

CERN
Communications
Strategy
2021-2025



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INTRODUCTION

CERN, the European Laboratory for Particle Physics, is widely recognised as one of the world's leading laboratories for fundamental research. At CERN, physicists and engineers probe the fundamental structure of the universe. Using the world's largest and most complex scientific instruments – particle accelerators and detectors – they study fundamental particles and the forces that shape the universe.

CERN is an intergovernmental organisation with 23 Member States and 11 Associate Member States, situated on the French-Swiss border, with its headquarters in Geneva.

This document outlines CERN's five-year Communications Strategy, covering the mandate of the current Directorate. It is underpinned by [CERN's strategic priorities](#) for 2021–2025, as defined by CERN Management and approved by the CERN Council.

The 2021–2025 CERN Communications Strategy was approved by the CERN Enlarged Directorate in May 2022.

A SHARED COMMUNICATIONS STRATEGY

In any organisation, the role of Communications is to enhance the ability to operate and achieve its goals by managing and sustaining relationships with key audiences and taking responsibility for its reputation.

Communications consists of the sharing of information by a variety of specialists and generalists in an organisation. Many groups and people communicate about CERN, for different reasons, in many different ways and using different media. The strategy described herein sets out CERN's main pillars of communications, within which more granular communications strategies and/or plans may be developed, aligned with the overarching goals and messages (e.g. media relations, internal communications, Knowledge Transfer, Human Resources, etc).

The Education, Communications and Outreach (IR-ECO) group within CERN's International Relations sector takes the lead on the determination, development and execution of the strategy. For wider reach and impact, the definition and delivery of projects are either centralised (carried out by IR-ECO) or distributed (carried out by Departments' communications and outreach teams in collaboration with IR-ECO).

The strategy encompasses internal and external communication. It builds on decades of well-established and successful communications, education and outreach programmes. These have contributed to CERN being recognised as not only a world-leading research laboratory in particle physics, but also a centre of excellence in science, engineering and computing, a model of multinational collaboration, and a source of learning and inspiration for teachers, students and the general public.

This Communications Strategy will be implemented in partnership with the Organization's Member States, Associate Member States and Observer States, with CERN experiments and with partner laboratories and institutes around the globe.

CERN'S STRATEGIC PRIORITIES

The CERN management's [strategic objectives](#) for 2021–2025 take into account that this will be a crucial period for the full exploitation of the LHC programme and for the preparation of a compelling future for CERN, in line with the recommendations of the 2020 update of the European Strategy for Particle Physics.

They also acknowledge that the world is facing unprecedented challenges, not only in fighting a pandemic of unexpected proportions and the subsequent societal consequences, but also in solving increasingly urgent environmental and other problems, to which CERN can and should contribute.

As a result, CERN management has identified three top-level objectives for 2021–2025:

- To deliver world-class scientific results and knowledge;
- To increase the return to Member and Associate Member States in several areas;
- To strengthen CERN's impact on society.

COMMUNICATIONS ARCHITECTURE

CERN's Communications Strategy flows from the Lab's strategic priorities. The overall architecture of the strategy is represented below. Based on the clear and concise articulation of the Organization's vision and mission, strategic themes and messages were developed, for use in all communications activities.



VISION AND MISSION STATEMENTS

CERN's vision is:

TO GAIN UNDERSTANDING OF THE MOST FUNDAMENTAL PARTICLES AND LAWS OF THE UNIVERSE

CERN's mission is:

1. To perform world-class research in fundamental physics;
2. 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;
3. To unite people from all over the world to push the frontiers of science and technology, for the benefit of all;
4. To train new generations of physicists, engineers and technicians, and engage all citizens in research and in the values of science.

COMMUNICATION CHALLENGES AND OPPORTUNITIES

The period covered by this communications strategy encompasses the implementation of the recommendations of the European Strategy for Particle Physics (ESPP). Looking beyond particle physics, communications over the next five years will be carried out in a context of increasingly urgent societal challenges and a global pandemic, with inevitable and widespread economic and social impact.

The following challenges and opportunities have thus been identified for CERN communications, mapped to CERN's strategic objectives.

CERN's strategic objectives	Communication challenges	Communication opportunities
Strategic objective 1: <i>To deliver world-class scientific results and knowledge</i>	<ul style="list-style-type: none"> Maintain CERN's reputation of excellence and global leadership in a context of a diverse array of incremental results from the Laboratory and rare major breakthroughs such as the discovery of the Higgs boson. Establish understanding and support for ambitious future accelerator projects with challenging technical goals, pending ESPPU decisions on the next flagship project. Secure sustained consensus in the community and support from related and distant research fields for CERN's short- and long-term scientific priorities. 	<ul style="list-style-type: none"> Develop communications tailored to each target audience and which highlight that scientific breakthroughs are the cumulative result of incremental advances.
Strategic objective 2: <i>To increase the return to Member and Associate Member States in several areas</i>	<ul style="list-style-type: none"> Widen and strengthen the sense of ownership of the Laboratory by Member and Associate Member States in a context of a greater focus on national agendas rather than global projects. 	<ul style="list-style-type: none"> Work with partners across Member States and Associate Member States to showcase success stories and develop integrated communications and engagement programmes, with concerted delivery to all stakeholders and audiences.
Strategic objective 3: <i>To strengthen CERN's impact on society</i>	<ul style="list-style-type: none"> Continue to attract new generations to the field. Broaden engagement activities to a more diverse audience and to the COVID-induced online global context. 	<ul style="list-style-type: none"> Engage stakeholders and audiences in the technological innovations that underpin CERN's diverse research programme and the benefits to society of these innovations.

GOAL AND OBJECTIVES OF THE COMMUNICATIONS STRATEGY

The overall goal of CERN's Communications Strategy stems from the challenges and opportunities identified above. It is

“TO HELP ENSURE THE LONG-TERM FUTURE OF CERN'S MISSION AND ENGAGE SOCIETY IN THIS MISSION”

This overall goal may be broken down into the following objectives:

CERN's strategic objectives	Communication objective
Strategic objective 1: <i>To deliver world-class scientific results and knowledge</i>	1. To engage key stakeholders with CERN's world-class research to sustain and enhance support for the Lab's scientific goals.
Strategic objective 2: <i>To increase the return to Member and Associate Member States in several areas</i>	2. To increase visibility of Member and Associate Member States' participation in CERN's activities, and the associated return on their participation.
Strategic objective 3: <i>To strengthen CERN's impact on society</i>	3. To generate awareness and engage citizens with the societal benefits of CERN's activities. 4. To consolidate CERN as a leading voice for science.

NARRATIVES AND KEY MESSAGES

Narratives capture CERN's essence and serve as the platform for CERN to spread its messages and tell its stories. To fulfil the communication objectives, five narratives have been defined, each with their own key messages.

The key messages build on communications to date and strengthen particular aspects over the next five years, in line with the overall goal. Communication products and initiatives during 2021–2025 will be prioritised and shaped with these narratives and key messages in mind.

NARRATIVES	KEY MESSAGES
<i>Science</i>	<p>CERN's world-class research has transformed our understanding of the universe, yet many fundamental mysteries remain.</p> <p>A post-LHC collider at CERN will push energy and intensity frontiers in the search for new physics. It will be a unique tool to study the universe in laboratory conditions.</p>
<i>Benefits to society</i>	<p>From medical applications to the web, technologies underpinning accelerator-based fundamental research have transformed society. We can expect future projects and innovative R&D to continue bringing tangible benefits to society.</p>
<i>Value creation</i>	<p>CERN is the national laboratory at an international level for its Member and Associate Member States.</p> <p>Investing in CERN means investing in STEM¹ skills, technological and industrial development for Member States, Associate Member States and beyond.</p>
<i>Values of science/CERN</i>	<p>CERN is a beacon for peaceful international collaboration, unifying countries across borders to push the boundaries of science.</p> <p>A leader in knowledge-sharing through open science, CERN and its research are open to everyone.</p>
<i>Sustainable research</i>	<p>CERN is embedding sustainability and environmental responsibility in its programmes in line with the Sustainable Development Goals (SDG).</p> <p>The CERN model of collaboration and its technological advances have the potential to address environmental challenges.</p>

¹STEM = Science, Technology, Engineering and Mathematics

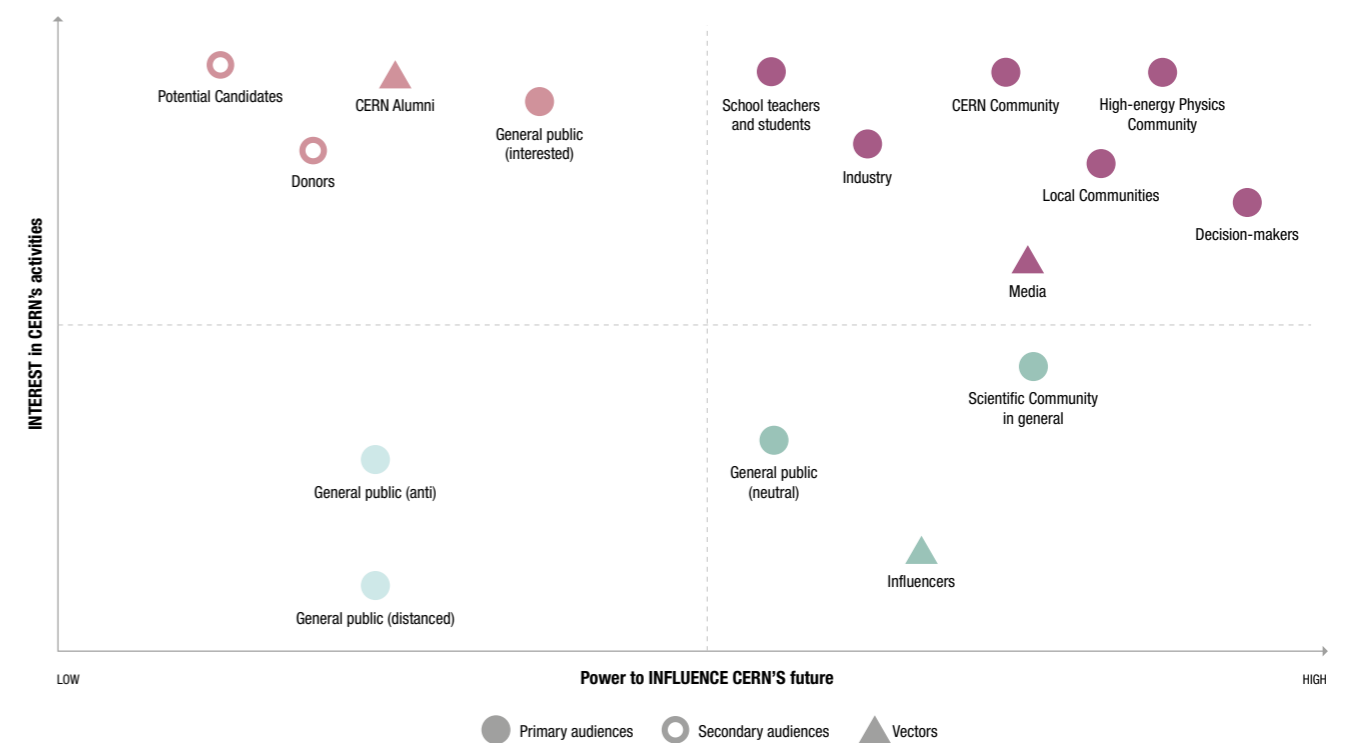
TARGET AUDIENCES

CERN's core business of fundamental research and its operational objectives help to define target audiences.

The CERN Convention mandates that the Organization should provide information for and regularly update the high-energy physics community and the Member States on its activities. Although not officially mandated to communicate with other groups, it is in CERN's interest to communicate and engage with a range of different audiences that are vitally important to achieve its mission. Several of these audiences are also stakeholders in CERN's activities, directly contributing to CERN's present and future.

AUDIENCE MAPPING

Building on decades of established communications and an in-depth working knowledge of different audience groups, coupled with the communication goals for 2021–2025, audiences were mapped accordingly on two axes: level of interest in CERN's activities and power to influence CERN's future.



From the above map, audiences have been classified as primary, secondary or vectors to help the Organization reach further with communication messages and products.

VECTORS

Three vectors were identified. These are audiences that help reach wider into the primary and secondary audiences:

- Media
- CERN Alumni
- Influencers from social media, culture, science, technology and innovation

PRIMARY AUDIENCES

The eight audience groups below have greater power to influence CERN's future and are thus considered primary audiences:

- Decision makers
- Particle physics community
- CERN community
- Local communities
- Industry
- Schoolteachers and students
- General public
- Scientific community in general

Decision makers

Decision makers includes governments and other politicians and funding agencies at local, regional, national and international level. These can be individuals or organisations within CERN's Member States, as well as within CERN's Associate Member States, Observer States, or potential Member or Associate Member States.

Particle physics community

The particle physics community includes institutes, universities and laboratories, as well as scientists themselves.

CERN community

The CERN community includes members of personnel and members of CERN's user community both on-site and accessing CERN's resources remotely from all over the world. The community is a mix of scientific and non-scientific individuals and includes contractors and retirees.

Local communities

The communities that surround the Laboratory in the Host States of France and Switzerland. These communities include the general public, authorities, teachers and students, industry, research institutes and members of the CERN community living in the local area.

Industry

Companies ranging from large to small and medium-sized enterprises (SMEs), who either provide services to CERN (suppliers), or use CERN technologies for their own innovation challenges (Knowledge Transfer partners). This audience also includes the entrepreneurship ecosystem, made up of universities, laboratories, government KT offices, incubators, entrepreneurs and investors.

Schoolteachers and students

One of CERN's main missions is education. CERN supports science education with research-based educational material and programmes. CERN's education resources now extend to reach not only secondary schools but also primary schools, to target audiences from the age of five.

General public

The term "general public" can represent everyone and no one. As a result, it is useful to break this audience down into the categories with respect to the relationship with / attitude towards CERN:

1. Interested ("fans")
2. Neutral (know about CERN, are neutral in attitude)
3. Distanced (don't know about CERN / don't care about CERN)
4. Anti (includes proponents of conspiracy theories, anti-CERN activists)

Communicating with each of the three first categories entails different messaging frameworks, for different desired outcomes. The "anti" members of the public will be reached indirectly via messaging to the other three categories. For 2021–2025 communications, more emphasis will be given to reaching the "neutral" and "distanced" members of this audience group.

Scientific community in general

Researchers from areas other than particle physics or the physical sciences, who share the competitive funding awarded by funding agencies, which depend on the research priorities defined in science policies.

SECONDARY AUDIENCES

Two secondary audiences were identified as having less power to influence CERN's future. CERN's IR-ECO group will continue to collaborate closely with internal stakeholders (departments, groups, experiments) who take the lead in reaching these audiences through their targeted communication products and channels.

- Potential candidates (students, graduates and professionals)
- Donors (current and potential, individuals, corporate and foundations)

MESSAGING FOR PRIMARY AUDIENCES

The table below summarises the specific messages for each of the primary audiences, derived from the overarching key messages for 2021-2025. Underpinning the audience-specific messages are the drivers for each audience (i.e. what motivates this audience to interact/engage/be interested in CERN) and CERN's desired outcomes in engaging with the audience.

The table also includes the channels that will be used for each audience, to carry the messages.



	DRIVERS	DESIRED OUTCOMES	MESSAGES	CHANNELS
Decision-makers	<ul style="list-style-type: none"> Economic and social return on investment Scientific excellence Influence on the global scientific agenda 	<ul style="list-style-type: none"> Political and financial support for CERN's activities Ambassadors for CERN's mission in multilateral contexts 	<ul style="list-style-type: none"> CERN is your national laboratory at an international level Investing in CERN means investing in STEM skills, technological and industrial development for your region or country Your region/country is part of world-class research, whose cutting-edge technologies have transformed society and hold potential to help address current global challenges 	<ul style="list-style-type: none"> Protocol visits and events at CERN Council Meetings and associated committees CERN Courier home.cern Social media Media Externally-organised events (WEF, EU, AAAS, strategically relevant EU projects, Big Science Business Forum, strategically relevant tech transfer & innovation fora/conferences) Travelling exhibition content, collaborations with museums and Arts at CERN exhibitions /commissions
Particle physics community	<ul style="list-style-type: none"> Scientific excellence Continuation of the field Prestige and career development 	<ul style="list-style-type: none"> A particle physics community that is united and enthused about the future of the field Growing number of ambassadors with greater visibility 	<ul style="list-style-type: none"> CERN's future projects will push energy, intensity and technology frontiers in the search for new physics and strengthen a diverse scientific programme serving a global community of users Curiosity driven research has revolutionised society, we can expect future projects and innovative R&D to bring further tangible benefits to society CERN is embedding sustainability and environmental responsibility in its programmes in line with the Sustainable Development Goals (SDG) 	<ul style="list-style-type: none"> CERN Courier CERN Bulletin home.cern Conferences (ICHEP, LHCP, etc), lectures and meetings at CERN and beyond Social media Training and participation in outreach events/activities, at CERN (Science Gateway, Open Days, guided tours) and across MS and AMS Dedicated interactions with CERN management
CERN community	<ul style="list-style-type: none"> Being a part of an ambitious scientific and technological endeavour Life at the laboratory: diversity, collegiality, open collaboration Working conditions including career opportunities 	<ul style="list-style-type: none"> Well informed and motivated workforce Ambassadors for CERN's mission in different contexts (their local communities, multilateral frameworks, etc.) 	<ul style="list-style-type: none"> Our community is a cultural melting pot and a model for collaboration across borders and professions We all contribute to the ambitious endeavour that is CERN CERN listens and keeps you informed 	<ul style="list-style-type: none"> CERN Bulletin Internal screens, entrance panels, posters Email Social media Town Halls Onboarding sessions and training for participation in outreach events/activities (Science Gateway, Open Days, guided tours) Internal presentations for non-scientific and non-technical part of the CERN community Science Gateway (specific activities for the CERN community)



	DRIVERS	DESIRED OUTCOMES	MESSAGES	CHANNELS
Local communities	<ul style="list-style-type: none"> Impact on local society and economy (encompasses tourism, education and training, human capital, industry and knowledge transfer) CERN's long-term future in the region Impact on the environment and individuals 	<ul style="list-style-type: none"> Trust and support for CERN's current and future projects Two-way communication with the local communities 	<ul style="list-style-type: none"> CERN works closely with neighbouring institutions being a driving force for innovation, economic and cultural development in your area. CERN is contributing to the region's reputation as a leader in science and technology through operating the LHC and exploring the potential for future colliders. All CERN activities in your area follow the highest standards of transparency, environmental responsibility and sustainability. 	<ul style="list-style-type: none"> Voisins.cern (and home.cern) Social media Specific e-mail lists Newsletters Educational activities Visits, guided tours CERN Public events Science Gateway External local events Local media Meetings w/ local authorities Host state relations Local ambassadors (including CERNois) Exhibition loans and co-creations, Arts at CERN exhibitions / commissions
Industry	<ul style="list-style-type: none"> Association with the CERN brand Access to large and/or technology-intensive contracts that can boost in-house innovation Access to CERN technologies and know-how for their innovation 	<ul style="list-style-type: none"> Have key industry players as partners for CERN's future scientific and innovation projects Have industry ambassadors for CERN's mission and its future projects. 	<ul style="list-style-type: none"> Contracts with CERN bring benefits to your area of business and drive your innovation. Tapping into CERN's unique technologies and know-how is an opportunity for you to shape the future of technological innovation. By partnering with CERN in ambitious scientific projects you will be contributing also to address societal challenges, from health to the environment. 	<ul style="list-style-type: none"> Web: home.cern, kt.cern, EU projects, quantum.cern, openlab.cern, partner websites Social media (CERN + partners, CERN QTI, CERN Openlab) CERN Courier Industry digital channels Events for industry (e.g. Country@CERN, Entrepreneurship seminars, BSBF, EU projects) Forums (ILO, KT) Media (including media relations by industry partners) Exhibitions, object loans, Arts at CERN and Science Gateway (secondary)
Schoolteachers and students	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increased interest in/uptake of careers in STEM Enhanced scientific literacy Motivated ambassadors for CERN's mission 	<ul style="list-style-type: none"> CERN's world-class research has greatly deepened 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. You can become part of this journey of exploration and contribute to understanding the laws of the universe. 	<ul style="list-style-type: none"> Teacher programmes Student programmes Competitions Education resources Seminars/debates in schools CERN visits and guided tours CERN public events Science Gateway Education conferences & fairs Social media home.cern Media Exhibition loans and co-creation with museums across Member States

	SUB-TYPE	DRIVERS	DESIRED OUTCOMES	MESSAGES	CHANNELS
General public	Interested	<ul style="list-style-type: none"> Scientific & technological achievements (the “wow” factor) 	<ul style="list-style-type: none"> Continue to be interested and/or become active ambassadors Balanced engagement across Member States 	<ul style="list-style-type: none"> CERN’s world-class research, using cutting-edge technologies and impressive engineering, has greatly deepened our understanding of the universe, yet many fundamental mysteries remain 	<ul style="list-style-type: none"> Social media Home.cern Media Guided tours Public events Science Gateway Travelling exhibitions, object loans and Arts at CERN exhibitions/commissions
	Distanced	<ul style="list-style-type: none"> Relevance and/or connection to their lives (entertainment, culture) and values (applications, diversity, openness, knowledge, others) 	<ul style="list-style-type: none"> Feel more connected to CERN and its work 	<ul style="list-style-type: none"> From medical applications to the web, CERN technologies have helped improve everyone’s daily lives CERN projects have the potential to address global challenges, (including the SDGs), and bring more unexpected benefits to society and the environment CERN’s spirit of collaboration and openness unites people from all backgrounds, across borders 	<ul style="list-style-type: none"> Social media Home.cern Media People working at CERN Ambassadors from a particular community Non-science external events (ex: music festivals, sports events, cultural events) Guided tours CERN public events Science Gateway Exhibit loans and co-creation with museums across Member States and Arts at CERN exhibitions/commissions
	Neutral				
	Anti	<ul style="list-style-type: none"> Mistrust in experts / institutions / science 	<ul style="list-style-type: none"> Will be reached indirectly 	n/a	<ul style="list-style-type: none"> Forums (monitor) Social media (monitor) Ambassadors from the interested/neutral/distanced communities
Scientific community in general		<ul style="list-style-type: none"> CERN as an example of successful large-scale international collaborations Large public investments required for particle physics/CERN’s research 	<ul style="list-style-type: none"> Support for CERN’s future projects Ambassadors for CERN’s mission 	<ul style="list-style-type: none"> CERN is a beacon for peaceful international collaboration, open science, and a powerful voice for fundamental research CERN’s future projects will support and strengthen a scientific programme serving a global community of researchers for decades CERN’s world-class research has greatly deepened our understanding of the universe, yet many fundamental mysteries remain 	<ul style="list-style-type: none"> Multidisciplinary conferences (e.g. AAAS, ESOF) Externally-organised events (e.g. by European Commission or National Funding Agencies) Protocol visits Events at CERN Tailored communication products, including publications such as annual reports and brochures home.cern Social media Media

ASSESSING COMMUNICATION OUTCOMES

A strategic approach to communications requires a critical and evidence-based view on its effectiveness. Assessing whether communication activities are effective requires monitoring and evaluation to understand whether, and to what extent, communication goals and objectives have been achieved.

Monitoring and evaluation differ in scope and applicability. Monitoring is closely embedded in everyday communications and relies on the regular accumulation of quantitative data (often done automatically). In contrast, evaluation of communication activities is an analytical, focused, in-depth investigation that takes a range of forms depending on the evaluation goal and practical limitations. Evaluation often requires a more detached view on the respective activity and tends to be resource-intensive.

In addition, there are different kinds of communication results. In the context of this communications strategy, three levels of results were defined and identified for each primary target audience:

- **Communication outputs** specify the number and/or characteristics of activities that communications, education and outreach teams aims to deliver (e.g. number and scope of organised events);
- **Direct communication outcomes** are also defined with respect to individual activities, but instead focus on the exterior characteristics of participants in a given activity and/or initial reactions to it (e.g. number and profile of visitors who attended an event, number of mentions of this event on social media);
- **Indirect outcomes** describe the kind of effects or outcomes that are ultimately expected to occur among a given audience group as a cumulative result of various communication activities (e.g. sustained engagement with CERN and its work).

While outputs and direct outcomes are suitable subjects for monitoring, indirect outcomes can only be assessed in specially developed evaluation studies.

For the sake of brevity, this document only presents indirect outcomes, mapped to target audiences and respective key messages.

Given that this strategy covers a wide spectrum of communication activities, formulation of the indirect outcomes had to be kept broad. Furthermore, rather than taken literally as measurement indicators, they will be treated as a basis for further specification in the context of a given communication activity, connecting communication outputs, direct and indirect communication outcomes.

TARGET AUDIENCE	MESSAGES	INDIRECT OUTCOMES
Decision-makers	<p>CERN is your national laboratory at an international level.</p> <p>Investing in CERN means investing in STEM skills, technological and industrial development for your region or country.</p> <p>Your region/country is part of world-class research, whose cutting-edge technologies have transformed society and hold potential to help address current global challenges.</p>	<p>Presence and level of priority of CERN in political agendas (scientific, education, technological, economic, diplomatic areas) at regional, national and international level.</p> <p>Public and active expression of support towards CERN and its work in multilateral contexts.</p>
Particle physics community	<p>CERN's future projects will push energy, intensity and technology frontiers in the search for new physics and strengthen a diverse scientific programme serving a global community of users.</p> <p>Curiosity driven research has revolutionised society, we can expect future projects and innovative R&D to bring further tangible benefits to society.</p> <p>CERN is embedding sustainability and environmental responsibility in its programmes in line with the Sustainable Development Goals (SDG).</p>	<p>Sentiment of the particle physics community regarding the future of the lab.</p> <p>Active, public "voices" for CERN's future projects amongst the particle physics community.</p>
CERN community	<p>Our community is a cultural melting pot and a model for collaboration across borders and professions</p> <p>We all contribute to the ambitious endeavour that is CERN</p> <p>CERN listens and keeps you informed.</p>	<p>Sentiment of the CERN community regarding their experience at the Lab.</p> <p>Active and public "voices" for CERN and its projects.</p>
Local communities	<p>CERN works closely with neighbouring institutions being a driving force for economic, innovation and cultural development in your area.</p> <p>CERN is contributing to the region's reputation as a leader in science and technology through operating the LHC and exploring the potential for future colliders.</p> <p>All CERN activities in your area follow the highest standards of transparency, environmental responsibility and sustainability.</p>	<p>Public active expression of support towards CERN activities in the local area.</p> <p>Presence and level of priority of CERN in local political agendas.</p> <p>Active dialogue between CERN and local communities.</p>

TARGET AUDIENCE	MESSAGES	INDIRECT OUTCOMES
Industry	<p>Contracts with CERN bring benefits to your area of business and drive your innovation.</p> <p>Tapping in to CERN's unique technologies and know-how is an opportunity for you to shape the future of technological innovation.</p> <p>By partnering with CERN in ambitious scientific projects you will be contributing also to address societal challenges, from health to the environment.</p>	<p>Creation of long-term collaborations with industrial partners in key/strategic CERN projects (e.g. future colliders).</p> <p>Public and active expression of support towards CERN and the demonstrated benefits of working with CERN (including innovation).</p>
Schoolteachers and students	<p>CERN's world-class research has greatly deepened our understanding of the universe, yet many fundamental mysteries remain.</p> <p>CERN's research and technologies are relevant for our daily lives and should be linked to science curricula.</p> <p>You can become part of this journey of exploration and contribute to understanding the laws of the universe.</p>	<p>Level of interest in careers in STEM (amongst participants in CERN's education programmes).</p> <p>Level of understanding of the nature of science (amongst participants in CERN's education programmes).</p> <p>Active and public voices for CERN and its projects.</p>
General public interested	<p>CERN's world-class research, using cutting-edge technologies and impressive engineering, has greatly deepened our understanding of the universe, yet many fundamental mysteries remain.</p>	<p>Sustained engagement with CERN and its work.</p> <p>Public and active expression of support towards CERN and its work.</p>
General public – neutral and distanced	<p>From medical applications to the web, CERN technologies have helped improve everyone's daily lives.</p> <p>CERN projects have the potential to address global challenges, (including the SDGs), and bring more unexpected benefits to society and the environment.</p> <p>CERN's spirit of collaboration and openness unites people from all backgrounds, across borders.</p>	<p>Recognition of the relevance and importance of CERN's work in everyday life.</p> <p>Personal connection to CERN and to CERN people.</p>
Scientific community in general	<p>CERN is a beacon for peaceful international collaboration, open science, and a powerful voice for fundamental research.</p> <p>CERN's future projects will support and strengthen a scientific programme serving a global community of researchers for decades.</p> <p>CERN's world-class research has greatly deepened our understanding of the universe, yet many fundamental mysteries remain.</p>	<p>Active dialogue between CERN and scientific communities in other research fields.</p> <p>Public and active expression of support towards CERN and its research programme.</p>

PARTNERS AND AMBASSADORS

When developing activities and projects, CERN's IR-ECO group and other communication teams in the Organization will work closely with a range of internal and external partners to ensure the coherent coordination of messaging, channels and activities, in line with the core CERN Communications Strategy.

PARTNERS WITHIN CERN

CERN Council and associated Committees
 Collaborations of the experiments based at CERN
 CERN Departments
 CERN and Society Foundation
 CERN Alumni
 CERN Member States Forums (Knowledge Transfer, Teacher and Student, Industrial Liaison Officers, Scientific Computing)

PARTNERS IN MEMBER STATES, ASSOCIATE MEMBER STATES AND OBSERVER STATES

National laboratories
 Universities and research institutes
 Funding agencies
 Business Incubation Centres
 Technology Transfer and Industrial Networks
 Museums and Science Centres
 Professional networks such as ECSITE and PCST

PARTNERS IN THE HOST STATES

National, regional and local authorities
 Permanent Missions
 International Geneva

PARTNERS IN THE PARTICLE PHYSICS COMMUNITY

EPPCN
 Interactions collaboration
 IPPOG
 European Physical Society (EPS)
 National physics societies
 IUPAP (International Union of Pure and Applied Physics)

PARTNERS IN THE SCIENTIFIC COMMUNITY

Big Science projects (EIROForum members, ITER, SKA, ESS...)

PARTNERS IN THE MULTILATERAL CONTEXTS

European Commission
 UN, UN Agencies, UN Programmes
 World Economic Forum

In implementing the Communications Strategy, CERN will engage with a range of ambassadors, with the goal of multiplying the voices speaking for CERN and its mission.

AMBASSADORS FROM HEP/CERN COMMUNITY

Prominent scientists
 Nobel prize winners
 Scientists/engineers who are active on social media
 CERN alumni
 Founders of start-ups related to CERN
 CERN scientists/engineers involved in KT projects

AMBASSADORS EXTERNAL TO THE HEP FIELD

Decision-makers (government, parliamentarians)
 Personalities in culture, finance, industry, high-tech, non-governmental organisations, humanitarian field
 Leading scientists in other fields (biomedical research, climate research, neuroscience, artificial intelligence...)
 Prominent members of environmental associations

COMMUNICATION HOOKS

Throughout the 2021 to 2025 period, there will be key moments that require multi-channel, multi-audience communications. Two broad categories of “communication hooks” have been identified:

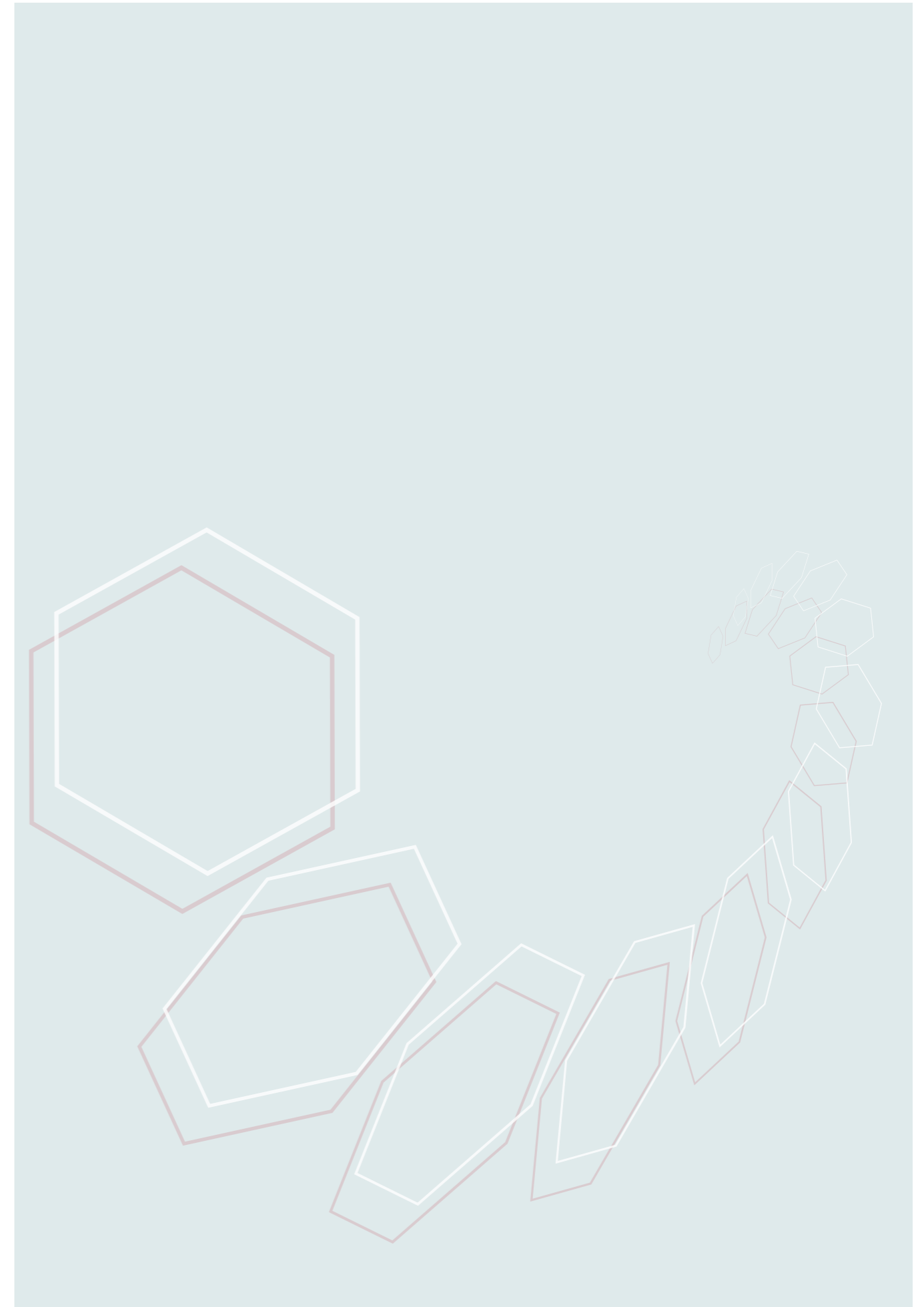
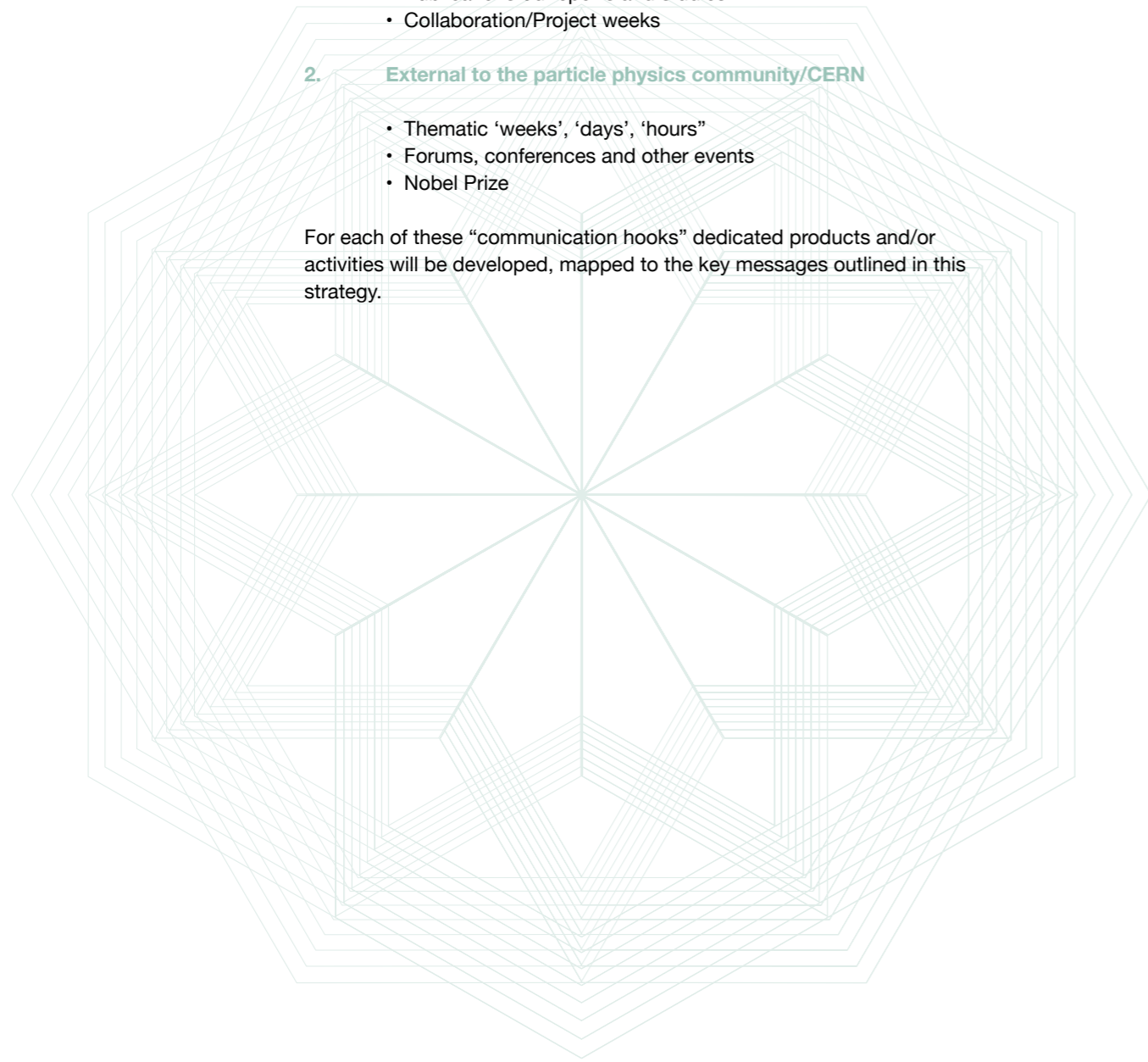
1. Originating within the particle physics community/CERN

- Physics results
- Accelerator/Experiment/Project Milestones
- Scientific conferences
- Anniversaries
- Publications of reports and studies
- Collaboration/Project weeks

2. External to the particle physics community/CERN

- Thematic ‘weeks’, ‘days’, ‘hours’
- Forums, conferences and other events
- Nobel Prize

For each of these “communication hooks” dedicated products and/or activities will be developed, mapped to the key messages outlined in this strategy.



STRATEGIC OBJECTIVES	COMMUNICATION GOALS	TARGET AUDIENCE	MESSAGES	INDIRECT OUTCOMES
		Decision-makers	<ul style="list-style-type: none"> 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. Your region/country is part of world-class research, whose cutting-edge technologies have transformed society and hold potential to help address current global challenges. 	<ul style="list-style-type: none"> Presence and level of priority of CERN in political agendas (scientific, education, technological, economic, diplomatic) at regional, national and international level. Public and active expression of support towards CERN and its work in multilateral contexts.
	To engage key stakeholders with CERN's world-class research to sustain and enhance support for the Lab's scientific goals.	Particle physics community	<ul style="list-style-type: none"> CERN's future projects will push energy and intensity frontiers in the search for new physics and strengthen a diverse scientific programme serving a global community of users. 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 UN's Sustainable Development Goals. 	<ul style="list-style-type: none"> Sentiment of the particle physics community regarding the future of the Lab. Active and public "voices" for CERN's future projects amongst the particle physics community.
To deliver world-class scientific results and knowledge		CERN community	<ul style="list-style-type: none"> Our community is a cultural melting pot and a model for collaboration across borders and professions. We all contribute to the ambitious endeavour that is CERN. CERN listens and keeps you informed. 	<ul style="list-style-type: none"> Sentiment of the CERN community regarding their experience at the Lab. Active and public "voices" for CERN and its projects.
	To increase visibility of Member and Associate Member States' participation in CERN's activities, and the associated return on their participation.	Local communities	<ul style="list-style-type: none"> CERN works closely with neighbouring institutions being a driving force for economic and cultural development in your area. CERN is contributing to the region's reputation as a leader in science and technology through operating the LHC and exploring the potential for future colliders. All CERN activities in your area follow the highest standards of transparency, environmental responsibility and sustainability. 	<ul style="list-style-type: none"> Public and active expression of support towards CERN activities in the local area. Presence and level of priority of CERN in local agendas. Active dialogue between CERN and local communities.
To increase the return to Member and Associate Member States in several areas		General public <ul style="list-style-type: none"> interested neutral distanced 	<ul style="list-style-type: none"> CERN's world-class research, using cutting-edge technologies and impressive engineering, has transformed our understanding of the universe, yet many fundamental mysteries remain. From medical applications to the web, CERN technologies have helped improve everyone's daily lives. CERN projects have the potential to address global challenges (including the SDGs) and bring more unexpected benefits to society and the environment. CERN's spirit of collaboration and openness unites people from all backgrounds, across borders. 	<ul style="list-style-type: none"> Sustained engagement with CERN and its work. Public and active expression of support towards CERN and its work. Recognition of the relevance and importance of CERN's work in everyday life. Personal connection to CERN and to CERN people.
	To generate awareness and engage citizens with the societal benefits of CERN's activities.	School teachers and students	<ul style="list-style-type: none"> CERN's world-class research has greatly deepened 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. You can become part of this journey of exploration and contribute to understanding the laws of the universe. 	<ul style="list-style-type: none"> Level of interest in careers in STEM amongst participants in CERN's education programmes. Level of understanding of the nature of science amongst participants in CERN's education programmes. Active and public "voices" for CERN and its projects.
To strengthen CERN's impact on society		Industry	<ul style="list-style-type: none"> Contracts with CERN bring benefits to your area of business and drive your innovation. Tapping into CERN's unique technologies and know-how is an opportunity for you to shape the future of technological innovation. By partnering with CERN in ambitious scientific projects you will be contributing also to address societal challenges, from health to the environment. 	<ul style="list-style-type: none"> Creation of long-term collaborations with industrial partners in key / strategic CERN projects (e.g. future colliders). Public and active expression of support towards CERN and the demonstrated benefits of working with CERN (including innovation).
	To consolidate CERN as a leading voice for science.	Scientific community in general	<ul style="list-style-type: none"> CERN is a beacon for peaceful international collaboration, open science, and powerful voice for fundamental research. CERN's future projects will support and strengthen a scientific programme serving a global community of researchers for decades. CERN's world-class research has greatly deepened our understanding of the universe, yet many fundamental mysteries remain. 	<ul style="list-style-type: none"> Active dialogue between CERN and scientific communities in other research fields. Public and active expression of support towards CERN and its research programme.



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