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Deliverable D2.2
Service Stakeholder Communications Strategic Plan

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Abstract
This document examines all services delivered within the GN4-3 project (excluding Learning and Development) to set out and plan their marketing communications needs throughout the first period of the project lifecycle (January 2019 – April 2020).

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Executive Summary

GÉANT occupies a complicated marketing landscape with a wide range of products and services and a diverse set of stakeholders. In addition, marketing support for most of its services involves technical support as well as the promotion of broader user awareness.

As a result, GÉANT has developed a twin-track marketing support approach with clearly defined Functional and Promotional channels and materials.

Core stakeholder audiences and marketing and support needs have been identified for each service family and, where appropriate, each individual service. In this way, GÉANT can ensure that its messaging is focused and targeted in such a way as to best support awareness and uptake of its services.

1   Introduction

GÉANT provides a wide range of services to the R&E community, in the areas of:

- Networking and Network Management.
- Trust and Identity.
- Online (Cloud) Services.
- Security.
- Learning and Development (outside the scope of Product and Services Marketing).

These five groupings align with GN4-3 project work packages as illustrated below:
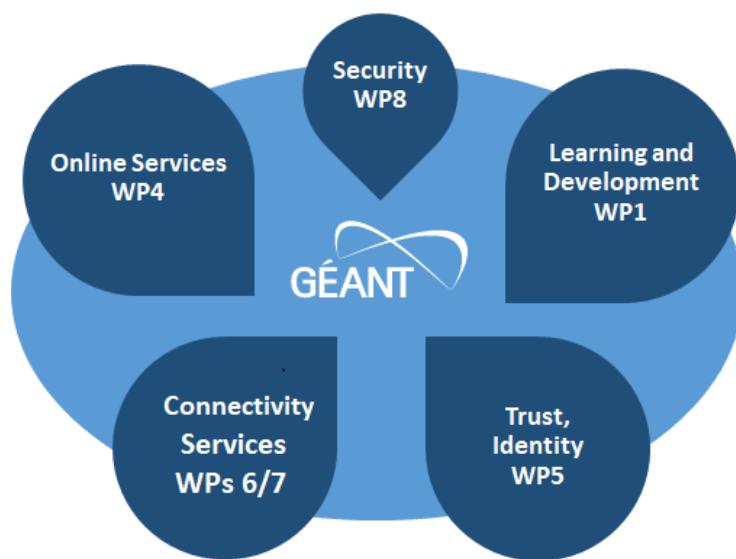
Figure 1.1: Service Groupings and WP mapping

Each of these service groupings have a target user group (and in some cases multiple groups), so it is not possible to develop a single communications strategy which covers all constituent stakeholders. This means a target stakeholder group has to be defined and a marketing/communications plan developed accordingly for each service in order to ensure that suitable tailored messages and calls-to-action are developed.

This document examines all services delivered within the GN4-3 project (excluding Learning and Development) to set out and plan their marketing communications needs throughout the first period of the project lifecycle (January 2019 – April 2020). This planning will not only address the stakeholder groupings but also the recommendations on the use of different media, channels and platforms (on- and offline) used for communications.

2 Stakeholder Groupings and Tracks

2.1 Stakeholder Types

GÉANT operates in a complex environment with a wide range of stakeholder groups. These include Primary and Secondary Stakeholders (respectively in red and orange in Figure 2.1 below). The Secondary Stakeholders' main communication channel is via the Primary Stakeholders, however they also have direct visibility of some communication channels and messages.

For example, National Government Stakeholders will have a primary communication channel through their respective NREN but will also be able to see all public communication channels. This means that consistency of messaging is crucial and GÉANT should be aware of the potential of these secondary stakeholders viewing communications materials. This is particularly relevant for Campus and Institutional Stakeholders, who have a commercial/contractual relationship with their NREN, so that it is very important that any GÉANT communications do not conflict with the messaging delivered by the NRENs.
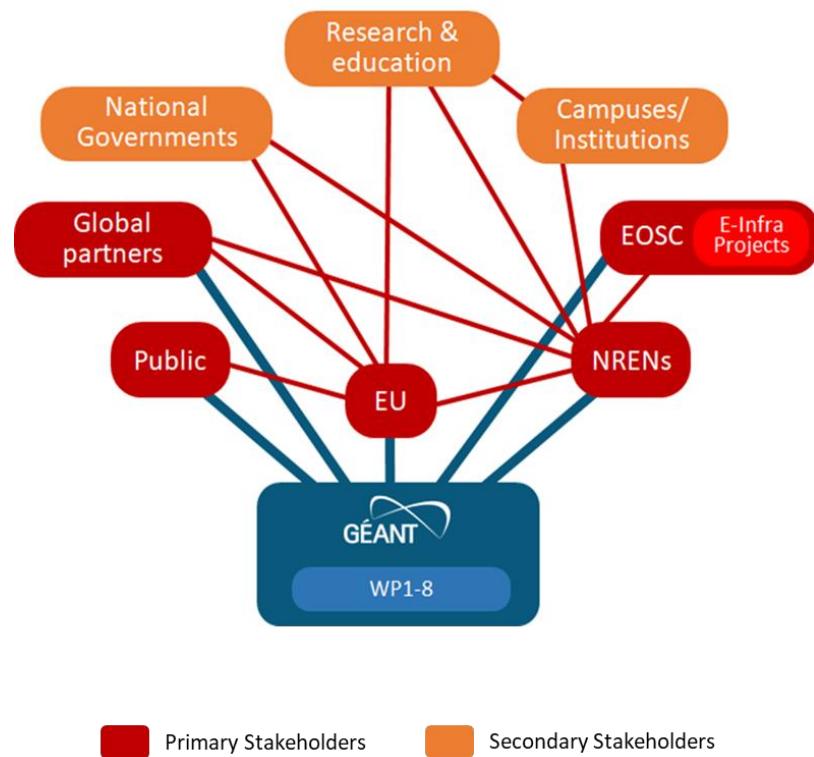

Figure 2.1: Stakeholder groups

This addressing of secondary stakeholders (such as institutions and end users) can result in an additional layer of messaging across the community that may complicate communications. NRENs (the largest primary stakeholder group) have a vital role in providing end-user communications and any GÉANT actions must complement rather than conflict with their messaging.

Achieving this balance is further complicated by the fact that within the NREN community there are different marketing philosophies and capabilities which, combined, can result in GÉANT having to take a lowest common denominator approach to promotional/end-user communication planning.

2.2   Types of Communication

In addition to segmentation by service type and stakeholder grouping, service communications are separated into two key communication "tracks":

- Functional communications.
- Promotional communications.

These two types of communications address different audiences and channels, as shown in Figure 2.2.
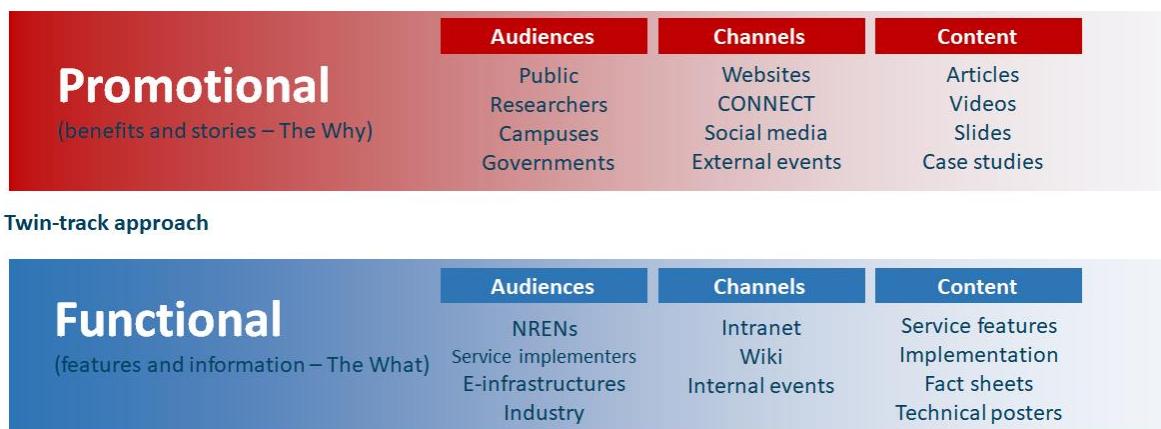

Promotional (benefits and stories – The Why)	**Audiences**	**Channels**	**Content**
	Public	Websites	Articles
	Researchers	CONNECT	Videos
	Campuses	Social media	Slides
	Governments	External events	Case studies

Twin-track approach

Functional (features and information – The What)	**Audiences**	**Channels**	**Content**
	NRENs	Intranet	Service features
	Service implementers	Wiki	Implementation
	E-infrastructures	Internal events	Fact sheets
	Industry		Technical posters

Figure 2.2: Communication "tracks"

According to the proven AIDA[1] marketing model (Figure 2.3), the adoption process for a product or service consists of four distinct phases: Awareness, Interest, Desire, and Action. Each customer/stakeholder progresses through this "funnel". The first step is Awareness; This step introduces the stakeholder to the service/product. By its nature the information needs marketing content to be "pushed" to the user "If they don't know that the service exists, they will not search for it". It also requires very broad information about what the service is and what problem/issue it is solving.

The next stage is Interest; Once the customer is Aware of the service and recognises its value then they will become interested and will actively seek out information. This is likely to be a combination

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[1] Awareness, Interest, Desire, Action – relating to the stages of product/service selection and adoption.

of promotional/commercial and more technical/functional information (as shown in Figure 2.3): "How will it work for me?" "Is it something we could use?". The Interest stage is followed by the Desire and Action phases. These further confirm with the stakeholder that they need the service. Within the IT sector these phases are likely to revolve around cost/price questions.

The Action phase is the final step in adopting the service and is primarily a face-to-face activity involving account/business development teams. The marketing involvement in this phase is usually limited to ensuring documentation is prepared correctly so that the service adoption can proceed easily and smoothly.
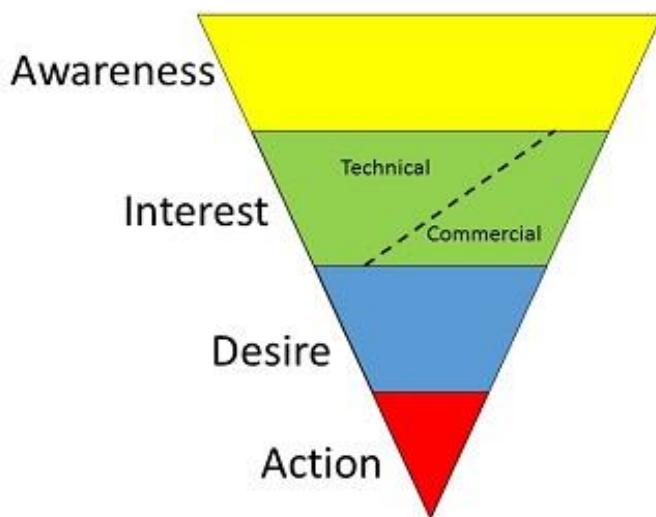

Figure 2.3: AIDA Marketing Process

With reference to GÉANT's marketing needs, the first two phases of the AIDA concept can be mapped to its Promotional activities and the last two phases to its Functional activities as previously detailed in Figure 2.2. This linkage between the marketing types and the needs of an adoption process provides a framework that GÉANT can use to plan its marketing activities.

2.2.1 Functional Communications

The functional communications track includes technical service descriptions, technical case studies, training webinars, service order forms, and the channels and platforms used to host these communications.

The audience stakeholders for this type of communications will tend to be the technical teams within the NREN communities looking to adopt a new service or to further their understanding of an existing service or a new service functionality.

2.2.1.1 *Applicable Service Types*

All services within the GÉANT portfolio will require a range of functional communications materials and activities focused on their specific user groups.

2.2.2 Promotional Communications

Promotional communications help potential users understand in broad terms what a service does, but primarily focus on the reasons why a service is useful and valuable.

These communications are aimed at a wider, primarily non-technical audience, though technical audiences may also use this information in the early stages of their selection/investigation process (Awareness and Interest elements of the AIDA marketing process).

2.2.2.1 *Applicable Service Types*

In general, service types that this form of communications would be used for are those with a clear end-user applicability. In the case of GÉANT services, these are primarily those using the "edu" prefix, including established services such as eduroam and eduGAIN and newer ones such as eduVPN.

However, within the WP4 Online Services portfolio there is also a need to provide a range of awareness-raising informational services to secondary stakeholders and end users. Therefore, all these services will require at least a minimum amount of dedicated promotional material.

3 Stakeholder Communications Strategy and Plans

The previous section introduced the GÉANT's overall conceptual strategy for service communications and the division of communications and marketing into two Promotional and Functional strands, and how communications are streamlined and focused on different aspects of the adoption process in line with the AIDA model.

By defining and clarifying this approach it is possible to then identify what marketing activities should be applied for the promotion of each service depending on what stage in the adoption cycle they are at. Specific communications plans have been created in conjunction with the service owners to understand the particular needs of their key user stakeholders and to tailor communications accordingly.

These plans were developed in the first six months of GN4-3 to promote and support current and estimated future service developments in the first 24 months of the project. Each Service Work Package has a separate plan focused on the particular stakeholder profiles identified. These plans will be reviewed and updated throughout this period to ensure that they continue to be aligned with any new developments and adjustments to service schedules.

3.1 WP4 Online Services Plan

WP4's online services are listed in Table 3.1 below.

Service	
IaaS	Incremental changes/refreshes prior to OCRE
SaaS	Incremental changes/refreshes prior to OCRE
Web-RTC (eduMEET)	Technology Demonstrator

Table 3.1: WP4 Service Portfolio

The primary stakeholders for these services are:

- Cloud Service Managers within NRENs.
- Institutional users.
- Product and Services, primarily cloud services plus the implementation of eduMEET (web-RTC-based peer-to-peer video conferencing). eduMEET (edumeet.geant.org) is currently acting as

a technology demonstrator and no launch schedule or marketing planning has been agreed for it yet.

All services are offered to end-users/Institutions via NRENs. The NRENs have their own marketing capabilities and procedures so it is not appropriate for GÉANT to undertake large-scale awareness/marketing towards end-user stakeholders of their services.

3.1.1   Marketing Activities Summary

Tactical

The clouds website (clouds.geant.org) will need revising, updating and rebranding, with completion planned for November-December 2019. In addition, new service providers will need to be added to the current service catalogue.

Training activities targeted primarily at technical audiences, including technical webinars, will be undertaken alongside the WP team.

Strategic

In preparation for the Open Clouds for Research Environments (OCRE) project, a range of awareness-raising activities will be planned with the other project partners to ensure user stakeholders are participating in the tender process.

OCRE

The Open Clouds for Research Environments project (OCRE), aims to accelerate cloud adoption in the European research community, by bringing together cloud providers, Earth Observation (EO) organisations and the research and education community, through ready-to-use service agreements and €9.5 million in adoption funding.

Cloud-based services offer the European research community a wealth of powerful tools, but for many researchers these are currently out of reach, with suitable services difficult to find and select.

OCRE, which was launched in January 2019, will address this by running a pan-European tender and establishing framework agreements with cloud service providers that meet the specific requirements of the research community, saving institutions the time-consuming and complex process of doing this themselves.

GÉANT is a consortium member of OCRE and is using its experience gained during the IaaS Framework Tender process to support this activity.

3.2 WP5 Trust and Identity Plan

The primary stakeholders for WP5's T&I services are NRENs and Institutions, while their secondary stakeholders are end users, principally of eduroam and InAcademia. The services in WP5's portfolio are listed in Table 3.2.

Service	Task	Outline 18 month Plan
eduGAIN	Task 1	Incremental service improvements
eduroam	Task 1.1	Incremental improvements (CAT and Managed IdP Q1/2 priorities)
eduTEAMS	Task 1.2	Launch in Q1/Q2 depending on PLM gate completion
InAcademia	Task 1.4	Launch in Q1/Q2 depending on PLM gate completion
TCS	Task 1	Relaunch in Q3/Q4
TRANSITS Training	Task 3	No changes planned
eduPKI	Task 3	No changes planned
TACAR	Task 3	No changes planned
URN	Task 3	No changes planned
Trusted Introducer	Task 3	No changes planned

Table 3.2: WP5 Service Portfolio

Promotional activities are expected to take place around developments in particular for the eduGAIN, eduroam, InAcademia and eduTEAMS services, as follows:

- eduGAIN developments will be focused around supporting services (Campus IdP, Federation as a Service) and supporting continued outreach – particularly in emerging NRENs.
- eduroam developments in eduroam managed IdP will be the principal promotional activity in 2019. eduroam CAT will also have in-life updates.
- InAcademia is scheduled for launch in Q3/Q4 2019.
- eduTEAMS has already been "soft" launched. Once formal PLM production status has been achieved a formal launch will take place including promotional content and web page updates.

3.2.1 Marketing Activities Summary

3.2.1.1 *Video*

There is a need to revise the video support materials for T&I, as both the eduroam and eduGAIN videos are now quite dated and no longer so relevant to the current services. Video materials are aimed at

two types of audience: end users/non-technical users, and technical implementers and decision makers.

End Users / Non-Technical Users

What and Why style infographic 30-60 second introductory videos will be produced for:

- eduroam
- eduGAIN
- eduTEAMS

This format of video is suited to the non-technical nature of the target audiences and the shortening in average attention span caused by the increasing use of social media for this type of communications [Goldfish_Infographic]. These videos are intended for the purpose of awareness raising and should therefore avoid the use of excessively technical language.

Technical Implementers / Decision Makers

Longer form informational/educational videos, about 15-20 minutes in length, will be produced, including How and What information, for:

- FaaS/Campus IdP
- eduTEAMS
- InAcademia
- CAT

All videos should use a combined presentation/presenter style and with an eye to consistent styling and professional production. As these are educational videos with highly technical content and language and a need for accuracy, the initial content is likely to be generated by the work package and then formatted and produced by WP2 T2.

3.2.1.2 *Other Tactical Materials*

Other materials produced *ad hoc* for specific events and campaigns may include:

- More/smaller flyers (A5) in multiple languages with options for in-country co-branding.
- Branded webcam covers – "eduGAIN, helping protect your on-line identity".
- Pull-ups/ Feather Flags for events.
- Posters/Infographics (usually for IT departments).

3.2.1.3 *Website*

The T&I pages of the geant.org site will be updated to improve navigation between the various activities and include additional information, such as from REFEDS, AARC results, etc.

3.2.2 Timeline

3.2.2.1 *Q1-Q2 2019*

- Plan refresh of all websites (eduGAIN, eduroam, InAcademia) and marketing materials.
- Plan for launch of InAcademia and eduTEAMS.

3.2.2.2 *Q3-Q4 2019*

- Launch of InAcademia and formal launch of eduTEAMS.
- Initial planning of Trusted Certificate Service (TCS) relaunch (new supplier) for launch in Q3.
- Launch of new TCSs.
- Development and launch of new services websites for InAcademia and eduroam followed by eduGAIN.

3.3 WP6/WP7 Connectivity Services Plan

Connectivity services, as managed and developed under Work Packages 6 and 7 are principally focused on NREN partners/stakeholders and as such require largely functional marketing and communication of new developments and enhancements. Therefore, these services offer reduced scope for outbound Impact Marketing or demand generation.

GÉANT's connectivity services are listed in Table 3.3 below.

Service	Work Package	Outline 18 month Plan
GÉANT IP	WP7	Static till GN4-3N
GÉANT Plus	WP7	Static till GN4-3N
GÉANT Lambda	WP7	Static till GN4-3N
GÉANT Connectivity Service (GCS)	WP6	"replacement" of Lambda and Plus in GN4-3N (2020)
GÉANT Open	WP7	New sites, interface enhancements
MD-VPN	WP7	TBC
L3-VPN	WP7	Stable – no changes
perfSONAR	WP6	No development planned
eduOER		Hibernate 01/19
eduCONF		EoL 01/19
NMaaS	WP6	Launch 2019 (tbc)

Table 3.3: WPs 6/7 Service Portfolio

3.3.1   Marketing Activities Summary

Most connectivity services will remain relatively stable throughout 2019 with new developments pending the implementation of the GN4-3N infrastructure. Therefore, functional marketing needs will be limited to progressive specification updates and refreshers.

The exception will be MD-VPN which will have a new development push as part of GN4-3. However, no firm deliverables have yet been identified in agreement with the product owner.

There will be developments in the area of Network Management and reporting with NMaaS (Network Management as a Service) and perfSONAR becoming higher profile within the service portfolio.

NMaaS (Network Management as a Service)

NMaaS will be launched formally in 2019 (date tbc). A micro-site within geant.org has been created and this will be developed and enhanced as required.

Detailed marketing planning timescales will be agreed with the product owner at the next Project Management Convention (PMC).

NMaaS will be focused on smaller NRENs and projects with marketing and promotion being carried out via the partner relations team in WP3.

perfSONAR

As an externally developed service, perfSONAR will be marketed to NRENs and Institutions using a functional/technical approach as and when new developments are launched. perfSONAR UI (pSUI) has been discontinued as at January 2019.

Retiring Services

eduCONF and eduOER have been closed and hibernated as of Q1 2019. Therefore, these sites have been closed and marketing for them discontinued.

3.3.2   Timeline

3.3.2.1   *Q1-Q2*

- **Materials –** Q1 will focus on materials (on and off-line) review and planning refreshment of existing content. Connectivity Services are primarily supported through online content on the partner portal and basic information on the main geant.org website and so on-line redesign will be limited.
- **New Service Launches –** No new services planned for launch in this period.
- **GN4-3N –** Promotional activities with procurement to support supplier engagement will take place. A planning meeting took place in January 2019 and marketing activities will be undertaken in close collaboration with the GN4-3N team. Commercial constraints relating to tender activities will restrict marketing activities for this project during 2019.

3.3.2.2 *Q3-Q4*

- **NMaaS** will likely be preparing for launch in this period (tbc).
- **NMaaS** has a closely defined internal audience as a tool for institutions and large projects. Therefore, web content can be restricted to elements on the partner portal and sub-pages on the main geant.org website.
- **MD-VPN** Redevelopment of MD-VPN content is likely to be required during Q3.

3.3.2.3 *Y2 Q1*

- **GCS (working title)** – Initial planning for launch of GCS to replace Plus and Lambda services.

3.4   WP8 Security

Work Package 8 is a new WP within the GÉANT project and collates individual security-related activities that were previously distributed across other SA activities in previous iterations of the GÉANT project. Most WP8 services are in very early stages of development with limited Y1 marketing required.

The primary stakeholders for these services will be technical NREN security and network management teams. However, two activities (eduVPN and 2019 Cybersecurity Month) will have an additional secondary focus on end users. WP8 services are listed in Table 3.4 below.

	Task	Outline 18 month Plan
SOC	T3.1	No short-term requirements
Vulnerability assessment as a Service	T3.2	No short-term requirements
DDoS Scrubbing	T3.3	Launch as a service feature for DWS Indirect users
DDoS	T3.3	No short-term requirements
Firewall on Demand	T3.4	No short-term requirements
eduVPN	T3.5	Revised website Q4

Table 3.4: WP8 Service Portfolio

Cybersecurity Month 2019 (October)

This is a tactical marketing activity with stakeholders that include both technical teams and end users. The activity will include the publishing of security-focused blog posts (aimed at the primary stakeholder audience comprised of institutional users and other NRENs) to share best practice and the use of social media (particularly the @eduroam accounts) to demonstrate the security features of eduroam and eduGAIN.

eduVPN

eduVPN has been identified as the network service that will require the most marketing activity. This service has an audience that includes both NRENs and Institutions and end users. The target audience is likely to be closely aligned with that of eduroam. eduVPN already has a web presence at eduvpn.org. This will need redeveloping and separating into provider (NREN) and user (end user and/or institutional) content and messaging.

4   Conclusions

All services within the GN4-3 Service Portfolio have differing communications requirements and as such, a single communications strategy is unlikely to be suitable for all needs.

Service marketing needs to provide two separate types of information:

- Promotional – raising awareness of a service either awareness of a new/planned service or awareness to new user groups

- Functional – Providing the adopters of the service the required information to enable them to make a selection of the service and/or implement and support the service post-adoption.

By identifying the different stakeholder communications requirements, it is possible to tightly focus the communications activities for each family of services and ultimately for each service according to the needs of the service.

The initial phases of this identification have been completed with each service Work Package to identify which services and products marketing efforts should be focused on over the next 12 months and to identify the audience and type of marketing required.

References

[Goldfish_ Infographic]   https://blog.hubspot.com/marketing/human-attention-span-decreased

Glossary

AIDA	Awareness, Interest, Desire, Action
CAT	Configuration Assistant Tool (eduroam)
EOSC	European Open Science Cloud
FaaS	Federation as a Service
GCS	GÉANT Connectivity Service
NREN	National Research and Education Network
OCRE	Open Clouds for Research Environments
PMC	Project Management Convention
R&E	Research and Education
TCS	Trusted Certificate Service