IPPOG.

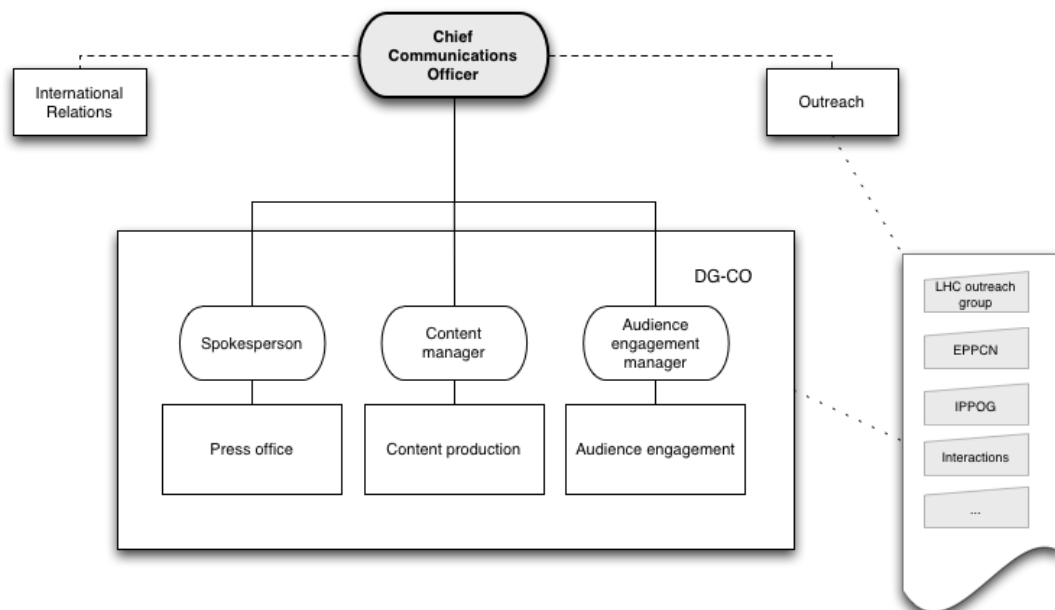


Figure 4: Proposed organization chart for communications at CERN

9. Communications programme and deliverables

9.1 Core activities

The matrix in Table 5 maps activities onto the communities we serve. Some of these communities have been coupled together where there are close links. It describes the human resources necessary in DG-CO to fulfil its mandate³, and indicates resources necessary elsewhere within the communications structure proposed in this document. Visits for the public and VIPs are included among the activities, but are not provided by DG-CO.

| Community → Activity ↓ | Internal/CERN | Public | Local | Social media | Press/ S&T | HEP | Edu/ Kids | Alumni/ Sponsor | Culture | Industry | Job seekers | Content providers | In other groups |
|---------------------------------------|---------------|--------|-------|-----------------|---------------|-----|--------------|--------------------|---------|----------|----------------|----------------------|----------------------|
| Website | + | + | + | + | + | + | + | + | + | + | + | 2 writers | CIOTeam |
| Social media | | + | | + | + | | | | | | + | 1 writer | |
| Spokesperson | | + | | | + | | | | | | | 1 | |
| Press Office | | + | | | + | | | | + | | | 3 press officers | |
| CERN Courier | + | | | | + | + | | | | + | | 0.5 writer | |
| Internal comms | + | | | + | | + | | | | | | 1.5 writers | |
| Brochures | | + | + | | + | | + | + | | + | + | 0.5 writer | |
| Annual Report | + | + | | | + | + | | + | + | | | 0.5 writer | |
| Photo/Video | + | + | + | + | + | | + | | | + | + | 5 + 1 admin | |
| Graphic design | + | + | + | + | + | + | + | + | + | + | + | 3 designers | |
| Events | | + | + | | + | | + | + | + | + | + | 1 | PhEdu |
| Exhibitions | + | + | + | | | | + | | + | + | + | 2 | PhEdu |
| Newsletters | | | | | | | | + | | | | 0.5 writer | |
| Corporate info support | + | + | + | | + | + | + | + | + | + | + | 1 | |
| Copy editing | + | + | + | + | + | + | + | + | + | + | + | 2 | |
| Translation | + | + | | + | + | + | + | + | + | + | + | | T&M |
| Visits Public VIP | + | + | + | | + | | + | + | | + | | | PhEdu VIP |
| Group admin | | | | | | | | | | | | 2 | |
| Community managers | 0.5 | 0.5 | 0.5 | 1.0 | 1.0 | 1.0 | 0.5 | 1.0 | 0.5 | 1.0 | 1.0 | | Total 8.5 |
| TOTAL | | | | | | | | | | | | 27.5 | 36 |

Table 5: Community/activity matrix

9.2 Resources

Table 6 gives a breakdown of the resources needed to carry out the core activity of DG-CO according to the strategy detailed above. Subsequent tables outline activity for each year covered by this document. These tables will be revised on an annual basis.

³ Working with a number of key target audiences to generate public engagement in science, to produce and distribute information, to foster community building and to build support for CERN and its missions.

| Activity | Recurrent annual budget (kCHF) |
|--------------------------------|--------------------------------|
| Overhead & admin | 110 |
| Press office/ media monitoring | 110 |
| CERN Courier | 155 |
| AR/ brochures | 50 |
| Internal comms | 110 |
| Web office | 150 |
| Social media | 5 |
| VMO photo | 70 |
| VMO video | 165 |
| Local comms | 175 |
| Events | 60 |
| Exhibitions | 0 |
| Arts | 40 |
| Graphic design | 90 |
| Newsletters | 30 |
| Corporate information support | 0 |
| Copy writing | 230 |
| EPPCN | 100 |
| Evaluation | 70 |
| Agency fees | 100 |
| TOTAL | 1820 |

Table 6: recurrent materials budget

In addition, there are a number of recurrent, though not necessarily annual, events that present a communications opportunity to CERN. These include the major conferences (ICHEP, EPS-HEP, Lepton Photon, IPAC), the World Economic Forum's Annual meeting in Davos, the Nuit de la Science, the European Researcher's Night, the Fête de la Science, the LIFT conference and the Google Science Fair. Many of these do not require an additional budget. Those that do are covered by Tables 7-10.

| 2012 Activity | Budget requirement (kCHF) |
|---|---------------------------|
| Brussels event | 100 |
| Digitization and professional archiving of photo collection, creation of an archival system for all multimedia assets | 200 |
| Major result announcement* | 150 |
| Passeport Big bang inauguration | 150 |
| Fundraising event | 60 |
| Place des particules inauguration | 30 |
| Wilton Park event | 80 |
| Fame Lab | 30 |
| Web redesign | 200 |
| Purchase of .cern domain | 300 |
| TOTAL | 1300 |

*Appendix 3 details the agreed protocol for major result announcements.

Table 7: extra activity in 2012

| | |
|-------------------|---------------------------|
| 2013 Activity | Budget requirement (kCHF) |
| Open Days | 750 |
| Urban plan launch | 30 |
| TOTAL | 780 |

Table 8: extra activity in 2013

| | |
|-----------------------------------|---------------------------|
| 2014 Activity | Budget requirement (kCHF) |
| Media event for restart | 100 |
| CERN 60 th anniversary | 100 |
| TOTAL | 200 |

Table 9: extra activity in 2014

| | |
|---------------------------|---------------------------|
| 2014 Activity | Budget requirement (kCHF) |
| Major result announcement | 150 |
| TOTAL | 150 |

Table 10: extra activity in 2015

No extra activities have yet been identified for 2016, leaving the budget forecast by year as described in Table 11:

| | | | | | |
|--------|------|------|------|------|------|
| Year | 2012 | 2013 | 2014 | 2015 | 2016 |
| Budget | 3100 | 2580 | 2000 | 1950 | 1800 |

Table 11: Annual budget projection 2012-2016

The human resource requirements for DG-CO to carry out the activities described in this document are detailed in table 12:

| | | |
|--------------------------|---|--|
| Group management | 1 Chief Communications Officer 1 Spokesperson 1 Content Manager 1 Audience engagement Manager 2 Group admin | IC IC LD IC IC, LD |
| Media relations team | 3 Press officers | IC, 2 LD |
| Content creation team | 6 writers 3 designers (IC, LD, intern) 3 events/ exhibitions personnel 5 photo/video (2 IC, LD, 2 interns) 2 copy editors 1 tech/admin (corporate information support) | 2 LD, 2 Fellow, 2 Intern IC, LD, Intern LD, Fellow, Intern 2 IC, LD, 2 Intern IC, LD LD |
| Audience engagement team | 7 community managers | 7 LD |

Table 12: personnel requirements for DG-CO

This gives a total personnel count of 36 FTE, of whom 9 are IC staff, 18 are LD staff, 3 are Fellows and 6 are interns. The current staffing level of DG-CO is 16; many of the additional human resources exist at CERN where they are engaged in full-time communications for other units. Some new posts would be required in DG-CO, notably that of CCO.

In 2012, the total resourcing level necessary to implement this strategy corresponds to approximately 0.5% of CERN's gross revenue, still considerably lower than generally

accepted practice. This figure, however, does not include the resourcing necessary to finance the CIO function.

10. Conclusion

Effective, managed communications are core to CERN's continuing success.

This proposed communications strategy identifies and addresses some key problems in the way that CERN's communications function is currently managed and resourced. At the core of these problems is the fact that communications activities are distributed and uncoordinated, and therefore that their evaluation, cost and messaging alignment are unmanageable.

Failure to restructure the current communications landscape at CERN creates considerable risk to the Organization's reputation, an inability to manage effectively the Organization's key messages to key audiences, and excess expenditure.

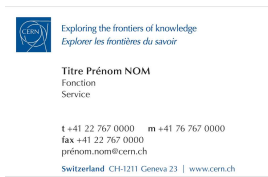
This strategy proposes the creation of two new senior-level posts to address this situation:

- Chief communications officer: to manage communications policy and activity
- Chief information officer: to manage information policy issues

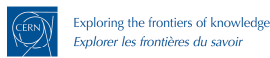
This strategy also proposes a reorganization of the Communications Group to enable communications around a new, focussed messaging architecture. This entails an increased annual budget for the Communications Group, bringing the expenditure on communications at CERN closer to benchmarked levels.

Appendix 1: Sample stationary

Business card.



Letterhead:



Titre Prénom NOM
Fonction
Service

CERN CH-1211 Genève 23
t +41 22 767 0000
f +41 22 767 0000
m +41 76 767 0000
prénom.nom@cern.ch

Your reference / Votre référence:
Our reference / Notre référence:

Titre Prénom NOM
Fonction

Adresse
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Genève, 29 November 2010

Cher M. X,

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Prénom Nom

Appendix 2: Job profiles

Chief Communications Officer

The role of CERN's Chief Communications Officer (CCO) is to manage the reputation the organization, ensuring that key stakeholders view the Organization favourably in line with the agreed strategy and executive's visibility is harmonized. The CCO is a member of the senior management team and attends Extended Directorate meetings. Specific responsibilities include advising management on reputational issues linked to the activities of the organization, developing communications plans linked to the Organization's long-term strategic goals and ongoing activities.

The CCO has overall responsibility for managing the Organization's relationship with key stakeholders, and has line managerial responsibility for the Organizations corporate communications team. The CCO aligns communications with the Organization's overall goals, and works closely with the CIO to harmonize IT based channels and IT infrastructures. The CCO provides guidance on key messages to the Education Group and International Relations Office, and nominates members of the communications team to represent CERN on the external communications networks, EPPCN, InterAction and IPPOG, and the internal LHC Outreach Group (LOG).

The CCO should have a background in communications and marketing, preferably at higher degree level, along with several years of experience in managing the reputation of a large multinational organization. A grounding in physics is desirable but not essential. An ability to ghost write for members of the senior management would be an advantage.

Chief Information Officer

CERN's Chief Information Officer (CIO) is responsible for ensuring the harmony of all the information technology (IT) functions of the Organization. The CIO is a member of the senior management team and attends Extended Directorate meetings. Specific responsibilities include developing strategic plans to ensure the technology capabilities are responsive to the organization's overall goals, advising senior management on technology decisions, working with vendors and overseeing the day-to-day technology functions. The CIO aligns IT with the Organization's overall goals, and works closely with the CCO to harmonize IT and reputational requirements, which may otherwise be at odds.

The CIO should have a background in computer science or information technology, position at higher degree level, along with several years of senior experience.

Spokesperson

CERN's spokesperson is head of the press office and Deputy to the CCO. The Spokesperson will be invited to attend Extended Directorate meetings regularly, but is not a permanent member of the senior management team. Specific responsibilities include developing media strategies to support the Organization's overall aims, managing the Organization's relationship with the media, presenting the Organization's views to media and other stakeholders as required, preparing and hosting press conferences writing media communications such as press releases and ghost writing for

senior management. In addition to the CEO and other members of the Extended Directorate, the Spokesperson is the public face of the Organization.

The Spokesperson should have a university level qualification in journalism, communications or equivalent experience, a strong background on physics, preferably to higher degree level, long with several years experience of working in an international research environment. The spokesperson should be fluent in English and French. Other languages would be an advantage.

Content Manager

The Content Manager is head of the content creation team and reports to the CCO. The content creation team includes writers, graphic designers, audio-visual staff and copy editors. This is the team that produces all of CERN's communications material for all stakeholder groups. Specific responsibilities include the production and quality assurance of written, graphical and audio-visual material in support of the Organization's overall agenda. The Content manager participates in a daily editorial meeting at which the Organization's rolling news agenda is set.

The Content manager should have a background in print or broadcast scientific journalism or communications. Fluency in English and French is essential.

Audience Engagement Manager

The Audience Engagement Manager is head of the stakeholder relations team and reports to the CCO. The stakeholder relations team is responsible for developing stakeholder relations strategies to support the Organization's overall aims, and managing day-to-day communications with key stakeholder groups. The stakeholder relations team is the main client for the content creation team, and its members form the core of the daily editorial meeting at which the Organization's rolling news agenda is set. Each member of the team has specific responsibility for one or more stakeholder groups. The team is also responsible for the interface between the communications group and the experiments.

The Communities manager should have several years experience in managing stakeholder relations for a large multinational organization.

Appendix 3: Flow chart for results announcements

Time →

