D2.2. ENVRI COMMUNITY BUILDING, ENGAGEMENT AND COMMUNICATIONS STRATEGY

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Deliverable abstract

This document presents a strategy for ENVRI community communication and engagement actions. Such activities aim to further build the community of environmental research infrastructures (RI), with a special eye on the engagement of the RI scientific communities. The idea is to promote the RI collaboration benefits and inform about the opportunities offered thanks to the integrative and harmonization work among the RIs.

However, the main goal of this strategy is to increase the visibility and two-way communications and engagement of the external stakeholders for the benefit of the ENVRI community as much as the collaborating RIs.

This deliverable presents a summary of communications activities that are more possible, effective, or economical to do together rather than by individual member research infrastructures. We hope that such activities will increase the understanding of the Earth system's complexity and the necessity of studying the system holistically and the understanding of each specific RI's role in that system. Since such understanding is very much dependent on the in-situ observations, i.e., on the environmental RIs, the goal of the communications activities is to put the data and services provided by the RIs into the spotlight, and in that way attract more users, and eventually deliver a top-level multidisciplinary science.

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DOCUMENT AMENDMENT PROCEDURE

Amendments, comments and suggestions should be sent to the Project Manager at manager@envri-fair.eu.

GLOSSARY

A relevant project glossary is included in Appendix A. The latest version of the master list of the glossary is available at http://doi.org/10.5281/zenodo.3465753.

PROJECT SUMMARY

ENVRI-FAIR is the connection of the ESFRI Cluster of Environmental Research Infrastructures (ENVRI) to the European Open Science Cloud (EOSC). Participating research infrastructures (RI) of the environmental domain cover the subdomains Atmosphere, Marine, Solid Earth and Biodiversity / Ecosystems and thus the Earth system in its full complexity.

The overarching goal is that at the end of the proposed project, all participating RIs have built a set of FAIR data services which enhances the efficiency and productivity of researchers, supports innovation, enables data- and knowledge-based decisions and connects the ENVRI Cluster to the EOSC.

This goal is reached by: (1) well defined community policies and standards on all steps of the data life cycle, aligned with the wider European policies, as well as with international developments; (2) each participating RI will have sustainable, transparent and auditable data services, for each step of data life cycle, compliant to the FAIR principles. (3) the focus of the proposed work is put on the implementation of prototypes for testing pre-production services at each RI; the catalogue of prepared services is defined for each RI independently, depending on the maturity of the involved RIs; (4) the complete set of thematic data services and tools provided by the ENVRI cluster is exposed under the EOSC catalogue of services.

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ENVRI community building, engagement and communications strategy

1 Background

The Board of European Environmental Research Infrastructures (BEERi) had its first Strategy workshop in November 2018. During the meeting, BEERi members jointly analyzed the community collaboration's added value and worked on the definition of ENVRI community mission. One of the key results of this workshop was defining key areas for cooperation among the 26 environmental RIs that form the ENVRI community. Communications was recognized as one of such areas that give an added value to the community work, and one of the services that are "*more possible, effective, or economic to do together rather than by individual member Research infrastructures*".

BEERi later revisited the statement and agreed that it is "***in certain cases*** *more possible, effective, or economic to do together rather than by individual member Research infrastructures".* This means that each research infrastructure has to be responsible for its own communications activities. Communications is by no means service that can be shared by all the RIs. Communications should be considered a strategic function that supports the goals of each specific organization, and as such, it should be deployed within the management structure of every single RI. ENVRI community communications cannot replace the communications activities of different RIs, but there are certain cases where we, as a community, are more efficient and have better opportunities if we collaborate.

ENVRI community communications cannot replace the communications activities of different RIs, but there are certain cases where we, as a community, are more efficient and have better opportunities if we collaborate.

The communications activities of the ENVRI community are two folded – they enable the engagement of stakeholders that are external to the community and those that are more internal – these are the scientists forming internal communities of different RIs. It is them who create the broad ENVRI community. Even though this is the case, they are often not fully aware of the ENVRI community and the RI cooperation benefits. Therefore, this communication strategy is meant to support the engagement of this more internal group and, in that way, assist the ENVRI community building.

Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable point of view among stakeholders on which the organization depends.

Communications is an important function that, if executed properly, has a direct impact on the strategic planning process of any organization, including research infrastructures. As such, it is recommended the communication function is integrated in the management structure of an organization.

1.1 Virtual strategy workshops

Twenty-five RI communications managers or other senior managers from eighteen environmental research infrastructures discussed the communications and engagement strategy for the ENVRI community during the series of **three virtual Workshops**. The workshop was organized between September 29 and October 1 2020, using videoconferencing tool Zoom and a digital tool for a visual collaboration called MURAL. This software allowed everyone in the group to equally contribute to the discussion and share their opinions and ideas on several topics described below.

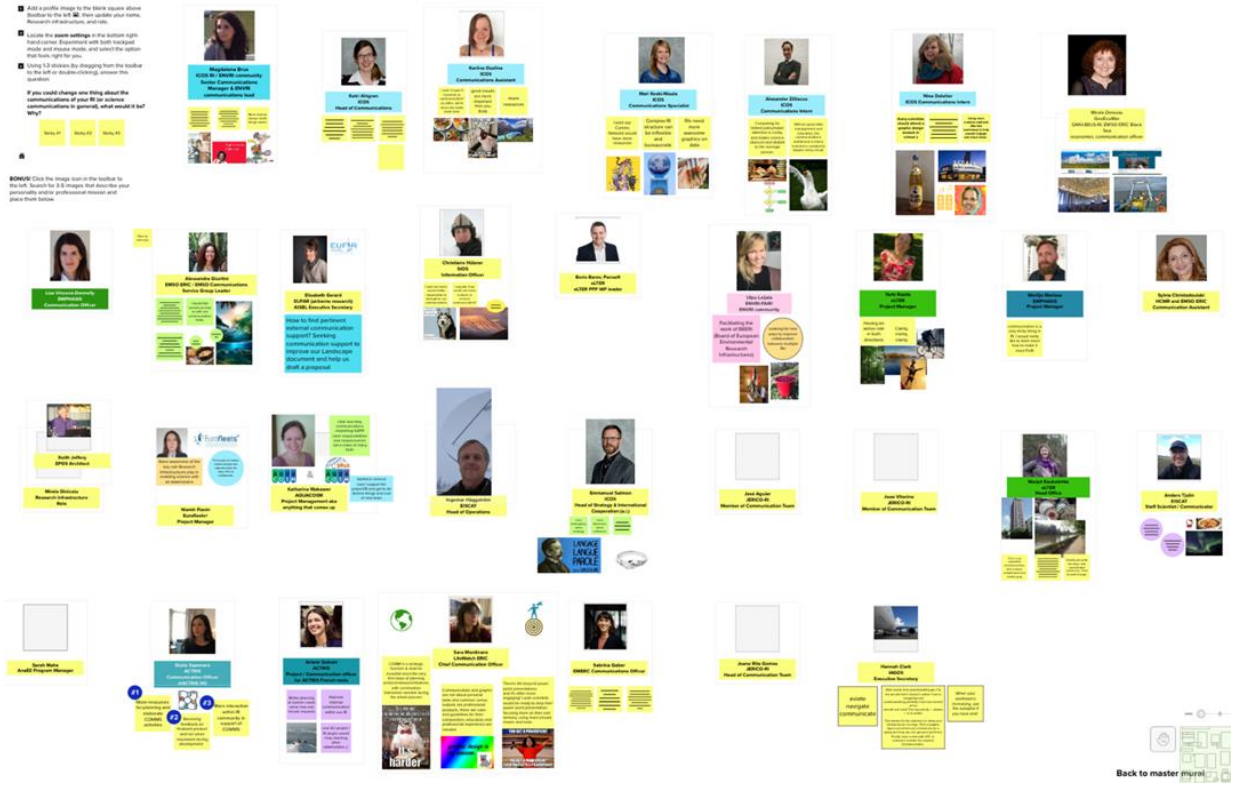


Figure 1 Screen shots from the ENVRI communications virtual workshop – participants introductions

During the Strategy workshop, we discussed:

- What is the purpose of joint RI communications activities?
- Where do we benefit the most from the collaboration?
- Where do we stand right now?
- What worked in past and what not?
- Who our stakeholders are?
- What are our key messages?
- What is our stakeholders engagement plan?

During the workshops, we went through a number of different exercises, in order to get to know each other better, but most importantly, to structure the discussion around the points mentioned above.

Workshop 1
During the first workshop we:

1. Learned more about the workshop's participants
2. we had a short voting session about our expectations for the workshops
3. we went through a quick overview of the already exiting materials and past activities
4. we explained to our participants why do we actually need ENVRI communications strategy; why does it matter; what is the deliverable of the workshops; what is the benefit for the RIs
5. we engaged in the SWOT analysis of the ENVRI communications
6. we split into four different groups working on the review of existing communications material and past communications activities

SWOT analysis
The group engaged in an exercise that gathered information about ENVRI community communications as it is right now. It started with brainstorm in the SWOT matrix, and ended with a series of questions to get at the "now what?" stage of decision-making. The interpretation of information brainstormed at this exercise was later used for the development of the actual action plan.

Figure 2Screen shots from the ENVRI communications virtual workshop – results of the SWOT analysis

Workshop 2

During the second day, we:
1. Summarized the previous day with the reports from the four working groups
2. We split into two groups working on Stakeholder Analysis and prioritization

Stakeholder Analysis
We split into two groups during the Communications Workshop, each of them discussing the same topic and going through the same exercise. We later compared the results and made conclusions.

The first two exercises focused on the identification of our stakeholder groups and strategy for involving them. The idea here was to come up with the longest possible list of potential stakeholders bearing in mind that not all suggestions will be retained, but we reserved our judgment for later. We also determined an involvement strategy for each stakeholder using the 4-box model based on their level of interest in and influence on our activities.

Low interest, high influence powerful stakeholders we need to engage	**High interest, high influence** partners we need to collaborate with	**Low interest, low influence** those we need to keep only informed	**High interest, low influence** those we need to involve and consult with

Stakeholder analysis_Group 2_Facilitator: Magdalena Brus
Identify and prioritize the key stakeholders for the ENVRI community
15 minutes for each section
40 minutes in total
Who is Stakeholder?
"A stakeholder is a party that has an interest in an organization and can either affect or be affected by the business."
1 Identify Stakeholders
Use stickies to identify all our relevant stakeholders.
The idea here is to come up with the longest possible list of potential Not all suggestions will be retained but reserve judgment for the end.
It's better to weed out than to overlook.
Low interest, high influence – powerful stakeholders you need to engage
High interest, high influence – partners you need to collaborate with
Low interest, low influence – those you need to keep only informed
High interest, low influence – those you need to involve and consult with
2 Involvement strategy
For each stakeholder, we should also determine an involvement strategy using the 4 box model.
EOSC
Researchers, university students (individuals, teams)
Students, PhD candidates
early career scientists (interest in TNA offers)
ENVRI-partner RIs (us!)
ESFRI
Research Infrastructure funders
Copernicus and its Entrusted entities (ECMWF, Mercator océan, EEA and JRC)
WMO
GEO
Industry
Media
Public
Keep Satisfied
Inform+consult+ engage
Keep Informed
Minimal effort
Show consideration
Inform+consult
Work together
Inform+consult +collaborate
Influence
Interest/Availability

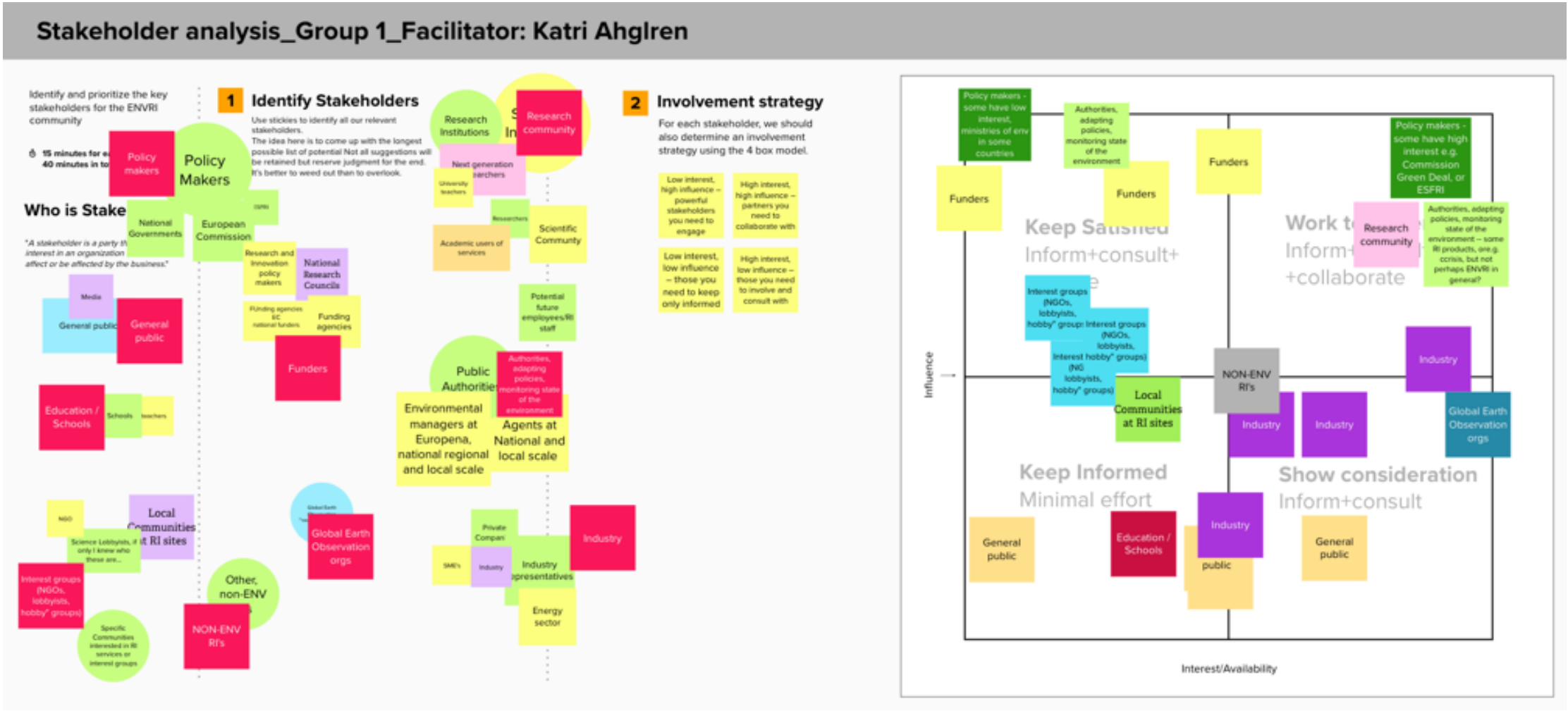


Figure 3 Screenshots from the Mural, were the two groups worked on the stakeholder analysis. The second group was not only considering where the stakeholders currently are within the grid, but they also considered where we want them to be. This helped us to better develop the engagement strategy.

Results of the stakeholder analysis

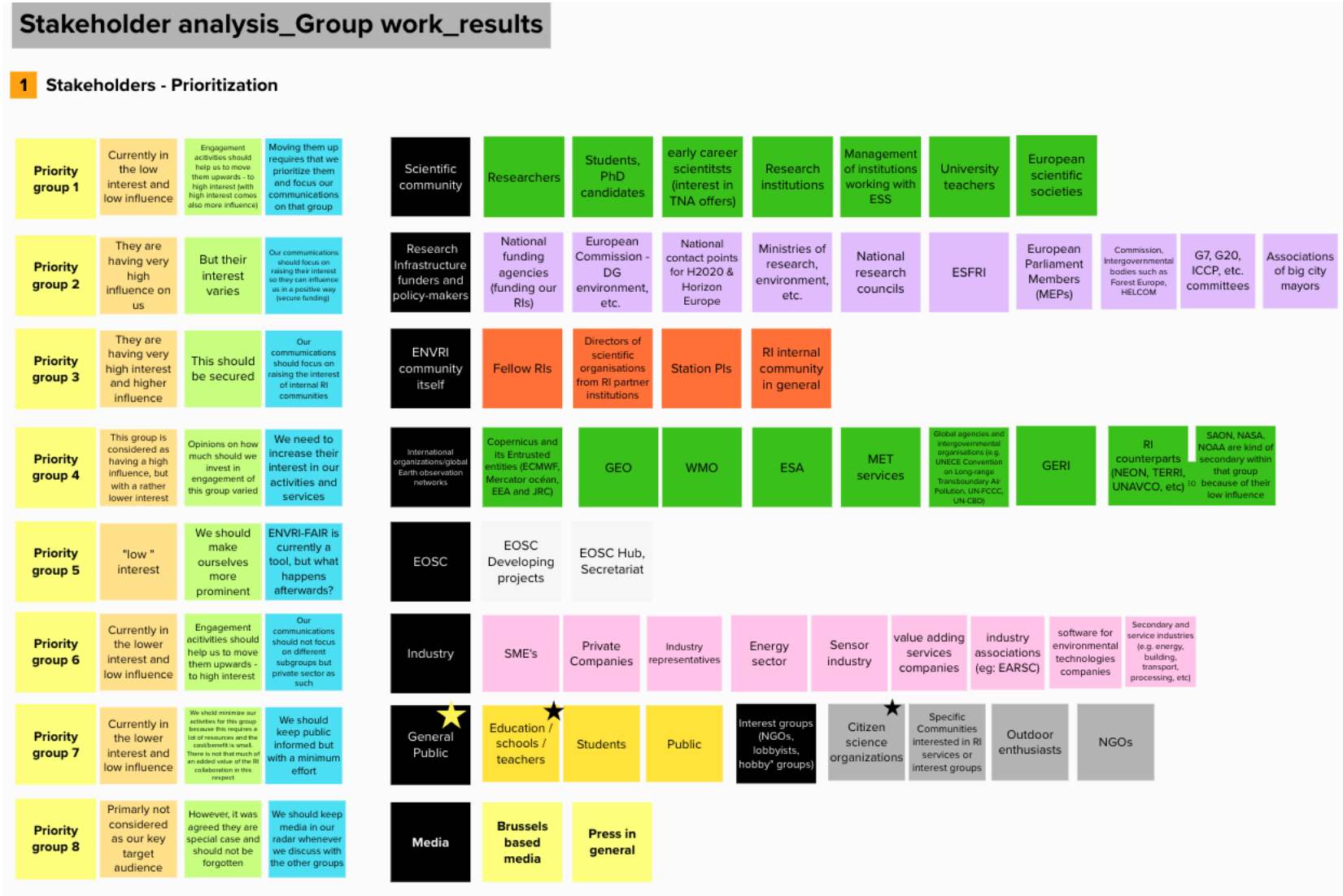


Figure 4 Screen shot from the mural summarizing the results of stakeholder analysis

Workshop 3

During the third day, we:

- Further discussed the results of the stakeholder analysis
- Worked on the engagement strategy of those stakeholders and
    - defined our purpose for each of the prioritized groups
    - Defined the tools and actions we use to engage these groups
    - discussed the key messages for different stakeholder groups and messages that are general to all?
- Wrapped the meeting
- Collected feedback about the workshops

Stakeholder engagement strategy

After we prioritized the stakeholder groups, the next step was to develop our engagement strategy for each of them. We again split into two groups, both dealing with two of the four prioritized groups. We started with a discussion on our purpose with the given groups, bearing in mind that once we have a vision of what we want to achieve, the engagement process becomes more meaningful. Once we have better understood the purpose of ENVRI in respect to specific stakeholder groups, we were able to continue our work and better define the key actions, tools and messages: the practical plan for our communications activities and the key part of this strategy document.

One group also managed to tackle the key messages we use for communications with our key stakeholders. This part was, however, mostly developed later through the iteration process of this deliverable.

Stakeholder engagement_Group 1_Facilitator: Katri

Once we have identified our stakeholders and have prioritize them, it is time to define a clear purpose (vision of what we want to achieve) Also, we need to think what do we tell them so we achieve our purpose and optimize our tools (key messages)

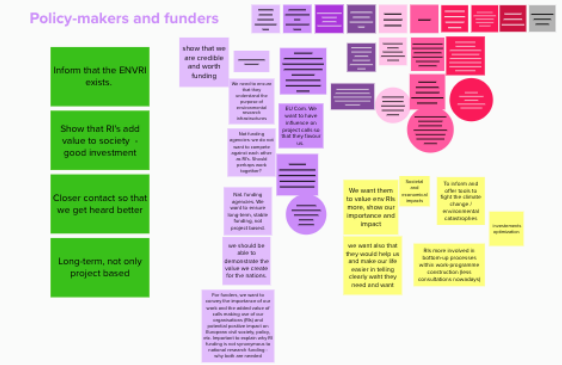
- Define our purpose for each of the prioritized groups
- What are the tools and actions we use to engage these groups
- What are the key messages for different stakeholder groups?
- And key messages that are general to all?

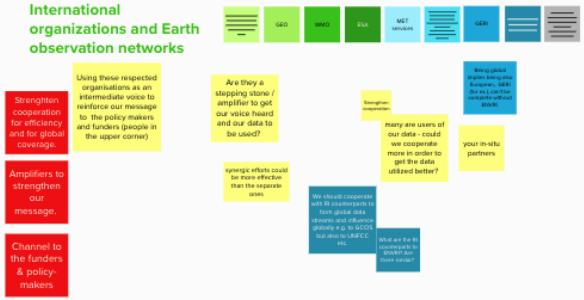
What is our tone of voice?

100 minutes in total

1 What is our purpose

We have prioritized our stakeholder groups, but what is our purpose with each group? Having a clear purpose is key to effective stakeholder engagement. When you have a vision of what you want to achieve, the engagement process becomes more meaningful for all involved.

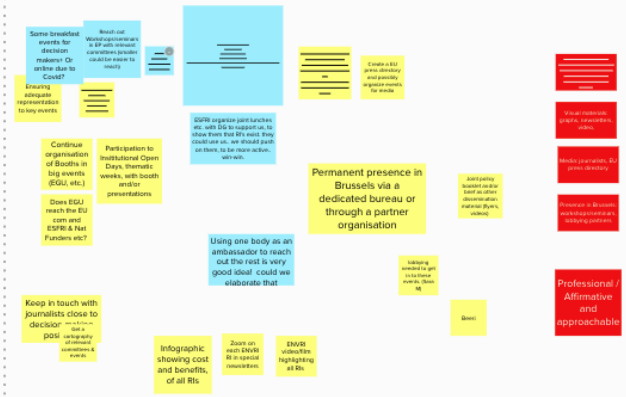




2 Key tools and actions

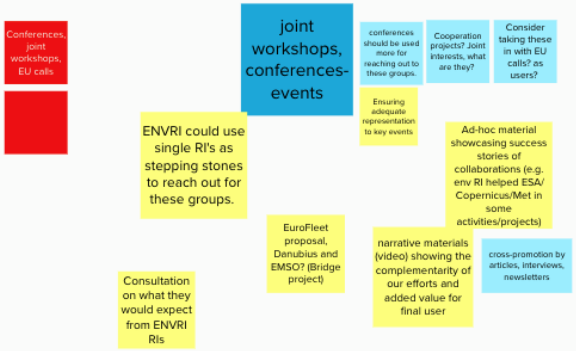
Now ho do we engage and communicate with these stakeholder groups? Consider the already existing material and report from the group work on Tuesday.

NEWSLETTERS, WEBSITE, BROCHURE, EVENTS (brussels?, ESFRI)



Now ho do we engage and communicate with these stakeholder groups? Consider the already existing material and report from the group work on Tuesday.

NEWSLETTERS, WEBSITE, BROCHURE, EVENTS (EGU, AGU? LPS? meeting?



3 Key messages

Now, what do we actually say to them? What are our key messages? Start setting the tone of voice for ENVRI community with a one minute poll

Tone of voice?

Our content should come across as light, friendly, humorous and modern

Friendly yet informative

Professional and ambitious

Scientifically precise information (matter of fact)

General message

ENVRI helps the decision makers & society to solve difficult environmental challenges

Studying the environment today to solve the challenges of tomorrow

what's in it for me? / you?

ENVRI helps the society to solve difficult environmental challenges

ENVRI produces the necessary knowledge to address today's critical environmental issues

With the knowledge ENVRI produces, you as a decision maker have a better chance to solve difficult environmental problems that the society is facing.

Gathering knowledge and expertise to support environmental decisions

Cooperation (ENVRI top European research of different domains) needed to solve these challenges

a sustainable future could be done only by cooperating - ENVRI

Supporting European talent to solve environmental challenges

We can support with domain knowledge to understand climate change (as a key word, could be switched) and plan science based policy action for the future

ENVRI Joint Mission to Synergise Environmental Reserach (should add purpose)

Note: all yellow and stickies here are related to Funders and Policy makers, reds summarise.

Domain specific

AIR

LIFE

LAND

WATER

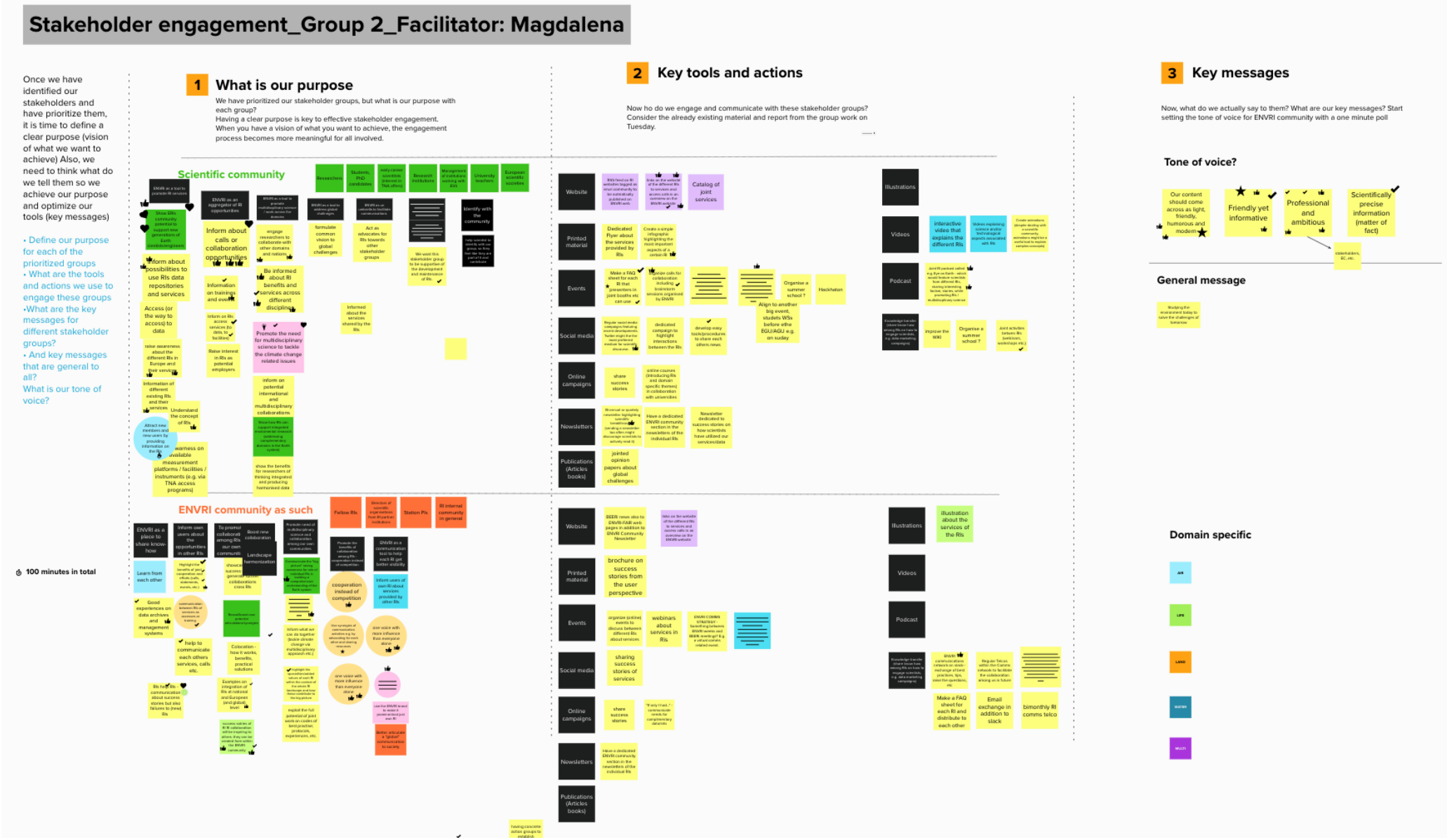


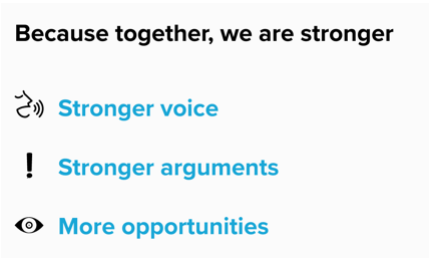
Figure 5 Screen shot from the mural showing results from two working groups developing engagement plan for two different groups for stakeholders

1.2 Benefits of the collaboration

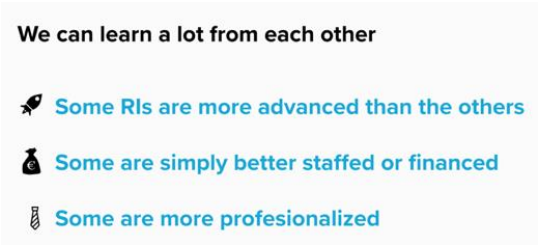
So, what are the benefits of the ENVRI community collaboration when it comes to communications activities?

There are several:

The fact that the research infrastructures share most of their key stakeholder groups calls for collaboration. Moreover, the RIs also share the same overall mission: the holistic understanding of the planet Earth – all environmental RIs contribute to such understanding with their in-situ observations, experiments, data products, and services. The overarching goal is to use such data and services and produce a comprehensive knowledge for informed decision-making. All the RIs share this overarching goal, so the idea of integrated communications activities where we communicate such goal together is only logical.



Earth system is a very complex system with many ongoing and interlinked processes. Such processes are usually studied within very specialized scientific communities, making the landscape of environmental RIs rather fragmented with different RIs in different stages of maturity. As said above, it is clear that each RI needs to focus on its own communications, explain its mission and benefits of its operations towards the specific stakeholders. But there are many cases where we can communicate as a community, together, and with one voice. Placing our activities in the context of the holistic Earth system understanding makes our arguments stronger. By joining our forces in terms of human or financial resources, or even simple creative ideas, we have more opportunities to gain better visibility and to engage our stakeholders than a single RI has.



Even though we share our mission and overarching goal, when it comes to organizational structure and maturity level, each ENVRI community RI is a specific case. Some RIs are more advanced than the others. They managed to secure sufficient resources and are more professionalized than younger RIs. Such diversity calls for collaboration, information exchange, sharing of the knowledge or organization of the training for the less advanced RIs. We can learn a lot from each other and inspire each other. But a clear framework for such cooperation with clear support for the network of RI communications managers is needed.

2 Communications strategy document

2.1 The path towards the ENVRI communications and engagement strategy

The collaboration among the ENVRI RI communications managers and community building activities has been initiated during the second cluster project for RI cooperation called ENVRIplus (2015-2019). During the ENVRIplus, we developed the first set of communications materials, organized a joint stakeholder engagement event, and arranged the first ENVRI booths at the big geoscientific conferences. The joint ENVRI community stands are a simple example of communications activity where joining forces is more economical, both in terms of finances and human resources, and at the same time, it is more efficient. It gained us better visibility and we engaged many more stakeholders, especially potential users from the scientific community, than a single RI could afford to.

However, such joint activities were organized rather on an ad hoc basis without a clear strategy for how we communicate, to whom we communicate, what our priorities are, etc. This lack of clear strategy made the collaboration less organized and without a clear target. Luckily, we were able to receive support through the ENVRI-FAIR project and decided to make such a strategy a formal project deliverable. The actual implementation will occur within the second half of ENVRI-FAIR and will hopefully continue after the project. The facilitation of this collaborative effort is an excellent example of actions that require a small layer of extra funding but have a significant impact on many RIs and their user communities.

The facilitation of collaboration in the area of communications is an excellent example of an action that requires a small layer of extra funding but have a significant impact on many RIs and their user communities.

Communications activities outlined in this strategy help to further build the ENVRI community, engage the community, and to some degree, ensure the community is sustained after the end of the project. Many important dissemination products will be further developed in ENVRI-FAIR that will later be used for the ENVRI community. These are primarily the virtual ENVRI community platform and its wiki collaboration and documentation platforms and its e-learning platform. The sustainability of these platforms will be managed in the later part of the project.

Good collaboration does not happen on its own. Implementation of the communication strategy for ENVRI community requires funding for a certain level of coordination among the RIs. It is therefore a must that we constantly seek a financial support for such coordination.

2.2 Scope and objectives

2.2.1 Scope

This document is the second deliverable (D2.2) for WP2 of the ENVRI-FAIR project. The strategy and associated implementation plan outline the scope of ENVRI community building, outreach, and engagement. It defines the key objectives, analyzes current strengths, weaknesses, opportunities, and threats for the ENVRI communications, identifies and prioritizes target audiences, elaborates on the tools and channels that best suit these groups' needs, and defines the approximate timelines and responsibilities for the planned actions. Finally, the document outlines monitoring activities to follow and assess the strategy's impact and success and planned actions.

It is important to mention that this strategy is different from deliverable 2.1, the Dissemination strategy for ENVRI-FAIR project. Even though the key audience is often quite similar to the one of ENVRI-FAIR project, the key messages, tools and engagement techniques for the ENVRI community communications are different from those used for this 4-year long project.

2.2.2 Objectives

The communications activities described in this document have the following specific objectives:

OBJECTIVES OF THE SUGGESTED COMMUNICATIONS ACTIONS
Support the overall goal and mission of the ENVRI community
Support the ENVRI community building and ENVRI identity building within the research infrastructure community
Support the visibility and communications actions of environmental RIs and in that way, support the missions of all the environmental research infrastructures
Manage the information flow inside the ENVRI community RIs and towards the external stakeholders
Increase awareness of the ENVRI community, and its supporting projects, their activities, outcomes and relevance across a range of current and future users of environmental RIs and other key stakeholders
Assist ENVRI community in communicating joint strategic visions and actions to the national level funding bodies and stakeholders, as well as to European and international strategy and funding bodies
Increase the influence of the European environmental RIs in the international Earth system observation landscape (e.g. GEO, COPERNICUS, WMO, ESA, etc.)
Facilitate the information exchange, discussions and know-how exchange between the RIs through the facilitation of a network of RI communications managers

The strategy document itself has the following objectives:

OBJECTIVES OF THIS STRATEGY DOCUMENT
Give a strategic guideline for the development and implementation of the ENVRI communications activities
Outline communications activities that are planned for the benefit of ENVRI community as much as every single RI
Underline the strategic nature and importance of the communications function
Underline the fact that the coordination of communications requires coordination and resources. The implementation of the outlined activities will not be possible without the continuous funding supporting the coordination and the joint actions themselves

3 SWOT analysis of the ENVRI community communications

The section above explaining the benefits of the collaboration draws from this SWOT analysis and thus already summarizes the strengths and the opportunities. Expertise, knowledge and resource sharing, as well as wider reach and building on our developments from the last 10 years of the ENVRI collaboration, are seen as the most significant strengths. We have plenty of opportunities in that respect. The critical part is to utilize the right tools to turn the opportunities into real actions and use them to strengthen our position.

Expertise, knowledge and resource sharing, as well as wider reach and building on our developments from the last 10 years of the ENVRI collaboration, are seen as the most significant strengths.

When it comes to weakness, it is mostly about practical issues such as the size of the cooperation group, limited capacities, differences between the RIs, and a relatively weak collaboration framework. It is crucial to notice that each RI has its own goals and those are first on its priority list. So, when an RI needs to prioritize where it puts its time or resources, the ENVRI collaboration always comes as second.

Those weaknesses and threats only underline the importance of the strategy and thoughtful planning of the joint activities so that RIs can plan for the activities well in advance. They also emphasize the importance of formalizing the RI cooperation framework. Securing the collaboration would mean support for the actions outlined in this strategy and their implementation regardless of the future funding opportunities.

Those weaknesses and threats emphasize the importance of formalizing the RI cooperation framework. Securing the collaboration would mean support for the actions outlined in this strategy and their implementation regardless of the future funding opportunities.

Efficient cooperation does not only require more time and resources for its coordination. It also requires a support and more resources for the RI communications managers who have to actively contribute to the implementation actions. RI leadership needs to understand that successful communications have a huge potential in securing more funds for a given RI. As such, supporting communications with more resources can be considered as an investment. Simply put - it does not pay off to save money on communications resources.

4 ENVRI community stakeholders

Different target audiences have varying characteristics and needs. To be effective, it is crucial to know precisely whom we need to address, and develop tailored messages and activities for each group. Developing a clear view of who we are trying to communicate with and why, and tailoring our approach to their particular needs, interests and challenges, is a process central to a strategic communications approach.

The following groups of stakeholders were identified as the target audiences for the ENVRI community engagement and communication activities. As said above, the SWOT analysis suggested that the limited capacity of different RIs may be an obstacle for efficient collaboration. That is why we decided to prioritize the four most relevant stakeholder groups and focus our efforts mostly on them.

4.1 Stakeholder Analysis

The first two exercises focused on the identification of our stakeholder groups and strategy for involving them. The idea here was to come up with the longest possible list of potential stakeholders bearing in mind that not all suggestions will be retained, but we reserved our judgment for later. We also determined an involvement strategy for each stakeholder using the 4-box model based on their level of interest in and influence on our activities.

Low interest, high influence – powerful stakeholders we need to engage	**High interest, high influence** – partners we need to collaborate with	**Low interest, low influence** – those we need to keep only informed	**High interest, low influence** – those you need to involve and consult with

Visit the section describing communications workshops for more information about this exercise.

4.1.1 Results of the analysis

During the workshop, we summarized eight key stakeholder groups. We also concluded four groups require our attention the most.

Prioritized stakeholder groups

4.1.1.1.1 Scientific community

- Earth system researchers
- Ph.D. candidates
- Early career-scientists
- Research institutions
- Management of Earth system science institutions
- University teachers
- European scientific societies

Since many of our RIs are still building up their operations and the concept of the research infrastructures is not yet well known across the scientific community, we concluded the group is currently in relatively low interest end of the grid. Engagement activities should help us attract more interest and even increase the influence of the scientific community on our operations – it is clear to us that we need to build two-way communication to engage this group and best tailor our services to respond to their needs. Such communications activities require a lot of focus and support, and that is why this group is the first on our priority list.

4.1.1.1.2 Research infrastructure funders and policy-makers

- National funding agencies,
- European Commission (relevant DGs),
- National contact points for H2020 and Horizon Europe,
- National research councils,
- ESFRI,
- European Parliament members,
- Mission Boards,
- Intergovernmental bodies such as Forest Europe, Helcom, etc.

Research infrastructures depend on this group since they provide funding for our operations and ensure the mission of the RIs is supported. Funders need to understand the importance of integrated Earth system observations. At the same time, policy-makers will ensure the uptake of the scientific knowledge provided by our scientific communities (based on the data and services we provide). We agreed we would tackle these two groups as one because our key messages, tools and channels will be the same for both the policy-makers and the funders. This part of the strategy will be streamlined with the activities of WP3 of ENVRI-FAIR project. WP3 targets the national stakeholders in the member-countries that are providing RI resources for the ENVRIs. For that purpose, members of the Board of European Environmental Research Infrastructure (BEERi) will review this strategy.

4.1.1.1.3 ENVRI community itself

- The ENVRI community research infrastructures
- Directors of scientific organizations from RI partner institutions
- Environmental RI scientific community
- The network of the RI communications managers

As said above, the strategy is on the one hand seeking the engagement of the external community, and on the other hand, it aims to further build the ENVRI community itself. The idea here is to promote the benefits of the RI collaboration and to inform about the opportunities offered thanks to the integrative and harmonization work among the RIs and in that way, further build and strengthen the ENVRI community for all the aspects of our collaboration, not only the communications.
The information exchange and collaboration among the RIs on different levels (e.g., among the RI directors, technical personnel, data scientists, communications managers) will be improved by the communications activities focusing on this group.

This group is right now having very high interest and high influence on our activities and we should make sure this strategy will not only secure but even deepen such engagement.

4.1.1.1.4 International organizations / global Earth observation networks

- Copernicus and its entrusted entities (ESMWF, Mercator ocean, EEA, JRC)
- GEO
- WMO
- ESA
- MET services
- GERI
- Global agencies and intergovernmental organizations (e.g., UNFCC, UNECE, etc.)
- RI counterparts, e.g., NEON, UNAVCO, TERN, etc.)

We believe these groups have a potentially powerful influence on us, and we should engage them in a dialogue, i.e., raise their interest. The challenges are global and interdisciplinary, and answering them requires interoperability across borders and scientific disciplines. That is why it is necessary to engage these groups and keep a dialogue with them about the (future) developments. Collaboration with these groups will extend our impact globally and ensure our services' uptake by the bigger user community. Some of these groups will also enable our communications towards the stakeholders from above mentioned policy-makers group (e.g., UNFCC).

These four groups were prioritized simply because they are the most important (ENVRI community and policy makers/funders) and / or it is necessary to move them within the interest/influence grid, i.e. we need to work on the involvement strategy for these groups the most (ENVRI community itself, international organizations and policy makers/funders). This does not imply we will not address the remaining four groups, but the first four are the ones we prioritized when we planned our joint activities.

> ***It is natural to want to address all the stakeholder groups. However, knowing which audiences to focus on as a priority will make our communications approach more efficient and effective. Identifying the audiences with the greatest potential to help achieve your objectives is therefore crucial.***

4.1.1.2 Other stakeholder groups

4.1.1.2.1 EOSC community

- EOSC Association,
- EOSC developing projects and initiatives
- Other cluster projects connecting RIs with EOSC (e.g., EOSC Life, PANOSC, ESCAPE… etc.)

EOSC groups and projects are, of course, very important stakeholders for the ENVRI community. However, it was agreed that the ENVRI-FAIR project's WP2 facilitates

communication with EOSC groups and therefore, it will not be the primary focus of this strategy. However, how do we communicate with this group after the end of the project should be discussed towards its end.

4.1.1.2.2 Industry

- Small media enterprises
- Private companies
- Industry representatives
- European Institute of Technology (Climate KIC)
- Sensor industry
- Industry associations (e.g. EARSC)
- Companies developing environmental technologies

Likewise, WP3 of ENVRI-FAIR is working on the industry engagement strategy right now – we agreed it is smarter to wait for that specific strategy before thinking of our own communications activities towards this group. Therefore, it is not right now one of the most prioritized groups.

4.1.1.2.3 General Public

- Primary and secondary school students and teachers
- Public in general
- Interest groups
- Citizen science organizations
- Outdoor enthusiasts
- Non-governmental organizations

The general public is indeed a fundamental stakeholder group of the ENVRI community RIs. However, given the limited resources we have, the working group concluded it should not be our primary focus right now. The responsibility of communicating with the public should be with each research infrastructure.

During our discussions, it was highlighted that citizen science should be in focus of our activities as it previously was within the ENVRIplus project. ENVRIplus specifically worked on strengthening the role of RIs in the citizen science. It was concluded we should seek additional funding to support citizen scientists' engagement. Still, we cannot initiate such activities now as it is unfortunately beyond our capacity.

4.1.1.2.4 Media

- Press in general
- Brussels-based media outlets

The opportunity to communicate our mission, services, and findings through media should be considered whenever we have something important to share. However, we will not initiate a specific campaign focusing on media at the moment. In this way, media should be considered an additional communication channel we use to address the prioritized groups.

5 Stakeholder engagement

5.1 What is our purpose?

Understanding our purpose towards the four prioritized stakeholder groups – the scientific community, policymakers & funders, the ENVRI community itself, and international Earth system organizations - helps us create a vision of what we want to achieve with the given groups and where is the added value of our collaboration in that matter.

5.1.1 Scientific community

The analysis showed that ENVRI community collaboration has many different purposes when it comes to the scientific community.

ENVRI serving as a tool to promote the RIs and their services	ENVRI serving as an information aggregator of RI opportunities	ENVRI as a tool promoting the multidisciplinary science	ENVRI as a tool to address global challenges	ENVRI as an umbrella for facilitating communications
ENVRI can raise awareness about different RIs in Europe and improve the understanding of the RI concept	ENVRI can inform about news, open calls, collaboration opportunities, trainings and events	ENVRI can raise the awareness of existing services that can be used across disciplines	ENVRI has the potential to formulate a common vision in response to global challenges	ENVRI can advocate the mission and purpose of ENVRI RIs in a more integrated way
ENVRI can demonstrate the RI potential to support the new generation of Earth system scientists	ENVRI can help to raise interest in RIs as potential employees to attract talents	ENVRI can promote the need for and concept of multidisciplinary Earth system science to tackle many of the global challenges		
ENVRI can well inform about the opportunities to use RIs' data and services		ENVRI can inform about the opportunities for multidisciplinary collaboration		
ENVRI can promote access to RIs		ENVRI can demonstrate how RIs support integrated environmental research		
ENVRI can provide summarized information about all the RIs and the services they offer and, in that way, ENVRI can attract new users		ENVRI can show examples of successful collaboration across the disciplines		

5.1.2 Policy-makers and funders

ENVRI as an umbrella for facilitating communications	ENVRI as a strategic and collaborative framework
ENVRI can act as an ambassador for the environmental RIs, helping to raise awareness about different RIs in Europe and to improve the understanding of the RI concept and its purpose	ENVRI can facilitate strategic discussion helping to avoid competition among RIs
ENVRI can advocate the mission and purpose of ENVRI RIs in a more integrated way	ENVRI can influence the calls published through the consultation process for different funding programmes
ENVRI can advocate the need for RI funding, showing our credibility and the value of the knowledge provided by RIs for the decision-making	ENVRI can serve as a bottom-up platform through which we can influence the funders and also engage them in discussion
ENVRI can help to better demonstrate our value for nations, society, policy, etc.	
ENVRI can prove that a small layer of funding for the collaborative work on top of the RI funding can have a huge impact	

5.1.3 ENVRI community itself

ENVRI as a platform for sharing know-how	ENVRI as an umbrella for facilitating communications	ENVRI serving as an information aggregator of RI opportunities	ENVRI as a tool promoting the multidisciplinary science	ENVRI as a strategic and collaborative framework
ENVRI can serve as a forum for the information exchange, best practices and knowledge transfer	ENVRI can highlight the benefits of joint cooperation efforts inside the RI communities	ENVRI can inform about news, available services, open calls, collaboration opportunities, trainings and events	ENVRI can raise the awareness of existing services that can be used across disciplines among the internal RI communities	ENVRI as a tool to harmonize the landscape of environmental RIs
ENVRI can host of documentation space where all the best practices are accessible	ENVRI can highlight integrative services available in Europe	ENVRI can help to build an internal job market within the ENVRI community	ENVRI can inform about the opportunities for multidisciplinary collaboration	ENVRI as a collaboration through which we can better identify synergies, opportunities for cooperation (e.g. station colocation)
	ENVRI can serve as an amplifier of scattered RI voices ENVRI is well positioned to communicate the “big picture” where each RI has its own role, purpose and added value			ENVRI serving as a boost for scientific collaboration among different RIs
				ENVRI can serve as common pot where RIs share the resources for joint activities

5.1.4 International organizations and Earth observation networks

ENVRI as an umbrella for facilitating communications	ENVRI as a strategic and collaborative framework
ENVRI can communicate the role of European RIs globally, especially focusing on the importance of in situ observations	ENVRI can serve as a strategic framework that defines the strategy for the collaboration with these initiatives. Communications should be then built on such strategy
ENVRI can amplify the communications created by the different RIs and strengthen their messages towards the global initiatives	
ENVRI can support the visibility of EU RIs at the global events as those are very good opportunities how to connect with policy-makers and funders	

5.1.5 Conclusion

It is obvious that ENVRI community communication has its purpose, especially when we talk about its role in respect to the prioritized stakeholder groups. It is well positioned to serve as an umbrella that facilitates RI communications, and it is an important strategic and collaborative framework to decide the direction of communications and other aspects of the community collaboration. ENVRI community serves as an aggregator of opportunities and services offered by different RIs, and thus, makes them more visible.

ENVRI is also well-suited at amplifying the communications created by the different RIs and at strengthening their messages towards different stakeholder groups. ENVRI has a crucial role as a platform for know-how exchange and communications play a crucial role in this. Last but not least, ENVRI promotes the multidisciplinary science and raise the awareness of existing services that can be used across disciplines.

6 Stakeholder engagement - Key tools, actions and messages

The ENVRI community has already existing set of communications channels and tools. This section focuses on new communications actions, methods or tools that could be implemented in addition to already existing ones to reflect on the key stakeholder groups we selected and our purpose with those groups.

It is important to point out that we will probably not be able to implement all the activities listed below. It is our plan to start the implementation of the most urgent activities already within the ENVRI-FAIR (until the end of 2022) and continue with the rest after the project is finished. The success of the implementation of this strategy after the end of ENVRI-FAIR will very much depend on how the collaboration will be facilitated afterwards.

6.1 Website

The www.*envri.eu* website is considered to be the main reference point for external communication and the community building platform, and will ideally remain functional beyond the project's lifetime. The website of the ENVRI-FAIR is integrated within the platform. Besides ENVRI website, there is also ENVRI wiki *http://mediawiki.envri.eu/*, which serves as a documentation space for the community. The wiki now documents all the developments, materials and results from the first two cluster projects ENVRI (2011-2014) and ENVRIplus (2015-2019). The ENVRI-FAIR material will be gradually added.

Stakeholder group	Proposed actions	Reason	Key Messages	Urgency	Action	Responsibility
General	**ENVRI website** automatically publishes all the relevant news that are published on the RI websites	ENVRI website can automatically import such news and automatically published them	-	Intermediate	Each RI sets up an RSS feed on its website and use "ENVRI community" tag for ENVRI related news	RI communications managers
Scientific community / ENVRI community	Websites of the ENVRI RIs provide **links to opportunities** published on ENVRI website (news, calls, trainings, events, etc.)	Different RIs should promote the opportunities offered by ENVRI and other RIs	-	Medium	Each RI creates a section on their dedicated website that provides link to ENVRI Newsroom	RI communications managers
Scientific community / ENVRI community	ENVRI website offers/provide an access to a **catalogue of all services**	One access point to all services provided by different RIs	-	Intermediate / dependent on ENVRI-FAIR	ENVRI website will provide an access to catalogue of services once it is available	ENVRI-FAIR WP5 and WP2
ENVRI community	News section focusing on **BEERi updates on ENVRI website**	We should make the BEERi outcomes more visible to highlight the benefits of such strategic collaboration	-	Medium	ENVRI website will provide a clear access to updates and outcomes from BEERi work	ENVRI-FAIR WP2 and WP3
ENVRI community	Continue the development of ENVRI wiki	To have one access point to all the developments, materials and results from all projects supporting the cluster		Urgent	Populate wiki with all the missing content	WP2

6.2 Printed materials

ENVRI community has already existing material that introduces the ENVRI community research infrastructures: the ENVRI coloring book and the ENVRI booklet.
However, a new material is needed in order to efficiently engage all our key stakeholder groups, to successfully promote all the services offered by ENVRI RIs as well as to promote the benefits of our collaboration.

Stakeholder group	Proposed actions	Reason	Key Messages	Urgency	Action	Responsibility
Scientific community / ENVRI community/ International organizations and Earth observation networks	Dedicated **flyer about the ENVRI Research Infrastructures and the key services** provided by them/ Important to highlight the relevance for different stakeholder groups (e.g. lobbying aspect for funders, contribution to other organizations, e.g. Copernicus)	To make clear what services do we actually offer / Highlight the important of ENVRI RIs		Medium	Develop the RI and their service overview leaflet	WP2 together with the RI communications managers
Scientific community / ENVRI community	**Brochure summarizing the success stories** of ENVRI collaboration from the user perspective	To highlight the benefits of collaboration / to make the results of our collaboration visible	*ENVRI means a step forward towards the integrated understanding of the planet Earth. We are not able to solve environmental challenges without such capacity and knowledge.*	Intermediate	Develop the success stories brochure –with focus on the scientific benefits of the collaboration / highlighting the multidisciplinary aspect	WP2 and WP1
Policy-makers and funders	**Brochure/Policy brief summarizing the success stories** of ENVRI collaboration from the user perspective	To highlight the benefits of collaboration / to lobby for the resources	*ENVRI community is a collaborative platform where the research infrastructures work together, share the knowledge and develop common solutions at all stages of their development – in their planning, design, construction as well as operation to ensure their interoperability and to avoid unnecessary costs and duplication of efforts.*	Urgent	Develop the policy brief including the success stories	WP2 together with the RI communications managers

6.3 Events

ENVRI has an experience organizing a huge stakeholder engagement events (e.g. the ENVRIplus dissemination event in Brussels), or smaller events at the scientific conferences (e.g. townhall meetings at EGU, side events at GEO weeks, etc.). The table below outlines activities that are new and that were missing in our regular practice.

Stakeholder group	Proposed actions	Reason	Key Messages	Urgency	Action	Responsibility
Scientific community / ENVRI community/ International organizations and Earth observation networks	Organize one big **Earth System Communication Event** showing synergies between environmental RIs on key topics concerning the global change	To make clear what services do we actually offer / Highlight the importance of ENVRI RIs and the benefits of their collaboration / Highlight the important of integrated Earth system science	*Studying the environment today to solve the challenges of tomorrow – the Earth is our lab*	Medium/Distant Future	Organize the event (consider aligning such event to another big event, e.g. on Sunday before the EGU)	WP2 together with the RI communications managers and BEERi
Policy-makers and funders	Light **mapping of key events gathering policy-makers and funders** to ensure adequate representation of ENVRI community (institutional open days, thematic weeks, R&I days…etc)	We should not miss the opportunity to lobby for ENVRI	-	Medium	Review of key events during or before the BEERi meetings	WP2 together with BEERi
International organizations and Earth observation networks	Light **mapping of key events organized by the** International organizations and Earth observation networks to ensure adequate representation of ENVRI community (GEO weeks, ESA weeks, Copernicus events, etc.)	We should not miss the opportunity to lobby for ENVRI	-	Medium	Review of key events during or before the BEERi meetings	WP2 together with BEERi

Policy-makers and funders	**Breakfast talks** events for decision makers in Brussels / get ourselves to **joint lunches** with DGs organized by ESFRI	To showcase the importance of RIs and the benefits of their collaboration to policy-makers and funders	-	Medium	Organize the breakfast event / participate in the lunch events	WP together with WP3 and BEERi
Scientific community / ENVRI community	Organize a **hackathon**	To promote the integrated data and services RIs are offering; to showcase how can data provided by RI contribute to specific solutions; to raise the awareness about the RIs and the data they are providing	-	Medium	Organize Hackathon	WP2 with communications and data people from relevant RIs
ENVRI community	Organize bimonthly **online meetings of the ENVRI communications network**	To share the latest updates, tips, actions and requests	-	Immediate	Organize the regular calls	WP2
ENVRI community	Organize **calls for collaboration** (e.g. to brainstorm on sessions that could be proposed at EGU)	To avoid overlaps and make sure we suggest comprehensive sessions; to promote the multidisciplinary sessions	-	Immediate	Organize Calls for collaboration	WP2

6.4 Joint community booths

The ENVRI community has good experiences in organizing joint conference booths. This means that in conferences instead of many individual booths for different research infrastructures, the community organizes one big booth. This ensures better visibility, efficient use of costs and ability to demonstrate the multidisciplinary sciences and necessity of the system level approach towards the Earth system. The booth is also considered to be a meeting place for the community, encouraging a dialogue and information exchange.

The actions below clarify which are the key venues where we want to organize a stand and what are the possible actions that could improve our presentation in the booth.

Stakeholder group	Proposed actions	Reason	Key Messages	Urgency	Action	Responsibility
Scientific community / ENVRI community	Continue the organization of **joint ENVRI community booths** at the international scientific conferences (**EGU and AGU** prioritized)	Joint booths proved to be a great tool providing better visibility for the component RIs and demonstrating the collaboration among them. The booth is also considered to be a meeting place for the community, encouraging a dialogue and information exchange.	*Studying the environment today to solve the challenges of tomorrow – the Earth is our lab*	-	Organize the joint booths at the international scientific conferences, especially EGU and AGU (potentially also other venues, depending on the available resources)	WP2 together with the RI communications managers and BEERi
International organizations and Earth observation networks	Continue the organization of **joint ENVRI community booths** at the international events such as **GEO week, ESA week,** etc.	Joint booths proved to be a great tool providing better visibility for the component RIs and demonstrating the importance of in situ component in the Earth observation system	*ENVRI – the European hub to environmental and Earth system in situ data*	--	Organize the joint booths at the international scientific conferences, especially at GEO week (potentially also other venues, depending on the available resources)	
Policy-makers and funders	Organization of **joint ENVRI community booths** at the international policy events such as ICRI	Joint booths proved to be a great tool providing better visibility for the component RIs and demonstrating the collaboration among them.	*Studying the environment today to solve the challenges of tomorrow – the Earth is our lab*	-	Organize the joint booths at the international scientific conferences, especially at ICRI (potentially also other venues, depending on the available resources)	
ENVRI communications network	Make a **FAQ sheet** for each RI to be used in the booths	There are many representatives servicing the joint booth and it is expected of them to provide basic information about each of the ENVRI community RIs. A FAQ sheet could be created to make it easier for them to respond to RI specific questions.	-	Mediate	Create a FAQ sheet answered by the RIs	WP2 together with the RI communications managers

6.5 Social media and online campaigns

The ENVRI community uses social media as a key element of its outreach and community building strategy. We are not creating new social media accounts for the new cluster projects, instead we continue using the already existing ENVRI accounts. All social media channels in use have their own good analytics tools, which we actively use to monitor the success of the shared content.
The community so far ran only one online campaign ("ENVRI Open Science Trek"), but we see online communication campaigns have a huge potential. We would therefore like to continue with more joint actions involving all our RIs.

Stakeholder group	Proposed actions	Reason	Key Messages	Urgency	Action	Responsibility
All	**Promote the material and actions** listed above	Whenever we organize an event, publish a new printed or digital material (e.g. with success stories, or policy briefs for policy-makers, etc.), such actions should be made visible through the Social Media Channels		Immediate	Continue posting all the relevant updates on Social Media Channels	WP2
All	Dedicated **Social Media campaign highlighting the collaboration** between the RIs. Could be built on the success stories	To highlight the benefits of collaboration / to make the results of our collaboration visible	*ENVRI means a step forward towards the integrated understanding of the planet Earth. We are not able to solve environmental challenges without such capacity and knowledge.*	Mediate	Organize a Social Media campaign built on the **Brochure summarizing the success stories** of ENVRI collaboration from the user perspective	WP2
All	**Joint RI podcast** called e.g. Earth is our lab. The podcast would feature people from different RIs, sharing interesting facts and stories, while promoting RIs / multidisciplinary science / integrated Earth system science	To promote RIs, and the data & services the RIs offer	*ENVRI means a step forward towards the integrated understanding of the planet Earth. We are not able to solve environmental challenges without such capacity and knowledge.*	Mediate	- Purchase the podcast equipment - Find the right speakers (together with the RIs) - Organize the recordings	WP2 together with the RI communications managers
ENVRI communications network	Tag @ENVRIcomm in your posts	To make sure ENVRI retweets news that are relevant	-	Intermediate		RI communications managers

6.6 Publications and newsletters

In addition to project newsletters, WP 2 of ENVRI-FAIR regularly issues also ENVRI community newsletter. Such newsletters provide news and updates from all the RIs and discuss topics and events that are relevant to the entire ENVRI community (not only the project partners). The ENVRI community newsletters are currently distributed to over 800 readers. In spring 2020, a special newsletter issue on COVID-19 response and related activities from the ENVRI RIs was issued. It is our plan to have more targeted issues focusing on specific (scientific) topics also in future.

Stakeholder group	Proposed actions	Purpose	Key Messages	Urgency	Action	Responsibility
All	**Annual ENVRI newsletter focusing on scientific breakthroughs** delivered thanks to RIs / success stories on how scientists have utilized our services/data Each topic could be for example organized around a specific challenge	To raise the awareness about the existence of RIs and the services they offer		Distant future	- Think about the topics - Find the right stories - Prepare the Newsletter	WP2 together with the ENVRI communications network
All	More **joint opinion papers about global challenges** (e.g. such as the one on COVI-19)	To raise the awareness about ENVRI RIs; raise the awareness of the interlinked Earth system where one change in the system affects others – the importance of holistic approach		Mediate	Coordinate such joint opinion paper with authors from several RIs	WP2 together with BEERi and ENVRI communications network
ENVRI community	Have a **dedicated ENVRI community section in the newsletters** of the individual RIs	To raise the awareness about the opportunities offered by ENVRI		Intermediate	RI communications managers will make sure they have a section dedicated to ENVRI in their Newsletters	ENVRI communications network
All	Have a **dedicated "our RIs" section in the ENVRI Newsletter**			Intermediate	WP2 will make sure to give visibility to all the RIs + each time there will be a focus on one specific RI	WP2 together with BEERi and ENVRI communications network

6.7 Illustrations and videos

Lot of time and resources have been spent on the ENVRI community illustration that represent the whole landscape of the ENVRI RIs and highlights the interlinked nature of the Earth system. However, with communications becoming more and more visual, the need for more illustrations and videos highlighting e.g. specific services provided by RIs, is becoming more urgent. Such illustrations can be used on other communications channels and for various communications purposes.

Stakeholder group	Proposed actions	Purpose	Key Messages	Urgency	Action	Responsibility
All	**ENVRI community illustration highlighting the services** provided by RIs	To raise the awareness about the existence of RIs and the services they offer	-	Mediate	- Think about the topics - Find the right stories - Prepare the Newsletter	WP2 together with the ENVRI communications network
	ENVRI video/short film explaining the importance of Earth observation system while explaining the role of each RI in it.	To raise the awareness about ENVRI RIs; raise the awareness of the interlinked Earth system where one change in the system affects others – the importance of holistic approach	-	Mediate	- Figure out the narrative and the format - Important to include: why do we need RIs, why we cannot understand the system in a holistic way without cooperation, what all this means for science, policy makers and consequently society	WP2 together with the ENVRI communications network and BEERi

6.8 Others

Following table summarizes actions that are needed in order to make our collaboration on communications actions more organized and efficient.

Stakeholder group	Proposed actions	Reason	Key Messages	Urgency	Action	Responsibility
	Develop **easy procedures** of how do we share the news among us	To share the latest updates	-	Immediate	- Organize a communications channel - Develop the procedures	WP2 together with the RI communications managers
	Organize bimonthly **online meetings of the ENVRI communications network**	To share the latest updates, actions and requests	-	Immediate	Organize regular calls	WP2
	Bi-monthly meetings (right after the online meetings of the ENVRI communications network) organized **around a certain topic** concerning the communications	To share the experience, know-how, to ask questions, etc.		Immediate	- Explore the possible topics - Organized regular calls	WP2 together with the RI communications managers
	Closely follow the **RI-VIS** project	To share the latest news and developments in the project with the network	-	Immediate	Communicate the RI-VIS results through agreed communications channel	WP2
	Contact mapping of our key stakeholder groups	To be able to reach out to these people	-	Immediate	Map the contacts (e.g. https://www.europarl.europa.eu/committees/en/about/list-of-committees) Figure out the GDPR limitations	WP2 and WP3 together with the RI communications managers

7 Responsibilities

7.1 2020-2022 – Implementation during the ENVRI-FAIR project

Most of the responsibility for the implementation of this strategy at the moment lies with the WP2 of ENVRI-FAIR led by ICOS. However, the implementation will only be successful if the RIs themselves are actively engaged and contribute to the actions outlined above. The plan above list actions, such as organization of bimonthly teleconferences, where the RI communications professionals get together, plan clear actions and share the tasks.

The implementation will only be successful if the RIs themselves are actively engaged and contribute to the actions outlined above.

7.2 2022- Implementation after the end of the ongoing cluster project

The implementation of the strategy after the end of 2022 remains to be a question mark as it is not yet clear how the ENVRI community collaboration will be facilitated afterwards. It is however a great ambition of this communications strategy to support ENVRI community's mission and vision and promote it towards funders in a way the benefits of community collaboration are clear and the community work is supported. We believe the actions we highlight above will help us to receive a recognition and support for our work also in future.

It is a great ambition of this communications strategy to support ENVRI community's mission and vision and promote it towards funders in a way the benefits of community collaboration are clear and the community work is supported also in future.

8 Strategic flexibility

Recent COVID-19 related crisis showed us that there can be major changes that take place in our external environment. Strategic flexibility is our capability to respond to them either in a way of committing the resources necessary to respond to those changes or by flexibly adjusting our plans, channel and tools to fit in this new situation. We therefore reserve the rights to adjust our plans according to the latest situation, whether it is a crisis, such as COVID-19 that forced us to abandon all our plans for the physical communications activities, or an opportunity, e.g. a new cluster project facilitating the RI collaboration that would allow us to upscale the activities envisioned in this strategy.

World is a place of constant change. Our communication strategy is therefore not cast in stone, but must be malleable, designed to change to reflect the latest situation, mission, vision, goals and objectives of our community.

9 Monitoring and Performance Measures

Communication activities are a fixed agenda item for the BEERi meetings. In addition to BEERi, we will also start the organization of bi-monthly meetings of the ENVRI RI communications network. Meetings of these two groups will allow all the RIs to provide input on:

- The efficiency of the communications activities
- Identification of opportunities for communications activities

Since ENVRI communications is currently being supported by the ENVRI-FAIR project, the activities are also reviewed by the ENVRI-FAIR project consortium (General Assembly and Executive Board of the project). The leader of WP2, in consultation with the contributing partners, is responsible for developing an activity report, which is being reviewed by the ENVRI-FAIR EB and the GA. The reviewers assess and give their feedback including:

- Information delivered and visual appeal of the ENVRI-FAIR /ENVRI community website
- Activity and effectiveness of the ENVRI-FAIR/ENVRI community presence on social media
- Effectiveness of engagement with new stakeholders
- Visibility of ENVRI-FAIR/ENVRI community beyond the project consortium
- Quality, content and effectiveness of the printed and digital dissemination material

9.1 Monitoring

Since the ENVRI community communications is currently being supported by the ENVRI-FAIR project, the regular monitoring of the various channels used for dissemination and outreach activities outlined in this strategy is described in Communications strategy for ENVRI-FAIR project. The strategy describes the assessment of the success of the dissemination and communication activities based on:

- ENVRI community Website - website traffic, number of page views, document downloads, comments received, page shared on social media, feedback;
- ENVRI community Newsletter – number of subscribers, number of opens and clicks;
- Social media: engagement measures (number of tweets, posts, likes, members, comments, number of followers, most popular posts, biggest influencers of the followers);
- Video: Number of views;
- Printed material (number of brochures, flyers and posters distributed, number of events where they were presented);
- Journal Articles and other publications – number of articles published, number of downloads;
- Events organized by ENVRI community - number of events organized, number of participants, range of target groups;
- Events attended by ENVRI community partners or where ENVRI community was presented – number of events attended; number of abstracts submitted.

9.2 Key performance indicators

The following key performance indicators were set for the ENVRI-FAIR project. They can as well can be used to monitor the success of the activities described in this strategy, since the channels stay the same. The indicators are only valid until the end of ENVRI-FAIR, i.e. until the end of 2022.

KPI No.	Activity/ channel	Description	Target	Target audience	Time Scale
1.	Website	Number of page views	3.500 views	All stakeholders	Per month / on average
2.	Website	Number of page views	80.000 views	All stakeholders	The entire project life span
3.	Website	Number of unique visitors	800 visitors	All stakeholders	Per month / on average
4.	Website	Number of unique visitors	25.000 visitors	All stakeholders	By the end of the project
5.	Social media (Twitter)	Number of followers	2.000 followers	Science community Policy makers Decision makers Research funding bodies Other projects and initiatives	By the end of the project
6.	Social media (Twitter)	Number of new followers	20 new followers	Science community Policy makers Decision makers Research funding bodies Other projects and initiatives	Per month
7.	Social media (Twitter)	Number of impressions	15.000 impressions	Science community Policy makers Decision makers Research funding bodies Other projects and initiatives	Per month
8.	Printed media (brochures)	Number distributed	600	All stakeholders	Per year
9.	Newsletters	Number issued	500	All stakeholders	Per issue
10.	Joint ENVRI community booth	Number of attendees (Actively engaged)	800	Science community/ ENVRI community/ Other projects and initiatives	EGU2020

10 Impact on the stakeholders

The stakeholders of this strategy are the ENVRI community and its research infrastructures themselves. By better understanding of our strengths, opportunities, weaknesses and threats, by prioritization of our key stakeholder groups, by better understanding of our purpose with those key groups and by concrete plan for our joint activities to engage those groups, we believe all the stakeholders will benefit from the outline and the actual implementation of this strategy.

11 Conclusion

This strategy document serves several purposes:

PURPOSE OF THIS DOCUMENT
It highlights and explains the benefits of the communications activities carried out jointly by the ENVRI community research infrastructures
It provides an analysis of the Strengths, Weaknesses, Opportunities, and Threats for the ENVRI community communications and later suggests actions that are reflecting on them
It gives an overview of the ENVRI community stakeholder groups, prioritize the key groups and offer an engagement strategy for those key groups
It suggests a number of activities that shall be implemented in future for the benefit of the ENVRI community as well as each research infrastructure and as such
It gives a strategic guidance to WP2 of ENVRI-FAIR that is currently responsible for the implementation of this strategy

It is important to mention in this conclusion that ENVRI community communications is in itself an opportunity for the ENVRI community and its RIs to make the community as well as it RIs stronger, more visible and more efficient. At the same time, we have to acknowledge that there are several points that make our collaboration fragile – the fact that our future collaboration framework is not yet known causes the insecurity in the coordination of our joint activities. The RIs are however dedicated to continue the collaboration regardless of future funding opportunities – this document will then serve as a roadmap for the activities we, as ENVRI community, can do together.

Appendix A

ENVRI Glossary

BEERi - Board of European Environmental Research Infrastructures - is an internal advisory board representing the needs of environmental Research Infrastructures

Climate-KIC

ConnectinGEO - Coordinating an Observation Network of Networks EnCompassing saTellite and IN-situ to fill the Gaps in European Observations

COPERNICUS - Previously known as GMES (Global Monitoring for Environment and Security), is the European Programme for the establishment of a European capacity for Earth Observation

EARSC – European Association of Remote Sensing Companies

EC European Commission - the executive body of the European Union responsible for proposing legislation, implementing decisions, upholding the EU treaties and managing the day-to-day business of the EU

ECMWF - European Centre for Medium-Range Weather Forecasts

EEA - European Environment Agency

ENVRIplus – EU funded INFRADEV project (2015-2019) ; second cluster project facilitating collaboration among the environmental research infrastructures

EOSC – European Open Science Cloud

ESA – European Space Agency

ESFRI - European Strategy Forum on Research Infrastructures

Executive Board - supervisory body for the execution of the Project

General Assembly - GA is the ultimate decision-making body of the consortium EB

GEO - The Group on Earth Observations coordinates international efforts to build a Global Earth Observation System of Systems (GEOSS)

GEOSS - Global Earth Observation System of Systems coordinated by GEO (The Group on Earth Observations)

GERI - Global Ecosystem Research Infrastructure

JRC – Joint Research Center

Marcator ocean - French center for analysis and forecasting of the global ocean

NEON – National Ecosystem Observation network

RDA - Research Data Alliance

RI Research Infrastructures – facilities, resources and related services used by the scientific community to conduct top-level research in their respective fields, ranging from social sciences to astronomy, genomics to nanotechnologies

TERN – Terrestrial Ecosystem Research Network

UNAVCO – a non-profit university-governed consortium that facilitates geoscience research and education using Geodesy

VCP (ENVRI) - Virtual Community Platform

WMO – World Meteorological Organization