D2.1 - Marketing Plan

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ABSTRACT:
This Marketing Plan explains how HPC-Europa3 will aim to ensure that the highest number of relevant research groups in all of the eligible countries is informed of the opportunities offered by the programme. It provides details of how the HPC-Europa3 consortium will publicise the opportunities offered by the programme, and disseminate the results of the work carried out with the support of the programme. It also discusses how the effectiveness of the marketing activities will be monitored.

KEYWORD LIST:
Dissemination, outreach, marketing

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Executive summary

HPC-Europa3's Transnational Access programme offers researchers in Europe, working in any field of computational science, the opportunity to collaborate with a researcher working in a similar field in a participating country[1], while gaining access to some of the most powerful High Performance Computing facilities in Europe. Over its 4-year lifetime, HPC-Europa3 aims to support more than 1200 research visits, and provide more than 90 million CPU hours of access.

A dedicated Communication and Marketing Team, led by UEDIN-EPCC and including members from each partner centre, will be responsible for publicising the programme.

This Marketing Plan details how the Communication and Marketing Team will aim to ensure that the highest number of relevant research groups in all of the eligible countries is informed of the opportunities offered by the programme.

The primary methods of publicising the programme will be:

- Via the HPC-Europa3 website[2], and the websites of partner centres and associated organisations (e.g. PRACE[3], EXDCI[4]);
- Social media – we have set up a Twitter account[5] and a Facebook account[6] and are considering other options, such as LinkedIn;
- E-mail communication with new and existing contacts, including those who have subscribed to the Newsletter via the website, and electronic distribution of the Call for Applications;
- Collaboration with research councils, scientific networks and individual researchers (colleagues, former visitors, host researchers, and others);
- Collaboration with relevant projects and initiatives, especially those involving countries eligible for the Regional Access Programme, such as the EC-funded VI-SEEM project[7].
- Face-to-face contact at relevant events;
- Occasional postal mailshots (including a poster/leaflet and Call for Applications) and other methods, such as press releases, as appropriate.

The effectiveness of the Marketing Plan will be monitored through analysis of the following data:

- Web statistics (from Google Analytics), to identify, among other things:
  - Specific actions which might have caused any increase in visits to the website;
  - Countries where upcoming marketing efforts should be focused, particularly for the regional access programme, based on country of origin of webpage visits;
- Background of the applicants for each call (by country and discipline) and whether there are links to any specific actions carried out to publicise the programme for that call;
- Social media impact, e.g. reviewing the number and origin of likes and retweets on Twitter, and how these relate to the number of visits to the website;
- Number of application received via the online application form;
- Data from the application form question asking where applicants heard about HPC-Europa3.

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[1] Finland, Germany, Greece, Ireland, Italy, the Netherlands, Spain, Sweden or the UK
[2] http://www.hpc-europa.org/
[3] http://www.prace-ri.eu/
[4] https://exdci.eu/
[5] https://twitter.com/HPCEuropa3
[6] https://www.facebook.com/HPC-Europa3-1413957835347148/
[7] https://vi-seem.eu

1. Objectives of the Marketing Plan

As set out in the HPC-Europa3 project proposal, the purpose of the Marketing Plan is to "establish the membership and duties of the Communication and Marketing Team, and describe in detail the dissemination activities, which will be used to identify and communicate with potential new user groups".

The Marketing Plan aims to ensure that the highest number of relevant research groups in all eligible countries are informed of the opportunities offered by the programme.

The principal objectives of the Marketing Plan are:

- to co-ordinate the consortium's activities to publicise HPC-Europa3, and to ensure that effort is maintained throughout the lifetime of the programme;

- to attract high-quality applications to the programme;

- to ensure that relevant researchers in all eligible countries are informed of the opportunities available to them through HPC-Europa3;

- to increase application numbers at a steady rate until the target of 140 applications per call is reached (see section 3), and then sustain application numbers at this level;

- to monitor the effectiveness of the publicity material and specific actions carried out by the Marketing Team, and revise as necessary.

This Marketing Plan:

- Describes the composition and remit of the HPC-Europa3 Communication and Marketing Team;

- Details the target number of applications to be received;

- Describes the current status (at Month 3) of the HPC-Europa3 webpage, social media channels, publicity material, and initial actions taken;

- Explains the different outreach strategies to be implemented, and how the work will be distributed among the partners;

- Describes how the Communication and Marketing Team aims to identify new users;

- Explains how the Communication and Marketing Team will monitor the effectiveness of its activities;

- Provides a schedule of actions to be carried out by the Marketing Team.

It should be noted that the activities detailed in this Marketing Plan will be monitored in order to measure their effectiveness, and the plan will be adapted as necessary depending on the observed impact of the activities.

2. The HPC-Europa3 Communication and Marketing Team

The Communication and Marketing Team is led by UEDIN-EPCC, the Transnational Access Activity Co-ordinator, and comprises representatives from each of the HPC-Europa3 partners, including CNRS in France, the only partner which does not offer Transnational Access. France is one of the most populous countries in Europe, and has a strong scientific community which has nevertheless been relatively under-represented in previous Transnational Access programmes. It is therefore important to exploit the existing networks of contacts and knowledge of the community that exists within the HPC-Europa3 consortium, in order to maximise the effectiveness of our communication with French researchers.

The role of the Communication and Marketing Team is to publicise the programme both to potential visitors and to potential host researchers, in the widest range of disciplines, and in all of the 44 eligible countries[8]. We aim to keep a strong focus throughout the lifetime of the programme on identifying emerging user communities from outside the domains which have traditionally used HPC, and new research groups who have not previously benefited from the programme – particularly those from priority countries and those who do not normally have access to comparable computing facilities. The new Regional Access Programme within HPC-Europa3 goes some way to addressing this (see section 5).

The visitor programme will be presented as high profile, but accessible (i.e. open to junior researchers as well as more established ones, with experience of HPC not necessarily a prerequisite, depending on individual circumstances). HPC-Europa3 is pitched as being a vital stepping stone on the path which begins with introductory-level training courses, and may eventually lead to the use of Europe's Tier-0 systems. HPC-Europa3 will work closely with PRACE to ensure firstly that inexperienced users are directed towards suitable PRACE training courses, to prepare them to make the best use of the HPC facilities during their visit, and secondly that suitable researchers who have completed their visit, and any applicants whose needs exceed what can be offered by HPC-Europa3, are directed towards the Tier-0 facilities offered by PRACE. To this purpose, a formal collaboration with PRACE (as well as other HPC initiatives) will be established as part of the activities part of the "External co-operation for enhancing the best use of HPC" WP.

There will be four Calls for Applications per year, and a corresponding four meetings of the Communication and Marketing Team. The team will meet by videoconference to review the actions carried out since the last meeting and co-ordinate activities for the following quarter. The timing of these meetings will be dictated by the schedule of the Calls for Applications, being held approximately 10-12 weeks before each closing date, so that announcements reach candidates with enough time for them to be able to prepare their applications thoroughly. As these meetings will also be approximately 1-2 weeks after the previous closing date, we will take the opportunity to assess the impact of specific actions carried out in the previous quarter on the profile of applications received at that call, and to refocus the marketing strategy as necessary for the following call.

Additional meetings may also be held in person at the project face-to-face meetings, if time permits.

The Communication and Marketing Team will:

- Review recent publicity actions taken by each centre;

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[8] All 28 EU member countries plus Albania, Armenia, Bosnia-Herzegovina, Faroe Islands, Georgia, Iceland, Israel, FYR Macedonia, Moldova, Montenegro, Norway, Serbia, Switzerland, Tunisia, Turkey and Ukraine.

- Ensure that regular ongoing activities are carried out throughout the lifetime of the project;

- Identify new groups to be targeted;

- Identify actions to increase the number of applications received until the target is reached – see Section 3 below;

- Monitor the effectiveness of the outreach activities and the different methods used.

3. Target application numbers

Through our outreach and marketing activities, we aim to increase application numbers by around 10-15% per selection meeting until the 4th selection (May 2018), and then maintain application numbers at that level until the end of the programme. We expect to have 14 calls for applications over the lifetime of the project, with the first closing date in September 2017 and the final one in December 2020. The target application numbers (shown in Table 1) are based on our target of 1220 visitors over the 4 years, with an acceptance rate of approximately 65%, based on previous experience[9].

	Target number of applications	Target number of acceptances
Call 1	100	65
Call 2	110	72
Call 3	125	82
Calls 4-14	140	91
TOTAL	**1875**	**1220**

Table 1: Target number of applications and acceptances

From previous experience, we expect that closing dates at certain times of year will receive more applications, while others will receive fewer, so these numbers are only intended as a guideline, and we will continuously monitor the number of applications received and accepted and amend our marketing activity as necessary to address any shortfall or over-subscription.

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[9] HPC-Europa3 is the last of a series of initiatives that took place since 1993 and which had seen the participation of many of the current partners; HPC-Europa was funded under FP6 and FP7 as HPC-Europa (2004-2007), HPC-Europa++ (2008), and HPC-Europa2 (2009-2012).

4. Initial activities (Months 1-2, for first Call for Applications)

A new logo has been designed for HPC-Europa3, and the re-designed webpage was launched in Month 1, using the same URL as for previous programmes (http://www.hpc-europa.org), for reasons of continuity. However, as the HPC-Europa3 programme did not follow on immediately from a previous programme, the webpage is entirely new.

Before launching the first Call for Applications at the end of Month 2, we aimed to include on the webpage all of the most essential information about the Transnational Access programme, including its objectives, the benefits for both visitors and hosts, information about the practical issues, and guidelines for applicants. However, the page will undergo continued development over the first few months of the project to expand and improve the content.

HPC-Europa3 Twitter[10] and Facebook[11] accounts have already been set up, and we are considering the use of other social media channels, such as LinkedIn and YouTube. We will gather the experiences of other projects to inform our choice and use of social media to publicise the programme.

The corporate identity will be applied in a consistent manner to all publicity material and project-related documents. Word and PowerPoint templates have been created.

The first Call for Applications was announced by email to the existing networks of contacts of both HPC-Europa and the partner centres (about 1550 contacts around all Europe), and was received with enthusiasm by many former visitors and hosts. The announcement was also distributed by the partners through their own channels, for example:

- CINECA posted a news item on the call for application in the HPC department website[12] and forwarded the opening email to the HPC users.

- UEDIN-EPCC included an article about HPC-Europa3 in the Summer 2017 issue of EPCC News[13].

- BSC publicised the first Call for Applications on their own website, in their own newsletter and that of the Spanish Supercomputing Network, RES[14], as well as via the RES mailing list and through several relevant social media sites managed by BSC.

- SURFsara announced the Call to all of their supercomputer and cluster users, and made additional personal contact with key users of their facilities.

- GRNET sent the Call to their mailing lists of existing and potential users of HPC services, including the national service and PRACE systems, and also sent personal emails to the coordinators of HPC activities in each of the eligible countries in the SEE region (South-East Europe), asking them to forward the information to their users; the SEE country coordinators were later asked to report on how they had disseminated the information, and most reporting had forwarded it to relevant mailing lists and published the announcement on their website.

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[10] https://twitter.com/HPCEuropa3
[11] https://www.facebook.com/hpceuropa/
[12] http://www.hpc.cineca.it/news/hpc-europa3-first-call-visitors-now-open
[13] https://www.epcc.ed.ac.uk/sites/default/files/EPCC%20News%2081.pdf
[14] https://www.res.es/en

- CNRS forwarded the Call to various French mailing lists and also asked the community manager of the IN2P3 Computing Centre (CC-IN2P3)[15] to publicise it.

A basic flyer was produced for distribution at project partners' booths at ISC'17[16], the main supercomputing event held annually in Europe.

Further publicity material in the form of posters and flyers will be produced during the course of the programme, and headed paper will be designed for official letters (such as acceptance and rejection letters to applicants).

5. Priorities for the Marketing Plan

Despite the time which has elapsed since the end of the last programme, HPC-Europa is still well remembered and the brand identity remains strong. We continue to have an existing network of researchers who strongly support the programme, many of whom have already publicised the first Call to their own networks of contacts. Word-of-mouth publicity has proven to be very effective in the past; however, while such efforts are very much appreciated, they are successful mainly in reaching those who are already within the HPC community.

In accordance with European Commission policy, HPC-Europa3 aims to give priority to researchers who have not previously used the infrastructures, and those who work in countries where no such research infrastructures exist.

Outreach and marketing activities are crucial in order to raise awareness of the programme among such research groups. However, the requirements and motivations of researchers from countries which lack significant HPC resources are often different from those who come from research groups which are part of well-established HPC user communities.

The new Regional Access Programme within HPC-Europa3 already goes some way to addressing this, by giving priority to user groups in under-represented countries, focusing on two separate regions: the Baltic States[17], and South East European Countries[18]. Under this scheme, researchers from these two regions who have little or no previous HPC experience will be given priority when applying to GRNET in Greece and KTH-PDC in Sweden, where they will be able to gain access to smaller amounts of HPC resources on less powerful, although still significant, HPC resources.

We believe that drawing on the extensive networks of contacts which GRNET and KTH-PDC already have in these regions will help us to reach researchers in these areas more effectively than we have done in the past. Further, by offering smaller allocations of time on less powerful machines, we hope to provide a vital stepping stone for inexperienced users to get started with HPC, and avoid the situation seen in the past where some applications from researchers in priority countries were turned down due to them requesting an insufficient amount of resources.

Responsibility for publicising HPC-Europa3 in each of the 44 eligible countries will be distributed among the member partners to prevent duplication of effort. In addition to general web searches, in order to attract high-quality applications, we will contact Principal Investigators of research grants in relevant fields, and will also aim to identify the leading European research groups in different fields of computational science.

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[15] https://cc.in2p3.fr/en/
[16] http://isc-hpc.com/id-2017.html
[17] Estonia, Latvia, Lithuania
[18] Albania, Armenia, Bosnia-Herzegovina, Bulgaria, Croatia, Cyprus, Georgia, Hungary, Israel, FYR of Macedonia, Moldova, Montenegro, Romania and Serbia

6. Overview of outreach activities

As described in section 2, outreach and marketing will be an ongoing effort throughout the project lifetime, and is the responsibility of all members of the project, whether or not they are directly involved in the Transnational Access activity. The marketing strategy will be planned and overseen by the Communication and Marketing Team, which will comprise members from each of the HPC-Europa3 partner centres. The team will meet by videoconference once per quarter, following the schedule of the Calls for Applications, to review and plan actions.

As noted in section 5, the requirements and motivations of researchers from countries with no significant HPC resources are often different from those who come from well-established research groups which may already make use of HPC facilities, and the new Regional Access Programme seeks to address this.

However, we also propose to use a differentiated marketing approach, whereby outreach to the target countries (including, but not restricted to, those which are eligible for the Regional Access Programme) will focus on the benefits of gaining access to more powerful compute resources which can allow them to tackle more complex scientific problems, as well as developing new skills, and integrating into the European research community. Meanwhile, outreach to countries which already have significant national HPC facilities will focus more on the collaborative opportunities, while stressing that our computing facilities are among the most powerful in Europe.

All dissemination material will, as much as possible, feature a mix of male and female researchers, of different levels of seniority, from different countries and from different scientific backgrounds, in order to demonstrate the wide variety of people who can benefit from the programme.

The primary methods of publicising the programme will be:

- Via the HPC-Europa3 website[19], and the websites of partner centres and associated organisations (e.g. PRACE, EXDCI);

- Social media – we have set up a Twitter account[20] and a Facebook account[21] and are considering other options, such as LinkedIn.

- E-mail communication with new and existing contacts, and electronic distribution of the Call for Applications;

- Collaboration with research councils, scientific networks and individual researchers (colleagues, former visitors, host researchers, etc.) in order to have the programme publicised via their webpages, social media channels, and any relevant newsletters or mailing lists;

- Collaboration with relevant projects and initiatives, especially those involving countries eligible for the Regional Access Programme, such as the EC-funded VI-SEEM project[22].

- Face-to-face contact at relevant events;

- Occasional postal mailshots (including a poster/leaflet and Call for Applications);

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[19] http://www.hpc-europa.org/
[20] https://twitter.com/HPCEuropa3
[21] https://www.facebook.com/hpceuropa/
[22] https://vi-seem.eu

- Other methods, such as press releases and announcements in relevant publications, where considered to be useful.

7. Methods of publicising HPC-Europa3

7.1. HPC-Europa3 website and associated websites

The HPC-Europa3 website should be a central resource containing general information describing the programme for those unfamiliar with it, as well as providing all the necessary information for applicants, accepted visitors, host researchers, former visitors, and all other stakeholders.

The dates of at least the next two closing dates will be posted on the website. Content will be updated regularly to ensure that the webpage is interesting for frequent visitors to the site.

We will produce a short quarterly newsletter, containing news from the partner centres and visitor success stories, showcasing research highlights while also demonstrating the varied profile or our visitors (gender, nationality, discipline, seniority). This will be available on the webpage, along with an archive of past issues.

An on-line form has been implemented to allow visitors to the webpage to subscribe to a mailing list, to receive notification of the Calls for Applications, new issues of the project newsletter, and other news relevant to the project. This will allow us to keep in contact with occasional or one-off visitors to the website.

We will implement a "News" section of the website, which will include links to the newsletters and any other relevant new material, updates on new or upgraded computing facilities at partner centres, reports on events such as the annual User Group Meeting (TAM), project success stories, etc.

The visitors' project reports will be made available from the webpage, which will make visible the impact and multidisciplinary nature of the science enabled by the programme.

All publicity material will also be made available for download from the project website.

We will also work to ensure that information about the programme and the schedule of closing dates is posted on the websites of partner centres and other associated organisations, including European initiatives such as PRACE[23] and EXDCI[24], and national facilities such as ARCHER[25], the UK HPC service, in which UEDIN-EPCC is a partner.

7.2. Social media

A Twitter account[26] and a Facebook account[27] have already been set up. We intend to encourage all our contacts (potential applicants, former visitors, newsletter subscribers, etc) to subscribe to Twitter and/or Facebook to be kept up-to-date with project news such as closing dates for applications, announcements about User Group Meetings, relevant job advertisements, etc. We will also use these channels to showcase current and former visitors' stories, to promote the programme to potential applicants.

In "round table" visitor feedback sessions at user group meetings in the past, visitors often mentioned that they would have liked a discussion group or chat forum where they could discuss

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[23] http://www.prace-ri.eu
[24] https://exdci.eu/
[25] https://www.archer.ac.uk/
[26] https://twitter.com/HPCEuropa3
[27] https://www.facebook.com/hpceuropa/

their parallelisation strategies with other visitors (including those visiting other centres). However, when we provided access to a Virtual Learning Environment in a previous HPC-Europa programme, the related chat forum was never used, and part of the problem is that it is difficult to engage the first users in such an environment. However, by adopting social media channels which people are already using, we should have a better chance to engage with people successfully, and facilitate useful discussions. We will investigate whether the discussion area in LinkedIn, for example, could provide a suitable environment for this sort of activity, allowing people to post news about the scientific results arising from their visits and other relevant announcements (such as job vacancies or upcoming courses, conferences or summer schools), as well as useful HPC tips.

We are considering adopting other social media channels, such as LinkedIn Advertising Campaigns to announce the Call for Applications, and YouTube, to host a series of short promotional videos (overview of the facilities, how to apply for a visit, visitor and host testimonials, success stories, etc).

We will gather the experiences of partner centres to find out in which ways they – and the projects in which they are involved – use social media, and which media are most effective for which purposes.

7.3. E-mail communication

Electronic mailings can reach a very wide audience very quickly, and publicising each Call for Applications in this way maintains a general level of awareness of the programme.

We will send the Call for Applications by e-mail to all of our contacts, who will be asked to forward it to their own contacts, and to print out and display the flyer in pdf format, which will be sent as an attachment, if they have a suitable place to display it.

The contacts include:

- Former visitors;

- Hosts, who can encourage members of their groups to get involved either as a visitor or as a host;

- Subscribers to the HPC-Europa3 newsletter;

- Each partner centre's own user mailing lists and other relevant lists;

- New contacts identified through the outreach activities.

Each member centre (including CNRS in France) will maintain links with the former visitors ordinarily based in their own country, by including them in their own mailing lists, invitations to workshops, etc. In this way, we expect to build a more cohesive community.

7.4. Collaboration with individuals and networks

Our own efforts to publicise the programme can be scaled up significantly via collaboration with relevant research councils, scientific networks and individual researchers (colleagues, former visitors, host researchers, and others).

We will make continuous efforts to identify and maintain contact with such organisations and individuals, in order to request that they help us to publicise the programme via their webpages, ideally through a permanent link, and that they announce our Calls for Applications through their social media channels, and any relevant newsletters or mailing lists.

We hope that this not only increases coverage, but also allows the programme to gain credibility through the support of trusted sources, such as:

- Research councils (such as Tübitak – the Turkish Scientific Technological Research Council, with whom we have had strong links in the past);

- Regional co-operation networks in which project partners are involved, such as:

  o VI-SEEM, the Virtual Research Institute in Southeast Europe and the Eastern Mediterranean, which unites GRNET with partners in many target countries;

  o BALTECH[28], a consortium of KTH together with the Universities of Technology in Helsinki, Kaunas, Linköping, Lund, Riga, Tallinn and Vilnius;

  o Baltic21[29], a Baltic States regional Expert Group on Sustainable Development

- Scientific networks (such as Psi-K: http://psi-k.net/)

- Other relevant institutes, e.g. PRACE partners who are not in HPC-Europa, such as IT4Innovations, the Czech National Supercomputing Center[30].

- Personal or group webpages of former HPC-Europa visitors and hosts.

- Collaboration with other HPC initiatives such as PRACE, ETP4HPC and others in synergy with the work being carried out by WP3 (NA2 - External co-operation for enhancing the best use of HPC).

We will periodically request the help of these contacts, as necessary.

7.5. *Face-to-face contact*

Previous experience shows that face-to-face contact is one of the most successful ways of convincing people to apply to the programme, particularly when a former visitor can give an independent endorsement based on personal experience.

HPC-Europa visitors, as well as consortium members and their colleagues, will be encouraged to publicise the programme at events such as SuperComputing and ISC, conferences and workshops (including domain-specific events), training sessions, summer/winter schools, etc. We will provide posters or flyers to display or distribute at any relevant event where appropriate. Events at which we expect to publicise the programming include:

- ISC17 – Frankfurt, Germany, June 2017[31]
- Introduction to High Performance Computing summer school – Stockholm, August 2017[32]
- Course in Parallel Programming with MPI / OpenMP – Zürich, August 2017[33]
- ACM Europe Conference & EXDCI Final Event – Barcelona, September 2017[34]
- ParCo 2017 International Conference on Parallel Computing – Bologna, September 2017[35]

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[28] http://www.baltech.info/
[29] http://www.cbss.org/sustainable-prosperous-region/egsd-baltic-21-2/
[30] http://www.it4i.cz/?lang=en
[31] http://isc-hpc.com/
[32] http://agenda.albanova.se/conferenceDisplay.py?confId=6191
[33] https://sis.id.ethz.ch/consulting/mpi_openmp_course.html
[34] https://exdci.eu/events/acm-europe-conference-exdci-final-event-2017
[35] http://www.hpc.cineca.it/content/parco-2017

- Annual Users' Meeting of the Spanish Supercomputing Network (RES) – Santiago de Compostela, September 2017[36]
- Human Brain Summit Open Day – Glasgow, October 2017[37]
- SC17 – Denver, USA, November 2017[38]
- Digital Infrastructures for Research 2017 – Brussels, November 2017[39]
- European HPC Summit Week 2018 – Ljubljana, Slovenia, May 2018[40]
- CINECA Summer Schools on Parallel Computing – Bologna / Rome, May and July 2018

We will develop a standard slide about the programme, which people can include at the end of their presentations.

We will look for special one-off events at which we can present HPC-Europa3, such as a previous UKRO UK-Turkey R&D Collaboration Day which yielded a number of useful contacts in Turkey.

All TA centres, but particularly those which were not involved in previous programmes (GRNET in Greece, ICHEC in Ireland, and KTH-PDC in Sweden) will be encouraged to establish new links – and build on existing links – with their local research communities, for whom the programme represents an excellent opportunity to establish collaborative links with other European research groups, either by hosting visitors within their own group, or sending their members to research groups in other countries. Additional benefits for the host can include joint publications and longer-term collaborations. Outreach to hosts may involve:

- Short presentations given to the local host departments;

- A special section for hosts on the individual centres' webpages, with information specific to the local centre (this can be provided in the local language);

- One or two special host newsletters during the programme, describing the programme in general and the role of the host department, and examples of some successful collaborations, with testimonials from existing hosts;

- Encouraging local hosts to participate in User Group Meetings, workshops, etc.

To raise the profile of HPC-Europa3 further among the local research community, we plan to evaluate the possibility to run a pre-conference scientific workshops and/or tutorials on an HPC-related theme in conjunction with each User Group Meeting. Registration would be separate from the User Group Meeting, and it would be open not only to HPC-Europa3 visitors but also their hosts, other local researchers, and users of the HPC centre's facilities.

7.6. Postal mailings

We will send out occasional postal mailings, containing a letter, poster/leaflet, and the Call for Applications. This is a relatively expensive means of publicising the programme, and one which has diminishing impact, as students these days rely less on notice boards and more on electronic media to receive news. Additionally, paper information cannot be re-transmitted to a recipient's contacts as easily as an electronic communication can. However, any poster which does get displayed may have a relatively long lifespan, so we will send one paper mailshot to all of our contacts within the

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[36] https://www.bsc.es/news/events/11th-res-users-meeting-6th-hpc-advisory-council-conference
[37] https://www.humanbrainproject.eu/en/follow-hbp/news/5th-annual-human-brain-project-summit/
[38] http://sc17.supercomputing.org/
[39] https://www.digitalinfrastructures.eu/
[40] https://exdci.eu/events/european-hpc-summit-week-2018

first 6 months of the project, to raise awareness. We do not, however, intend to use this method for each Call for Applications.

Any further postal mailings will be sent only to new contacts, who may be members of research groups, research networks or funding bodies, with a specific focus on the under-represented countries and emerging research areas identified as priorities by the Communication and Marketing Team. We will send these contacts a personalised letter and poster by post, and follow this up 2-3 weeks later with an email.

Later in the project we may consider producing new publicity material in the form of thematic leaflets. These will highlight a few success stories from visitors in a specific target discipline (e.g. astrophysics or bioinformatics). These can then be sent to appropriate research groups or networks to show how the programme could be relevant to them, and publicised via Twitter, which may be effective in reaching the target readership. These would also be available to download from the HPC-Europa3 webpage. A similar approach could be used with flyers for target countries, featuring success stories and testimonials from past visitors from a specific country. Such additional material would be produced in response to a noted shortfall of applications coming from a specific discipline or country, or might be created for distribution at a relevant conference.

7.7. Press releases, articles in newsletters and publications

We will send a press release to HPCwire announcing the programme, and may write one or more over the course of the programme, in the event of any significant project milestones.

We will aim to publish announcements in Science Node (formerly iSGTW), HPCwire, Primeur, or other relevant publications (print or web-based) which have a large and relevant readership.

Each HPC-Europa3 partner centre will aim to include at least one article per year about the programme in its in-house newsletter, such as the one featured in the Summer 2017 issue of EPCC News[41]. An A4 flyer version of the Call for Applications can be photocopied at low cost and distributed with each centre's newsletter.

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[41] https://www.epcc.ed.ac.uk/sites/default/files/EPCC%20News%2081.pdf

8. Identifying new users and user communities

Throughout the project lifetime, the Communication and Marketing Team will maintain a strong focus on identifying emerging communities and new research groups who have not previously benefited from the programme.

Each of the ten HPC-Europa3 partners will be responsible for identifying new contacts in their own countries. They will be able to help applicants and hosts with first-level questions about the programme, with the added benefit of using their local language.

In order to maximise efficiency and prevent duplication of work, responsibility for outreach in the remaining countries will be distributed among the project partners, as reported in Table 2 below. Where possible, this will be done on the basis of common language or existing links with, or knowledge of, the user community.

HPC-Europa3 centre	Countries for which responsible
CINECA	**Italy,** Malta, Slovenia
UEDIN-EPCC	Czech Republic, Iceland, Poland, Slovakia, Turkey, **UK,** Ukraine
BSC	Portugal, **Spain**
USTUTT-HLRS	Austria, Denmark & Faroe Islands, **Germany,** Switzerland
SURFsara	Belgium, Luxembourg, **Netherlands**
CSC	**Finland,** Norway
GRNET	Albania, Armenia, Bosnia-Herzegovina, Bulgaria, Croatia, Cyprus, Georgia, **Greece,** Hungary, Israel, FYR Macedonia, Moldova, Montenegro, Romania, Serbia
KTH-PDC	Estonia, Latvia, Lithuania, **Sweden**
NUIG-ICHEC	**Ireland**
CNRS	**France,** Tunisia

Table 2: Countries for which individual centres are responsible

The large number of countries for which GRNET is responsible reflects their existing extensive network of contacts throughout the South-east Europe and Eastern Mediterranean region.

We will use web searches to try to identify new research groups, focusing on any specific disciplines and countries that are under-represented. We will also look at webpages of European research projects and research councils, to identify the Principal Investigators of research grants in relevant areas.

In order to target the best and most relevant research groups in Europe, we will ask both visitors and hosts in the post-visit feedback questionnaires to list up to five top European research groups in their field – an approach which has yielded useful new contacts in the past. We will also identify students from the target countries who are undertaking MSc or PhD studies at universities associated with the partner centres, and ask them to suggest relevant research groups or individuals from their home country.

We will request that operators of Tier-1 and Tier-2 facilities publicise the programme to their users, some of whom may be ready to progress to larger platforms.

9. Monitoring the effectiveness of the Marketing Plan

The effectiveness of the Marketing Plan will be monitored by the Transnational Access leader (UEDIN-EPCC) and the Project Management Team (CINECA) in the following ways:

- Analysis of profile of applicants for each call;
- Feedback from applicants and hosts;
- Analysis of web statistics;
- Monitoring of social media.

Based on what we learn from this data, the marketing strategy will be updated as necessary over the lifetime of the project to adapt to any emerging priorities.

9.1. Analysis of profile of applicants for each call

We will maintain a log of all publicity actions carried out by each of the partners, to be updated immediately prior to the quarterly team meetings, and will carry out analysis to look for any apparent correlations between specific marketing actions and increased applications from targeted countries or discipline areas.

9.2. Feedback from applicants and hosts

We seek feedback from applicants in the application form (asking where they heard about the programme), and from visitors and hosts in the post-visit questionnaires (asking for ideas on how to improve our publicity material, new ways to publicise HPC-Europa3, and for contact details of others who may be interested in applying to the programme or hosting visits).

We will collate this data on a quarterly basis prior to each meeting of the Communication and Marketing Team, so that we can discuss any suggestions relating to the publicity material or strategy, and agree how to progress with these ideas.

9.3. Analysis of web statistics

We will analyse our web statistics (via Google Analytics) in order to discover:

- Who are the *relevant* visitors to our website;
- Where they came from to get to our webpage;
- Which pages they looked at;
- Which pages are the most visited.

This may also help us to identify specific actions which have led to an increase in visits to the website.

9.4. Monitoring of social media

We will monitor the impact of our social media content, e.g. number and origin of likes and retweets on Twitter, in order to better understand the community with whom we are engaging, and which announcements are of particular interest.

10. Dissemination of project achievements

The dissemination of project successes serves not only to promote these achievements themselves, but also to raise awareness of the programme and the opportunities it offers. Some of the methods in which these achievements will be disseminated have already been mentioned in section 7 above.

These achievements will be publicised throughout Europe – and also beyond, through attendance at events such as the Supercomputing conference series[42] in the USA. By showcasing European scientific research results beyond the European borders, we will also help to raise the profile of the researchers and their groups worldwide.

Project achievements will be disseminated in the following ways:

- All visitors' project reports will be available via a searchable interface on the project website;

- All visitors' project reports will be compiled into a project directory (three to be produced over the project lifetime) – this will be distributed in electronic format to contributing authors and their hosts, Scientific Users' Selection Panel members, other interested parties, and will be available to download from the HPC-Europa3 website;

- Particularly successful projects will be chosen to appear in the quarterly HPC-Europa3 newsletters, and as featured projects on the website, and may also be publicised via social media;

- Visitors will be invited to attend a user group meeting, TAM (the Transnational Access Meeting), at which all attendees must present the work resulting from their visit either in a talk or a poster – members of the local research community will also be invited to attend;

- All HPC-Europa3 visitors will be asked to include an official acknowledgement of HPC-Europa3 when giving relevant presentations at other meetings, e.g. PRACE user group meetings, European HPC Summit Week, etc;

- Thematic flyers, featuring 2-3 successful projects in a specific field plus a general description of HPC-Europa3, may be produced for appropriate scientific conferences in key discipline areas.

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[42] http://www.supercomp.org/

11. Calendar of events and schedule of actions, M3-12

This Marketing Plan was written during Month 3, so this section looks at the key events over the remainder of Year 1.

Closing dates for applications will be in September, November, February, and May each year. The closing dates are not completely evenly spread across the year, but this schedule has been fixed on the basis of previous experience and takes into account the timing of the academic year and holiday periods.

A broadly similar schedule will be followed during Years 2-4 of the project, but will be modified as necessary according to our experiences.

Month	Events and actions to be completed
M3 / July 2017	Marketing Plan delivered
M4 / August 2017	
M5 / September 2017	1st closing date for applications Communication and Marketing Team meeting Regular actions for launch of new Call (see section 11.2)
M6 / October 2017	1st SUSP meeting 1st project newsletter
M7 / November 2017	2nd closing date for applications *(while this is only 2 months after the previous closing date, a mid-November closing date allows the selection meeting to be held in December, with results sent to applicants before the Christmas holidays, allowing visits to be planned early in the new year)* Communication and Marketing Team meeting Regular actions for launch of new Call (see section 11.2)
M8 / December 2017	2nd SUSP meeting
M9 / January 2018	2nd project newsletter
M10 / February 2018	3rd closing date for applications Communication and Marketing Team meeting Regular actions for launch of new Call (see section 11.2)
M11 / March 2018	3rd SUSP meeting (may be in early April instead)
M12 / April 2018	3rd project newsletter

Table 3: Calendar of events - Months 3-12

Below is a list of all the actions to be carried out over the rest of Year 1.

11.1. General activities (ongoing basis throughout the programme)

All centres will make a constant effort to:

- Ensure their centre webpages are kept up-to-date, especially any "News" and "Events" sections;

- Use their personal and, where possible, their centre's official social media accounts to broadcast Calls for Applications and other relevant project news;

- Identify new contacts in their designated countries, using web searches, personal contacts, etc;

- Look for relevant events (e.g. collaboration days organised by research councils) at which to publicise HPC-Europa3 and make new contacts;

- Encourage local hosts and other members of the local research community to participate in user group meetings, workshops, and any other relevant events;

- Include a flyer or Call for Applications with centres' in-house newsletters;

- Include at least one article per year about HPC-Europa3 in in-house newsletters.

11.2. Quarterly activities

The Communication and Marketing Team will meet once a quarter by videoconference, shortly after each closing date for applications, and well in advance of the following closing date. This will allow recent actions to be recorded and reviewed, and allows time to carry out any actions arising from the meeting giving applicants sufficient notice to be able to prepare their application thoroughly by the deadline.

Many of the activities will be carried out on a regular basis for each Call for Applications, to an established list of contacts, many of whom will then retransmit the information to their own networks of contacts. These tasks are fairly low effort, allowing us to focus more effort on the more time-consuming task of identifying new contacts. These regular tasks include:

- Electronic distribution of Call for Applications to all contacts, including announcements via social media;

- Check marketing log for any correlation between specific actions carried out in the previous quarter and any changes in the profile of applications received;

- Carry out analysis of web statistics;

- Collect and act on information provided in application forms and visitor and host questionnaires relating to new contacts and improved marketing;

- Contribute to quarterly newsletters as appropriate – content to be agreed at each meeting of the Communication and Marketing Team;

- Contact visitors, hosts and colleagues to ask them to inform the Communication and Marketing Team of any relevant events (conference, course, summer school) which they are attending, at which they could disseminate information (take posters / flyers, add a standard slide to the end of their presentation).

11.3.   Actions to be carried out by M6

- Postal mailshot to be sent to all contacts in central database, with new A3 poster [CINECA];

- Initial press release to HPCwire and any other relevant publications [UEDIN-EPCC, with input from all partners regarding suitable publications];

- Identify contacts at research councils, scientific networks and other relevant institutes and ask them to publicise HPC-Europa3 via their mailing lists and/or webpages; add record in marketing log of those who agree and remind them to update at future Calls [all partners, according to countries for which responsible]

- Investigate research councils' webpages to try to identify the Principal Investigators or research grants in relevant areas [all partners, according to countries for which responsible]

- Create standard slide for former visitors/TA centre staff to add to presentations [UEDIN-EPCC];

- Translate standard slide into local languages of HPC-Europa3 centres [all centres except UEDIN-EPCC and NUIG-ICHEC];

- Explore full possibilities of Facebook, LinkedIn, YouTube, etc. [all centres].

11.4.   Specific actions to be carried out in M7-12

- Short presentations on HPC-Europa3 to be held in local host departments [all centres];

- Implement local host section on centres' own webpages [all centres];

- Begin organisation of TAM, the annual User Group Meeting (to be held in Edinburgh in October 2018 – M18) and the pre-conference scientific workshop or tutorial to be held in conjunction with it [UEDIN-EPCC, with input from all partners];

- Investigate how to improve website ranking (e.g. by checking Google webmaster guidelines, keywords, etc.) [CINECA/all centres].

11.5.   Specific actions to be carried out after M12

Additional publicity material may be produced later in the programme, including some or all of the following, according to identified needs:

- Thematic leaflets targeting specific disciplines and Regional Access Programme;

- Country-specific leaflets featuring success stories and testimonials from past visitors from the targeted country;

- Host newsletters (1 or 2 over the project lifetime);

- Consider how centres maintain links with former visitors working in their own countries – e.g. by including them in mailing lists, invitations to workshops, etc. [all centres];

- Consider identifying MSc or PhD students from target countries who are currently studying in one of the universities associated with the partner centres, to ask them to suggest research groups or individuals from their home country whom we should contact [all centres].

12. Conclusion

This Marketing Plan details how the Communication and Marketing Team will co-ordinate effort over the four-year lifespan of the programme to ensure that HPC-Europa3 is publicised widely to research groups throughout all of the eligible countries.

The Communication and Marketing Team will encourage applications from new research groups, particularly those who would not otherwise have access to HPC facilities, and will also target high-quality applications from leading research groups. The effort will be continuous throughout the lifetime of the programme, in order to achieve a steady increase in application numbers until the target number is reached, and then maintain this number of applications.

This Marketing Plan describes the range of activities which will be undertaken by the Communication and Marketing Team in order to publicise the programme, and how the Team will identify potential new users. It also details how the team will monitor the effectiveness of the publicity material and the actions carried out.