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Deliverable D2.4

Service Stakeholder Communications

Strategic Plan

Period 2 Update

Deliverable 2.4

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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 second period of the project lifecycle (May 2020 – August 2021).

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Executive Summary

This report is the periodic update of the Work Package 2 Service Stakeholder Communications Strategic Plan. As such, it includes any incremental changes to the previously published Period 1 Strategic Plan [\[D2.2\]](#), reflecting any changes in service implementation and any differences in focus going forward in Period 2 of the project (May 2020 – August 2021).

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.

It should be noted that, owing to the COVID-19 epidemic heavily restricting travel from early March 2020 and impacting greatly on the implementation of the GN4-3N project, a number of service implementations were brought forward and others delayed. Therefore, the strategic plans detailed below will highlight these services even where the work was completed prior to May 2020.

1 Introduction

The GÉANT project 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:

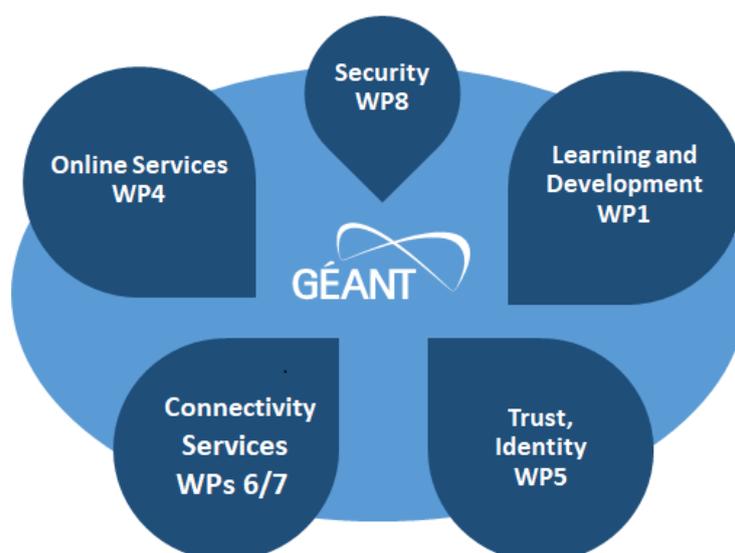


Figure 1.1: Service Groupings and WP mapping

Each of these service groupings have a target user group (and in some cases multiple groups), therefore different communication strategies which cover all constituent stakeholders must be developed. 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 second period of the project lifecycle (May 2020 – September 2021). This planning will not only address the stakeholder groupings but also 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, shown 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 that these secondary stakeholders will be 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.

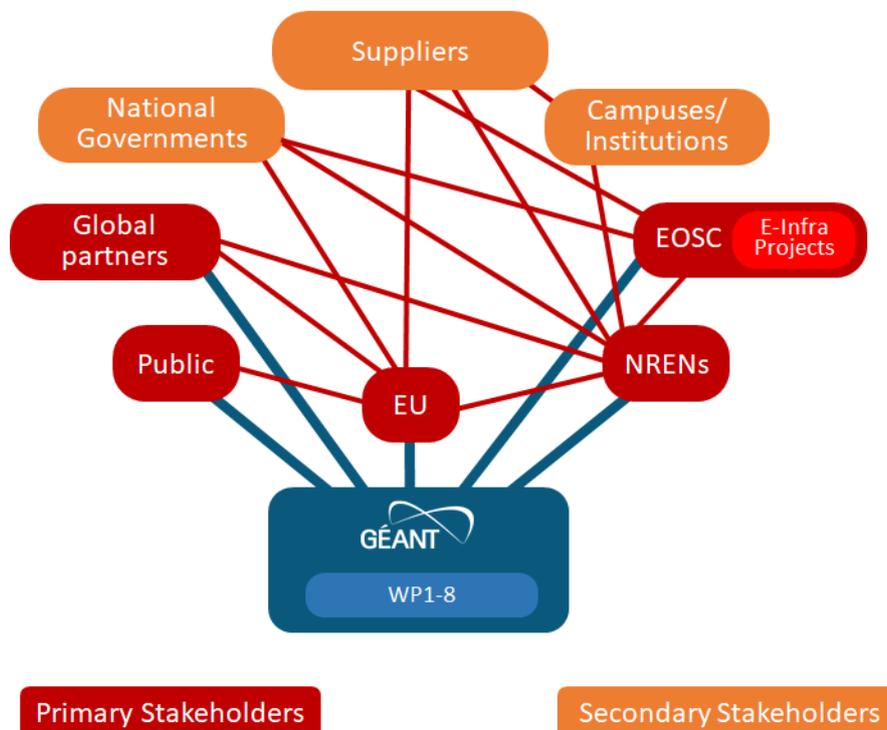


Figure 2.1: Stakeholder groups

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.

All end-user marketing activities therefore need to be managed in such a way as to support the NREN activities. For example, this process requires the capacity for marketing materials to be translated and/or co-branded with NRENs. During Period 1 this was successfully accomplished by translating eduroam end-user support materials (and subtitling in the case of the eduroam video) to support local language needs.

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 the different needs of the stakeholder groupings, as shown in Figure 2.2.

	Audiences	Channels	Content
Promotional (benefits and stories – The Why)	Public Researchers Campuses Governments	Websites CONNECT Social media External events	Articles Videos Slides Case studies
Twin-track approach			
	Audiences	Channels	Content
Functional (features and information – The What)	NRENs Service implementers E-infrastructures Industry	Intranet Wiki Internal events	Service features Implementation Fact sheets Technical posters

Figure 2.2: Communication “tracks”

For example, technical delivery or support teams within an NREN are more likely to be seeking technical/functional information relating to a service, whereas public or funding stakeholders are more likely to seek impact/result related information.

According to the proven AIDA¹ 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 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.

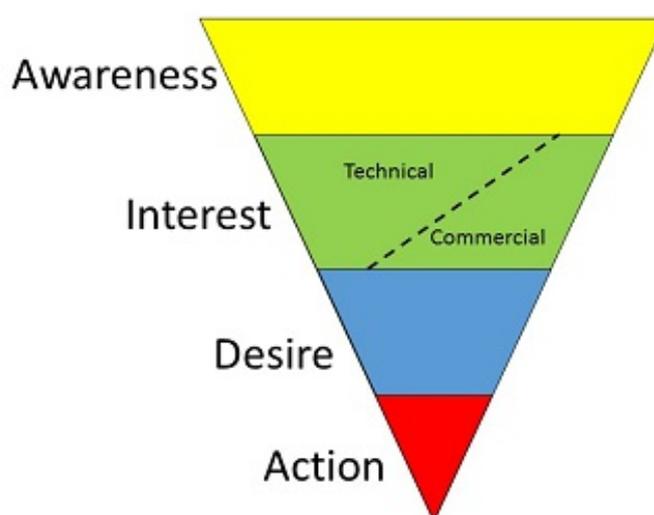


Figure 2.3: AIDA Marketing Process

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.

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

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, the WP4 Online Services portfolio also requires a range of awareness-raising informational services to be provided 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 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 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 specific 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	Period 2 Plan
IaaS/SaaS	Incremental changes/refreshes prior to OCRE
OCRE	Supplier and NREN communications during tenderinf process
Web-RTC (eduMEET)	Beta Launch in March 2020 (advanced due to COVID-19)

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).

- 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 redesign of the clouds website (using the new Herald Theme Wordpress environment) was delayed due to the need to advance the InAcademia service's presence and the accelerated development and deployment of eduMEET and eduVPN. eduMEET and the associated eduTURN platform were accelerated from technology demonstrator to beta service and a new website and supporting marketing were completed in March 2020. The success of eduMEET during the early stages of the COVID-19 pandemic indicates high levels of demand for the service, which therefore will require additional marketing support in Period 2.

In addition, new service providers will continue to be added to the current service catalogue. The deferment of the clouds website design has enabled WP2 to gain additional experience with the new infrastructure on smaller service websites which will reduce the implementation time for the new clouds website.

Training activities targeted primarily at technical audiences, including technical webinars, will be undertaken alongside the WP4 team.

Strategic

In preparation for the publication of the results of the Open Clouds for Research Environments (OCRE) project, a range of awareness-raising activities are 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 with €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 Services 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	Period 2 Plan
eduGAIN	Task 1	Incremental service improvements
eduroam	Task 1.1	Incremental improvements
eduTEAMS	Task 1.2	To Be Confirmed
InAcademia	Task 1.4	Launched in Q1 2020 – ongoing NREN and partner recruitment
TCS	Task 1	Relaunch in May 2020
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 towards emerging NRENs.
- eduroam developments in eduroam managed IdP will be the principal promotional activity in Period 2. Cross-promotion of eduVPN and WiFiMon will also take place.
- InAcademia was launched in February 2020 and Period 2 activities will focus on NREN adoption and service provider recruitment.
- eduTEAMS will require substantial support as it moves into wider production. This area of work is still being investigated in collaboration with the Task 1.2 Task Leader.

3.2.1 Marketing Activities Summary

3.2.1.1 Video

Following the success of the new eduroam promotional video [[eduroam_vid](#)], which has been adopted by a number of NRENs and translated and subtitled into 8 languages the strategic plan will be to implement similar videos for InAcademia to support adoption and supplier recruitment and to raise awareness of the service with potential end users.

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

The intended audience for these will be the technical decision makers of NRENs and Institutions. Unlike the eduroam and eduGAIN videos, they will be in the format of recorded webinar sessions.

All videos will 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:

- Branded webcam covers – “eduGAIN, helping protect your on-line identity”.
- Pull-ups/ Feather Flags for events.

These are primarily focused on the secondary users and in-country production will be undertaken with core designs being produced by Work Package 2 for NREN customisation and production.

- Posters/Infographics (usually for IT departments).

These are focused on the primary audience within NRENs as well as Institutions. Again, these will be centrally designed with options for in-country customisation – usually focused on country-specific calls-to-action.

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.

3.3 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	Period 2 Plan
GÉANT IP	WP7	Static till GN4-3N
GÉANT Plus	WP7	Replaced by GCS in June 2020 Delivery mechanism changes, no functional changes
GÉANT Lambda	WP7	Static till GN4-3N
GÉANT Open	WP7	No changes planned
MDVPN	WP7	No changes planned
L3VPN	WP7	Stable – no changes
perfSONAR	WP6	perfSONAR Performance Measurement Platform (PMP) launched 4Q 2019 ongoing roll-out
NMaaS	WP6	Launched Q1 2020

Table 3.3: WPs 6/7 Service Portfolio

3.3.1 Marketing Activities Summary

Until new services are implemented via GN4-3N, marketing activity for connectivity services will focus on the new network.geant.org site which will progressively include new connectivity service information in addition to technology and project information.

NMaaS (Network Management as a Service)

NMaaS was launched formally in the last quarter of 2019. A micro-site within geant.org has been created and this will be developed and enhanced as required.

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

perfSONAR

PerfSONAR PMP was launched in the last quarter of 2019 and perfSONAR marketing will be focused on supporting the roll-out of this service more widely at an institutional and research project level. This marketing will be focused on technical materials and support.

3.4 WP8 Security Services Plan

Work Package 8 is a new WP within GN4-3 and collates individual security-related activities that were previously distributed across Service Activities (SAs) in previous iterations of the GÉANT project. Most WP8 services are still in very early stages of development with limited P2 marketing required.

The primary stakeholders for these services are technical NREN security and network management teams. However, two activities (eduVPN and 2020 Cybersecurity Month) have additional secondary focus on end users. WP8 services are listed in Table 3.4 below.

	Task	Period 2 Plan
SOC	T3.1	No short-term requirements
Vulnerability assessment as a Service	T3.2	No short-term requirements
DDoS Scrubbing	T3.3	Incremental developments
DDoS	T3.3	No short-term requirements
Firewall on Demand	T3.4	No short-term requirements
eduVPN	T3.5	Launched March 2020

Table 3.4: WP8 Service Portfolio

Cybersecurity Month 2020 (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. This will be a continuation of the 2019 work, learning from the experiences of that campaign. There will be an extension to include regular outreach to NREN marcomms teams to provide localised customisation of the content for national audiences.

eduVPN

eduVPN has been identified as the network service that will require the most marketing activity in the first half of P2. This will focus on the rebranding of the service, the app and the website.

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 individual service according to its needs.

References

- [D2.2] https://www.geant.org/Projects/GEANT_Project_GN4-3/GN43_deliverables/D2-2_Service-Stakeholder-Communications-Strategic-Plan.pdf
- [eduroam_vid] <https://www.youtube.com/watch?v=OkpQAmVBaGs>
- [Goldfish_ Infographic] <https://blog.hubspot.com/marketing/human-attention-span-decreased>

Glossary

AIDA	Awareness, Interest, Desire, Action
AAI	Authentication and Authorisation Infrastructure
AARC	Authentication and Authorisation for Research and Collaboration
CAT	Configuration Assistant Tool (eduroam)
DDoS	Distributed Denial of Service
eduGAIN	A service that enables the trustworthy exchange of information related to identity, authentication and authorisation between the GÉANT Partners' federations.
eduMEET	A Video Conferencing service developed for the Research and Education community
eduPKI	A service that provides Public Key Infrastructure (PKI) certificates for GN3 services. This ensures that the communication between the servers and users of the services is secure and reliable
eduroam	A global service that provides secure roaming connectivity
eduTEAMS	A platform providing turn-key solutions for creating and managing Community AAIs following the AARC Blueprint Architecture
eduVPN	A VPN service provided for the international research and education community
EOSC	European Open Science Cloud
FaaS	Federation as a Service
GCS	GÉANT Connection Service – a service enabling automated provisioning and resource reservation through configuration of fully transparent Ethernet circuits over the GÉANT network using a set of tools (OpenNSA) based on the Network Service Interface (NSI) protocol
GÉANT IP	Connectivity service providing general-purpose IP (Internet Protocol) transit between participating NRENs and other approved research and education partners and providers, ensuring high-bandwidth, international Internet connectivity for over 50 million academic users
GÉANT Lambda	Connectivity service providing dedicated, transparent 10Gbps or 100Gbps wavelengths between any two GÉANT PoPs especially serving users with extreme networking demands, for example large-scale research projects

GÉANT Open	A service allowing NRENs and approved commercial organisations to exchange connectivity in a highly efficient and flexible manner through using shared facilities to enable inter-organisation connectivity
GÉANT Plus	A connectivity service allowing user access to point-to-point circuits of between 100Mbit/s and 10Gbps across an existing pre-provisioned network. The service has been replaced by the GÉANT Connection Service (GCS) since June 2020
IdP	Identity Provider
IaaS	Infrastructure as a Service
InAcademia	A low-cost, secure service that allows online merchants to validate whether a customer is a student or is affiliated to an education institute
L3VPN	A Multi-Protocol Label Switching (MPLS) Layer 3 VPN service that uses a highly scalable, peer-to-peer model allowing NRENs to outsource routing information to GÉANT, creating a large-scale virtual router
MDVPN	Multi-Domain Virtual Private Network – the GÉANT MDVPN provides an end-to-end international network service that enables scientists all over Europe to collaborate via a common private network infrastructure
NaaS	Network Management as a Service
NREN	National Research and Education Network
OCRE	Open Clouds for Research Environments
perfSONAR	Performance Service Oriented Network Monitoring Architecture
PMC	Project Management Convention
PMP	Performance Measurement Platform
R&E	Research and Education
SaaS	Software as a Service
TACAR	Trusted Academic Certification Authority Repository – a repository operated by GÉANT to safely store and securely distribute verified root Certification Authority (CA) certificates
T&I	Trust and Identity
TCS	Trusted Certificate Service
URN	A Uniform Resource Name namespace registry administered by GÉANT
VPN	Virtual Private Network
WiFiMon	WiFi network monitoring and performance verification system
WebRTC	Web Real-Time Communications