

# Euro BioImaging Preparatory Phase II Project

## D9.1 Publication of the comprehensive communication strategy for Euro-BioImaging operation

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## Abstract

This deliverable outlines the development of the comprehensive Communication Strategy for Euro-Biolmaging (EuBI) ERIC during its full operation and it capitalises on the nine years of experience gained throughout the life of Preparatory Phase I and II Projects. The Communication Strategy is built to ensure that the objectives underpinning EuBI's infrastructure model are achieved; in the first few years the predominant objectives are to raise awareness of the availability of EuBI services among European researchers and the benefits of the infrastructure to member states. Considering the dynamic nature of newly formed ERICs, EuBI's outreach is built to be adaptive and, accordingly, the Communication Strategy is designed to be a "living" document. Regular monitoring and evaluation will ensure that the communication strategy will be streamlined and comprehensive.

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### 1. Background

This deliverable outlines the development of the comprehensive Communication Strategy for Euro-Biolmaging ERIC during its full operation. The Communication Strategy is built to ensure that the objectives underpinning EuBI's infrastructure model are achieved; in particular, to raise awareness of the availability of EuBI services among European researchers. It shall act as the reference point for all aspects of EuBI's communication: providing communication guidelines to partners internally for harmonising communications to stakeholders externally.

The Communication Strategy for Euro-Biolmaging capitalises on the nine years of experience gained throughout the life of Preparatory Phase I and II Projects. It maps out EuBI's target audiences, defines key messages and sets out the main objectives and tools that will be used for implementation. This deliverable is structured as a typical strategy workflow:

- Situational Analysis
- Stakeholders
- Objectives and Key Messages
- Communication Channels and Tools
- Evaluation and Monitoring

In the first years of the EuBI ERIC, we anticipate a rapid evolution as the infrastructure grows to encompass new countries, Nodes and technologies. Learning from other ERICs, it is clear that a flexible communication strategy with regular monitoring and evaluation is necessary. For example, ELIXIR's recent review of its communication strategy, one year after the initial publication, gave unexpected insights and created informative benchmarks. To ensure EuBI's outreach is adaptive, the Communication Strategy is designed to be a "living" document that we anticipate will go through several revisions during the first five years of the ERIC. With this in mind, this deliverable focuses on the activities required at the start of ERIC operation.

## 2. Situational Analysis

The Situational Analysis aimed to understand EuBI ERIC's communication needs and strengths. This was informed by the work carried out during Preparatory Phase I and II. As such we started the analysis by reviewing PPI deliverables. Those deemed important and relevant for the future EuBI communication strategy are listed below:

- D3.2: Update of Vision of Euro-BioImaging
- D3.7: Strategy for integration of new future partners and methodologies
- D3.8: Tool box for eligibility criteria for new partners
- D3.9: Strategy for inclusion of all relevant stakeholders
- D5.8: Report on collaboration of Euro-BioImaging working groups, scientific and national user communities
- D5.10: Report on external relations of Euro-BioImaging with policy makers, funding bodies, industry, and scientific communities

The submitted Deliverables referenced above are available for download here:

<http://www.eurobioimaging.eu/content-page/documents-gallery>

Understanding the effectiveness of EuBI's current outreach has also been considered and greatly facilitated by EuBI's Interim Operation. Interim Operation commenced in May 2016 and has provided physical user access to EuBI's Node Candidates and available data services. Major communication tools used during Interim Operation have been the interim website, the biannual newsletter and the participation of EuBI staff at third party events. Update versions of these were deemed as essential for ERIC operation and are described in detail in Section 5, below.

Finally, the Situational Analysis included recent consultation with major EuBI stakeholder groups including: the EuBI Hub teams; representatives from Node Candidates; representatives from current and future EuBI Users. Internal consultation was, and continues to be, achieved via various discussions and meetings with the Preparatory Phase II Executive Project Management, comprising all Work Package Leads, and also via the "Task Force Groups", comprised of representatives from all three Hub Candidates. In particular, the Website Task Force and the PR and Branding Task Force gave important insights into needs and strengths of EuBI and helped inform its future direction. An additional mechanism is the virtual, weekly meeting held between

the three Hub teams to discuss all EuBI communication activities – from planning opportunities to assessing outreach.

Via the consultations and the reviews above, it became clear that the Euro-BioImaging ERIC requires an even greater visibility across all stakeholder groups. This could be most easily achieved via an updated website, increased activity on social media and presence at events. To ensure effective outreach all communication materials should be updated and standardised in line with the updated website. Another recommendation from the review was to promote Node visibility using the tools described above.

Thus, the Situational Analysis capitalises on the nine years of experience gained throughout the life of Preparatory Phase I and II Projects and continues to evolve via input from all EuBI stakeholders.

### 3. Stakeholders

EuBI has a number of stakeholders with varying interests and objectives. These were identified in deliverables D3.1, D5.9, D5.10 as part of Preparatory Phase I (see above). With our Communication Strategy, we address which audiences will be interested in which of the services and activities offered by EuBI. Understanding this ensures a prioritised and sustainable work plan.

The below table shows the key audiences and the Communication Objectives aligned to those audiences:

Target audience	Definition	Objectives
Users	Individuals or small groups of academic researchers or representatives from industry that access components of the infrastructure. Users may be of any career stage.	<p>To attract Users. To clearly explain EuBI's services and how these services can support research.</p> <p>To ensure that Users/potential Users can easily identify and access EuBI's services.</p>
EuBI Nodes	Imaging facilities participating in EuBI offering imaging technologies that are accessible by EuBI Users.	<p>To promote EuBI Node visibility and support EuBI Nodes to give access to Users.</p> <p>To facilitate collaboration with industry in the areas of training and technology development.</p>

National Imaging communities	Organised networks of people and facilities affiliated with imaging in research and development.	To promote mutual visibility.  To facilitate collaboration with other communities in the areas of training, technology development, facility management.
Ministries	Individuals and teams affiliated with national governments.	To increase EuBI ERIC membership. Demonstrate added value of EuBI to funders.
Industry	Representatives of industry, particularly those associated with the manufacture of biological and medical imaging equipment.	To promote EuBI services, imaging facilities, training and User and EuBI Node needs and activity.  To foster dialogue and collaboration with EuBI Nodes.
Funding bodies	Formal organisations providing financial support to research projects, individual researchers and research infrastructure(s).	To make aware of the importance and added value that pan-European research infrastructures provide in-line with Funders' strategies.
ESFRI	National delegates in European Strategy Forum for Research Infrastructures.	To maintain effective visibility and dialogue to ensure EuBI activities, output and impact are visible and clear.
Collaborators	(1) Other Research Infrastructures, (2) Projects and key initiatives associated with the breath of the imaging community with which EuBI holds a partnership.	To maintain awareness of EuBI and ensure the infrastructure is considered as a supportive and trusted partner.  To establish mutually beneficial relationships to promote activities to overlapping stakeholders.
Reviewers	Researchers that are integrated into the imaging field that provide EuBI	To ensure the review process is easy to understand and complete.

	support by reviewing User applications.	To clearly explain EuBI's services and how these services can support research.
Hub teams	Individuals across the tripartite Hub structure, working in various roles related to EuBI.	To maintain a comprehensive understanding of EuBI.

#### 4. Objectives and Key Messages

The Communication Strategy is built to ensure that the Objectives underpinning EuBI's infrastructure model are achieved. The Objectives of the EuBI ERIC are as follows:

**Overarching mission:** Euro-Biolmaging is built to enable access to cutting-edge biological and biomedical imaging in order to facilitate innovative, world-class research.

**Tagline:** An open access resource, removing barriers and enabling world-class imaging research.

##### Objectives:

- To provide all scientists open access to a broad range of cutting-edge imaging technologies they require for their biological and biomedical research.
- To provide standardised, high quality training in advanced imaging technologies for all.
- To provide resources and repositories for storing, sharing and processing reference biological and biomedical imaging data-
- To closely cooperate with all biological and biomedical research infrastructures to overcome the fragmentation of the European research landscape.
- To enable excellent imaging-based research.

Key Messages are then necessary to communicate EuBI's mission and Objectives - they are the bridge that connects the communication channels and tool(s) to the target audience. Key Messages will be built upon EuBI's identity and all EuBI's communication materials will be standardised to convey the following:

- The purpose of EuBI
- What EuBI does
- Whom does EuBI support
- Benefits of EuBI
- Impact of EuBI

Following identification and assessment of EuBI's key stakeholders, EuBI's Objectives are now being broken down into relevant messages for each of those audiences to ensure that messages will be relevant and appropriate to the audience. For example:

- **Key Message:** EuBI enables access to quality-controlled imaging technologies, training and data tools for all life scientists
  - **Audience:** Users, Nodes, Industry
- **Key Message:** EuBI provides a single web-based access point to Europe's imaging expertise
  - **Audience:** Users, Funders, Imaging Networks

In the first years of ERIC operation, the Objectives and Key Messages will be focused on access to imaging technologies and expertise. These will be built into the Core Content Kit materials (see section 5). As the infrastructure grows, Objectives and Key Messages will also evolve to capture the full range of EuBI's services.

## 5. Communication Channels and Tools

Communication channels and tools are the practical methods we will use to link stakeholder groups with EuBI's Key Messages. Considering that each stakeholder group will be reached via different methods, we will use broad and flexible channels and tools to ensure that no audience is missed or neglected. We will monitor and adapt these over time, depending on EuBI's stakeholder needs and the messages we want to deliver.

In addition to the various communication channels and tools, we will capitalize on the relationships that we have developed with: more than 26 national imaging communities; more than 3000 individual stakeholders; representatives from the major European and national research organisations; research ministries; national and regional funding organisations; universities; scientific communities; and industry.

Here we detail the communication channels and tools to be used in the first two years of ERIC operation.

### a. Website

**Audience:** All, especially Users, Nodes, and national imaging communities

**Description:** The current EuBI website (<http://www.eurobioimaging.eu/>) was launched in 2009 and continues to be the main EuBI communication channel, containing comprehensive EuBI information. The website is the main "face" of EuBI and, as such, is the central information channel for external and internal communication. The website is being currently updated by professional graphic designers, programmers and content designers under the lead of Work Package 5. The new updated website will integrate seamlessly with the EuBI Web Access Portal

(WAP), which handles activities that require login, such as user access, training workflows and content management. The website/WAP will provide access to all of EuBI's services, e.g. data resources such as the Image Data Resource (IDR; <https://idr.openmicroscopy.org/about/>). The website is designed to be user-friendly and useful for all EuBI stakeholders. It will include a broad range of comprehensive information on EuBI-associated services, news, contacts, as well as other useful information relevant to the imaging community at large (job offers, meetings and conferences in the field etc.). The website is designed to communicate new, up-to-date information, as well as important historical material. All other EuBI communication tools and activities will be anchored to the "look and feel" of the main EuBI website.

**Responsibility:** The tripartite EuBI Hub has editorial control over the content published on the EuBI website. In developing new content, the EuBI Hub will consult EuBI Nodes and other relevant groups within EuBI when applicable. EuBI Nodes will also be able to update their own information via the Web Access Portal.

**Timeline:** Updates to the EuBI website are currently under development. The latest time point it is to go live is the day of the launch of the ERIC. The website will be continuously updated; in particular, the news section which will also include live feeds from EuBI Twitter activity.

**Additional information/Guidelines:** As a distributed infrastructure, EuBI's online presence is not limited to the main EuBI website. Many EuBI Nodes will likely develop local websites and others will present EuBI information via their institutional websites. As such, the EuBI Hub will provide guidelines and 1:1 advice to the Nodes to ensure consistency in EuBI branding and information.

#### **b. Participation at conferences and events:**

**Audience:** Users, particularly academic researchers, Industry, Funders, Universities, Research Institutes, Research Organisations.

**Description:** The Hub teams' work to date shows that by far the most efficient way to reach and influence new audiences is via outreach at conferences and networking events. As discussed in Section 4, the communication strategy is designed to achieve Euro-BioImaging's overall objectives, one of which is to quickly increase the number of users at the start of the ERIC. For example, we are working with organisations that fund early career researchers as this community is expected to be a major user group for Euro-BioImaging ERIC. Therefore, the communication plan includes presentation of EuBI at events for early career researchers. At a recent, one day Academic Career Event at the DFKZ (Heidelberg) led to a new, developing partnership with the Marie Curie Alumni Association (MCAA); an organisation with more than 10,000 members comprising current and past beneficiaries of Marie Curie grants. These researchers specialise in a range of areas including life sciences, physical sciences and engineering and, as such, are the future Users of EuBI. The Executive Committee of the MCAA recently invited EuBI to present at its upcoming General Assembly in February 2018 with the aim to reach out to new Users.

Realising the impact of presentation at events, a more detailed strategy is under development to ensure proper planning and maximum impact at events. Attendance at events, either by EuBI Hub or Node representatives, will be coordinated as follows:

- An online calendar is under development, which includes a 12-month forecast of upcoming events and conferences. All Hub team members will be able to access and edit the calendar;
- New events will be added to the calendar followed by a discussion between the Hub teams regarding: the relevancy of the event; its potential use and impact; the EuBI messages to be delivered; the resources needed to appropriately plan and attend the event (including EuBI staff time);
- Existing communication materials (presentations, flyers etc.) will be updated to ensure they are bespoke for the target audience and contain clear EuBI messages that are to be delivered. For example, new Users will require more basic information about how EuBI's services can benefit their research and how Users can access these services;
- Communication Tools, such as the website and social media, will be used to create pre-event and live-event exposure;
- Post-event outcomes will be documented to measure the success of EuBI's attendance. This will inform decision-making on future attendance at similar events. Successful events will demonstrate some or all of the following: positive feedback from the event organisers; positive feedback from the event attendees; increased number of Users; increased number of positive social media interactions; new partnerships; invites to subsequent events; invites to events by third party attendees.

**Timeline:** Deliverable 9.2, which is currently under development and will help assess the events attended during PPII, will form the basis of the event calendar and its measurement catalogue. We will continue to develop this and forecast relevant events over a 12-month period. The calendar will be continuously updated to ensure it is always forecasting 12 months ahead. As the infrastructure grows, EuBI will aim to organise its own events; but in the first instance, attending third party events and conferences is a time- and cost-effective way to reach out to multiple stakeholder audiences.

**Responsibility:** Communication and outreach activities are a standing agenda item on the regular (virtual) meetings of the Hub. New conferences and events will be captured via this mechanism and the External Communication Officer will update the calendar accordingly. It is the responsibility of all Hub team members to communicate news on upcoming events and the events' expected benefit for EuBI. The External Communication Officer will lead on ensuring standard communication content is available and accessible online. It will be the EuBI presenters' responsibility to finalise materials such as PowerPoint slides that they will deliver.

### c. Newsletter:

**Audience:** All stakeholders, especially Users, Nodes, and national imaging communities

**Description:** The purpose of the newsletter is to inform, announce, remind, advise, advertise and instruct the EuBI community about imaging-related information. In general, the newsletter is a short publication that contains a catalogue of information that is easy to access. It is emailed to all voluntary subscribers of the newsletter.

EuBI currently has over 6,000 newsletter subscribers from all stakeholder groups. The newsletter is currently issued on a biannual basis. It is emailed directly to its subscriber list and is also advertised via social media and available for download from the EuBI website.

**Timeline:** The newsletter will continue to be published biannually with increasing frequency as the infrastructure grows. Specific stakeholder newsletters may also be developed if it is deemed necessary, for example; an internal newsletter, an Industry-focused newsletter or a Node-focused newsletter. Contributions from Nodes will be encouraged to create stronger bonds between the EuBI Hub and the Nodes, and to foster the exchange of information between the different EuBI Nodes.

**Responsibility:** All Hub team members will continue to participate in writing or collecting specific newsletter content, some of which will be repurposed from the EuBI website. The External Communication Officer will continue to coordinate newsletter preparation, finalise its content and publication. As stakeholder-specific newsletters develop, other members may take on more responsibility, for example; the Industry Board Coordinator will take the lead on the Industry-focused newsletter.

#### d. Twitter

**Audience:** Users, particular academic researchers, funders, national imaging communities.

**Description:** Twitter is currently used to promote up-to-date, EuBI-associated news and updates, stories, images, events (including live-tweeting events we attend), articles and job advertisements. In addition to promoting specific EuBI activities and driving more visitors to the EuBI website, EuBI's Twitter activity focuses on community building and networking.

Daily Twitter activity commenced in September 2017 and, since then, the number of EuBI Followers has doubled (to more than 300). EuBI has also increased the number of stakeholders it follows. These stakeholders include organisations, communities and networks that share EuBI interest and, as such, help to promote EuBI outreach and help to support the community.

**Timeline:** We will continue our Twitter activity, Tweeting at least once per working day. "Ideas for outreach and communication" will continue as a standing item to the weekly Hub call to ensure that Twitter content is new and relevant. Tweets will also pull through to the new EuBI website to create a dynamic news feed.

**Responsibility:** The External Communication Officer will lead on Twitter activity coordination, monitoring and evaluation. In addition, all Hub team members contribute via the "Ideas for outreach and communication" standing item on the weekly Hub call. If the External

Communication Officer is absent, Hub team members will continue the activity. Likewise, all Hub team members will live-Tweet from events they attend.

**Additional information/Guidelines:** Twitter is fast-paced and visible globally. To support Hub team members, Twitter guidelines have been developed that include information on: how and what to Tweet, including the use of hashtags; risks and difficulties; tone and content.

#### e. LinkedIn

**Audience:** Users, particular academic researchers, Nodes, funders, national imaging communities and industry.

**Description:** Similar to Twitter, LinkedIn is a social media channel used to promote EuBI-associated news and updates, stories, articles and job advertisements. It promotes specific EuBI activities and aims to drive more visitors to the EuBI website and Web Access Portal. Similar to Twitter, LinkedIn also focuses on community building and networking.

Compared to Twitter, LinkedIn is updated less frequently and provides more static EuBI content. An added benefit of LinkedIn is the focus on the people and the people-based structure of EuBI. For example, LinkedIn connects the profiles of the people associated with the Hubs, Nodes, Boards etc. Our research also shows that LinkedIn has a greater outreach to Industry stakeholders compared to other social media.

**Timeline:** We will continue our activity on LinkedIn but refresh the material and include the Hub and Node structure at the launch of the ERIC. “Ideas for outreach and communication” will continue as a standing item to the weekly Hub call to ensure that content is fresh and relevant.

**Responsibility:** The External Communication Officer will lead on LinkedIn activity coordination, monitoring and evaluation. In addition, all Hub team members contribute via the “Ideas for outreach and communication” standing item on the weekly Hub call.

#### f. Online videos

**Audience:** Users, particularly academic researchers, Funders, Ministries, national imaging communities.

**Description:** YouTube is now the second largest search engine on the web and, in line with this, video marketing is on the rise. Videos can be used to reach certain audiences that prefer material to be interactive and visual. EuBI currently has one “How to apply for access” video which is available on both the EuBI Web Access Portal and YouTube (<https://www.youtube.com/watch?v=tTxG6ceU8uA>). This video is targeted towards first time Users and feedback to date shows us that this is a useful tool.

**Timeline:** The current “How to apply for access” video will remain online until the launch of the ERIC. At the ERIC launch, we plan to have an updated version available. The concept of a second

video is also being developed and aims to include short interviews with EuBI executive management describing their EuBI vision. The target audience for the latter will be Funders, Ministries and National Imaging Communities. Our aim is to make the videos accessible via the EuBI website and YouTube and their visibility will be raised via social media and the newsletter.

**Responsibility:** The External Communication Officer will lead on the making of the videos with support from EMBL and Turku BioImaging. The External Communication Officer will ensure that the videos are accessible online (EuBI website and a YouTube channel for EuBI).

### **g. Core Content Kit**

**Audience:** Internal Hub team staff, EuBI Nodes.

**Description:** To support the tripartite Hub team structure in its various communication activities, we will develop a “Core Content Kit”. Materials within the Core Content Kit can be used as a whole or taken in part to fit the bespoke communication needs of the particular activity and stakeholder audience. This Kit will be available online, in a restricted area of the Hub teams’ Google drive, for all Hub team members to easily access and adapt, thereby ensuring standardised quality and messaging. It will also support flexible and efficient working practice and the materials can be shared and used to support EuBI Nodes.

**Timeline:** A basic Core Content Kit currently exists (PowerPoint slides, flyers, poster, images, user text) and will be expanded over the coming months, ahead of ERIC launch. The final Core Content Kit will include:

- Guidelines for using the: EuBI style guide; updating the website; using social media
- Mission, Tagline, Slogan and Boilerplate text
- Suggested Key Messages for specific audiences
- PowerPoint template including up-to-date statistics and general information
- Promotional flyers and posters
- Diagrams and schematics
- Images, photographs and movies
- EuBI overview text to attract Users
- Event Calendar
- Infographics

The final Core Content Kit will contain re-branded materials specific to full ERIC operation.

**Responsibility:** The External Communication Officer will develop the Core Content Kit with the support of Hub Team members where relevant (e.g. the event calendar and videos). Some of the material will be produced through the graphics design work currently headed by WP5 for the EuBI web site/Web Access Portal. The External Communication Officer will lead on monitoring and adapting the Core Content Kit over time depending on EuBI’s objectives, stakeholder needs

and feedback from Hub team members. It is therefore anticipated that the Core Content Kit will be updated regularly.

## 7. Monitoring and Evaluation

Considering the dynamic nature of a newly formed ERIC, the communication strategy is designed to be flexible and adaptable. To achieve this flexibility, regular monitoring and evaluation are required to maximise the effectiveness of EuBI communications. Regular reviews, especially within the first two years of the ERIC, will also help to create benchmarks; we will build upon the evolving benchmarks so that the strategy also becomes increasingly comprehensive and effective over time. Along with regular, quarterly reviews, a more thorough evaluation will be carried out on a yearly basis. Stakeholder mapping and analysis will be monitored to ensure stakeholders, priorities and messages have not changed. For example, when new countries or Nodes join EuBI, the communication strategy will need to respond accordingly.

The process of monitoring and evaluation will help inform the future EuBI Quality Management plan. It will also help the EuBI Hub teams to understand and appropriately allocate staff and monetary resources to gain effective outreach. Evaluations and adjustments will be signed off by executive management to ensure that the Hub teams are empowered to make the necessary adaptive changes, especially when resource allocation is modified.

The table below gives an overview of the metrics that we plan to monitor for each communication activity used in the first year of ERIC operation.

Communication Channel/Tool	Website traffic	Newsletter metrics	Twitter analytics	Referral traffic	Verbal or written feedback
Website	X	X			X
Event participation		X	X	X	X
Newsletter	X	X		X	X
Twitter	X		X	X	X
LinkedIn	X			X	X
Videos	X				X
Core Content Kit					X

More comprehensive evaluations, that we plan to carry out yearly, will aim to capture and evaluate the following metrics:

### Website (e.g. via Google Analytics):

- Number of visitors
- Number of unique visitors
- Number of pages visited

- Return visit rate
- Time spent per visit
- Page view per visit
- Geographical location of visit
- Referral site

**Events:**

- Number of attendees at EuBI presentation session
- Number of delegate visits to poster/booth
- Invites to follow up events
- Invites to third party events
- Discussions with potential collaborators
- Increased website and social media activity
- Sign up to newsletters
- Feedback survey results (supplied by event organisers)

**Newsletter performance:**

- Number of Newsletter subscribers
- Number of unsubscribers
- Open rate of the newsletters
- Click-through rate
- Number of subscribers forwarding the newsletter
- Number of mails not delivered

**Twitter** (via the comprehensive Twitter analytics tools [analytics.twitter.com](https://analytics.twitter.com)):

- Number of followers
- Number of mentions and retweets
- Referral traffic from Twitter
- Top Tweets
- Top links
- Geographical location
- Comments and questions

**LinkedIn:**

- Number of followers
- Number of views
- Comments and questions
- Outreach of updates
- Sharing of EuBI news and updates

**Core Content Kit:**

- Hub teams provide feedback after every use and then update material
- Are we able to respond quickly and efficiently?

- Are we able to react to unforeseen communication circumstances?

#### **Videos and webinars on website and YouTube:**

- Number of views
- Time spent watching
- Geographical location
- Number of Likes (YouTube only)
- Comments (YouTube only)
- Number of shares (YouTube only)

Evaluation will include qualitative measurements, as outlined above, and also methods to capture the breadth and depth of communications, for example; positive quotes from the community. Community surveys will facilitate this, for example, questions will include:

- How did they hear about EuBI
- What people know about EuBI
- Why they visit the EuBI website
- What would they like to hear from EuBI
- Have they used EuBI services and feedback from this

## **8. Summary**

In sum, it is essential that the EuBI ERIC is built upon short, mid and long-term objectives and that these objectives are supported by a comprehensive communication strategy to ensure their success. Considering the dynamic nature of new ERICs, this deliverable focuses on the short-term communication activities corresponding to the ERIC launch and first two years of the full ERIC operation. As we do not currently know which countries will become the EuBI Founding Members, communications and the related work will be driven by EuBI's short-term goal to quickly increase the number of Users and countries participating in EuBI. The tools, timelines and responsibilities to achieve these goals are described in the above sections. The anchor to all communications tools and activities is the finalisation of the new EuBI website and the included Web Access Portal functionality – the main “face” of EuBI. It is essential that all communication tools and branding are aligned to the “look and feel” of the new EuBI website. As such, once the new website is finalised in 2018, all other communication tools and activities will be updated accordingly.

At the time of ERIC launch, communication activities will be intensified and the EuBI Hub teams will work with the hosting institutions of the Hubs and Nodes to ensure coordinated outreach. The associated communication activities will be focused around the Founding EuBI ERIC Members and their associated Nodes to promote the services available for Users, all of which will be supported via the use of the tool and channels detailed in Section 5, above.