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A long-term communications and marketing strategy

Ján Hlavinka
Holocaust Documentation Center

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Contact Person	Ján Hlavinka, hlavinka@dsh.sk , Tel.: +421 918477984
Abstract (for dissemination)	<p>The European Holocaust Research Infrastructure (EHRI) has been active since 2010 and is currently establishing itself as a permanent European organisation in the form of a distributed European Research Infrastructure Consortium (ERIC).</p> <p>For operation of the future EHRI-ERIC, it is essential to apply a well-designed long-term communications and marketing strategy.</p> <p>This deliverable provides a framework for EHRI-ERIC's long-term communication and marketing strategy that will be developed further during transition and implementation (2023-2024).</p>
Management Summary	n. a.

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1 Introduction

The European Holocaust Research Infrastructure (EHRI) has been active since 2010. It advances trans-national Holocaust research, remembrance, and education by addressing the field's hallmark challenge, which is the wide dispersal of sources and expertise across Europe and beyond.

To this end, EHRI brings together the most important Holocaust collection holders and research institutions as well as specialists in the digital humanities. Since its beginning, EHRI has been coordinated by the NIOD Institute for War, Holocaust and Genocide Studies, Amsterdam.

The EHRI Portal enables online access to information about dispersed Holocaust sources. EHRI also promotes innovative tools for the digital transformation of Holocaust research and thereby seeks to overcome the challenges of Holocaust research. EHRI's Conny Kristel Fellowships give researchers access to the resources of the world's leading Holocaust archives and research institutions and EHRI's extensive programme of training brings people together.

Following its adoption on the ESFRI Roadmap 2018, EHRI is currently establishing itself as a permanent European organisation in the form of a distributed European Research Infrastructure Consortium (ERIC). At present, eleven countries have expressed a serious interest in becoming founding members of EHRI-ERIC, and conversations are underway with several other countries to secure their commitment and long-term support. EHRI-ERIC will be an open organisation and is seeking involvement from additional research institutions, funding bodies and national ministries.

The process of transforming EHRI into an EHRI-ERIC has been addressed by the EHRI-Preparatory Phase (EHRI-PP) project (2019-2023), which aims to bring EHRI to the level of legal, financial and technical maturity required for its implementation and operation as ERIC. EHRI-PP Work Package (WP) 8 Dissemination and Communication is charged not only with planning, co-ordinating and implementing all the project's communication and dissemination activities, but also with preparing the long-term communication and marketing strategy of future EHRI-ERIC.

The present document provides a framework for the long-term communications and marketing strategy of the future EHRI-ERIC. Section 2 explains the structure of future EHRI-ERIC as it is closely linked to the long-term communications and marketing strategy. The following section outlines key objectives of the EHRI-ERIC communications and marketing strategy, and Section 4 describes its stakeholders and target audiences. Key messages of this strategy are

described in Section 5. Section 6 describes the main communication channels of the future EHRI-ERIC. In Section 7 we discuss EHRI-ERIC's communications and marketing strategy with regards to publicity materials and in the last Section 8 we describe this strategy with regards to external events.

This deliverable provides a framework; as such, it will be further developed during EHRI's transition to, and implementation of, an ERIC, including based on the monitoring of the results of the strategies outlined in it.

2 The structure of EHRI-ERIC

EHRI-ERIC will be the first trans-national organisation that brings together key institutions in the inherently interdisciplinary domain of Holocaust documentation and research. EHRI-ERIC member countries play a prominent role in this unique pan-European effort to provide access to dispersed archival sources, promote innovative research and education, and protect a shared European legacy for future generations.

A long-term communication and marketing strategy of future EHRI-ERIC is closely linked to its form and organisational structure.

An ERIC is a consortium of states (EU member states, associated countries and third countries). These states, represented by ministries or national research funds, are the Members and Observers of an ERIC and form its General Assembly, the decision-making body. Institutions situated in a country which is not a Member or Observer can opt to participate as a cooperating partner.

The future EHRI-ERIC will be set up as a distributed research infrastructure, consisting of a Central Hub and linked National Nodes.

The **Central Hub**, which is to be located in the Netherlands, is the coordinating layer of the ERIC and will be represented by the Director, supported by a Central Office.

Each member or observer of the ERIC commits to set up a **National Node**, a consortium of research institutions, archives, museums, libraries and memory institutions with relevant expertise. These National Nodes are the backbone of the EHRI-ERIC as they advance EHRI's mission at the national level. They are anchored in EHRI-ERIC's governance through their representation in the National Coordinators Committee. National Nodes are responsible for the implementation of the mission and activities of EHRI at the national level and thus form a key component of EHRI-ERIC. Organisationally, they consist of one or more public and/or private institutions of the respective Member or Observer countries. The participation within a National Node is agreed upon by the partner institutions in compliance with national laws and regulations. Each National Node appoints one institution as National Coordinator which will represent the National Node in the National Coordinators Committee.

In order to guarantee high quality standards, an Advisory Board will monitor and evaluate the activities of EHRI-ERIC.

The basic governance structure of EHRI-ERIC can be represented schematically as follows:

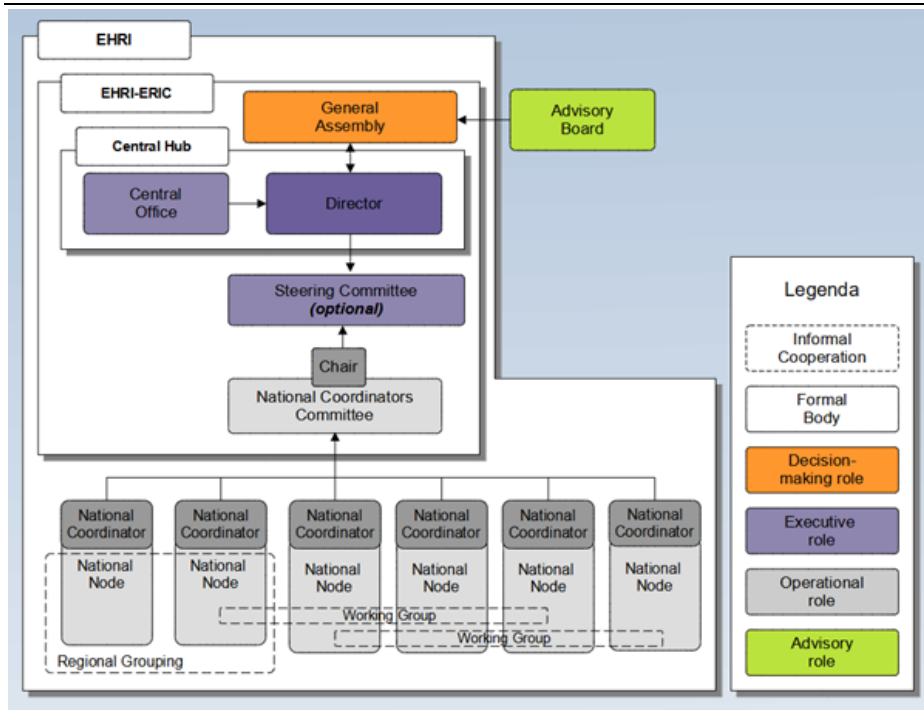


Figure 1. The EHRI-ERIC governance structure

Both Central Hub and National Nodes will play an important role in the communications and marketing strategy of future EHRI-ERIC.

3 Objectives of EHRI-ERIC communications and marketing strategy

EHRI's vision is to secure seamless access to all sources and expertise from across Europe and beyond that are relevant to the study of the Holocaust. It thereby highlights the relevance of Holocaust research for free and open societies with shared democratic values.

EHRI's mission is to overcome the geographical fragmentation of sources and expertise and set standards for excellence in transnational Holocaust research, documentation, education and remembrance. As such, EHRI continually develops and maintains a distributed, digital and human infrastructure that provides access to archival resources and services to a diverse community. It overcomes geographical fragmentation by connecting sources, institutions and people.

EHRI's main goals include providing access to highly connected information and data on Holocaust-related sources through the EHRI Virtual Observatory which comprises an expanding set of online services including the EHRI Online Portal, the EHRI Digital Editions, the EHRI Document Blog, and the EHRI Training Course. The Conny Kristel Fellowship gives researchers access to the resources of the world's twenty leading Holocaust archives.

In addition, EHRI communicates the social, political, and cultural significance of the Holocaust for society, by supporting excellence in education and commemoration, and plays an important role in the fight against Holocaust denial, distortion, racism, and antisemitism. EHRI ensures that Holocaust research continuously brings the issue of tolerance, cultural diversity, and human rights to the forefront of societal discourse.

The main objective of the communications and marketing strategy of the future EHRI-ERIC is to disseminate information about and increase awareness of its activities, services, and tools, in order to increase the number of users, and to amplify its scientific impact. The strategy also aims to ensure that EHRI continues to play an important role in tackling the above-mentioned societal issues (combating Holocaust denial and distortion, combating Antisemitism and racism, promoting tolerance, diversity, and human rights).

Given the described objectives, the framework for the communications and marketing strategy of the future EHRI-ERIC is based on addressing specific target audiences and usage of key messages through various means (channels) of dissemination EHRI-ERIC will use (including Websites, Social media, Newsletters, Publications, Events).

4 Stakeholders and target audiences

In order to maximise the future EHRI-ERIC's impact and to achieve the overall objectives of its communications and marketing strategy its dissemination and communication activities will address specific audiences.

Since the very beginning of its existence, EHRI identified and monitored a number of stakeholder groups relevant for its activities and mission. A detailed stakeholder analysis was undertaken in the first and second phase of the project (EHRI 1 and EHRI 2).¹ The most recent analysis of stakeholder groups was undertaken during the ongoing EHRI-PP project and EHRI 3.² Based on previous analysis and EHRI-ERIC's the following stakeholder groups were identified for the future EHRI-ERIC:

- Partners of EHRI-ERIC (Central Hub and National Nodes)
- Users
- Collection-holders
- Research Infrastructures (RIs)
- Industries
- Funders
- Policy makers
- Public
- Civil society

4.1 Partners of EHRI-ERIC (Central Hub and National Nodes)

This stakeholder group includes decision makers, managers, researchers and technical personnel and other supporting staff (communication, finance, administrative) of EHRI-ERIC's Central Hub and National Nodes. They need to be informed about the ongoing processes, activities and plans of EHRI-ERIC at the central level and at national levels. This group of stakeholders also has a direct influence on the further dissemination activities of EHRI-ERIC

¹ Reto Speck, "Stakeholder Report", EHRI-1 Deliverable D16.2, submitted October 2011 and Reto Speck and Petra Drenth, "Dissemination Plan v1", EHRI-2 Deliverable D2.2.1, submitted October 2016.

² Ján Hlavinka, "Dissemination Plan 2", EHRI-PP Deliverable D8.3, submitted June 2021 and Rachel Pistol, "Dissemination Plan v2", EHRI-3 Deliverable D2.3, submitted February 2022.

in member and observing countries with a direct impact on other stakeholder groups and potential partners.

4.2 Users

This highly important stakeholder group includes researchers, students, archivists, curators, digital humanities specialists, media professionals (journalists, film makers, photographers) using EHRI digital and in-person services.

A previous survey undertaken within the EHRI-3 project proved that EHRI is successful in its efforts to become a pan-European infrastructure with users all over the world. The majority of users of the most important EHRI services – the EHRI Portal – are from Western Europe, followed by Northern America and Eastern Europe respectively.³ Although the number of EHRI users from Eastern Europe is already substantial, EHRI-ERIC will aim to further grow this audience with tailored access provisions to EHRI products and services allowing new and innovative research and training opportunities.

4.3 Collection holders

This group of high importance includes archives, museums, libraries, memory institutions, and educators. Cooperation with collection holders has always been one of the cornerstones of EHRI's success. Integrating the data of these collection holders into the EHRI Portal and via various EHRI tools will remain a crucial part of EHRI-ERIC's operations in the future. It will therefore strive to provide them with access and means of integration with EHRI. Besides, collection holders will be provided with innovative tools and resources and training opportunities to enhance their business functions and innovation potential.

4.4 Research Infrastructures

This group includes other Research Infrastructures in the Humanities, Social Sciences and Arts such as CLARIN, DARIAH, E-RIHS, CESSDA, SHARE and ESS. The communication and marketing strategy of EHRI-ERIC will focus on cooperation, seeking the opportunities for integration and learning about successful examples of related RIs.

³ Rachel Pistol, "Dissemination Plan v2", EHRI-3 Deliverable D2.3, submitted February 2022.

4.5 Industries

This group includes cultural and digital industries with which EHRI will communicate in order to find new applications of emerging technologies and their customisation to its particular case.

4.6 Funders

EHRI-ERIC strives to be financially balanced and sustainable with its core costs covered by long-term national funding streams, and proactive in acquiring additional, project-based funding. This requires a systematic and well-designed communication strategy towards European, national, and private funders. EHRI-ERIC will demonstrate achievements of its innovative research, technical infrastructure, expertise, and multi-disciplinary collaboration.

4.7 Policy makers

EHRI fully recognises its social, political and cultural responsibilities and has already developed strategic relationships with important policy makers involved in the fight against Holocaust denial and distortion, as well as antisemitism. These include the International Holocaust Remembrance Alliance (IHRA), the Conference on Jewish Material Claims Against Germany (Claims Conference), the European Commission's Coordinator on combatting antisemitism and fostering Jewish life and Rothschild Foundation etc.

EHRI also promotes Holocaust education and commemoration, protection of human rights and diversity as serious societal issues. EHRI-ERIC will therefore communicate towards policy makers active in Holocaust-related policy and combatting antisemitism and seek to engage them in the debate and implementation of necessary policies and measures.

EHRI-ERIC will also strive to promote its activities and resources to deepen cooperation and integration of its resources into programmes of Holocaust remembrance and education, efforts against Holocaust denial and distortion or programmes on combatting antisemitism.

4.8 Public

EHRI-ERIC will promote its activities and services to the general public. EHRI services (such as the EHRI Portal etc.) have proved to be useful for the general public in various individual and private research efforts (family research etc.). EHRI-ERIC and its national nodes will strive to promote the relevance of Holocaust history and research to the general public.

4.9 Civil society

Communication and dissemination of EHRI-ERIC will strive to raise awareness of its activities and services to promote the vision and overall mission of EHRI and to raise the number of users of its sources and services among NGOs, humanitarian organizations, educators and teachers. EHRI-ERIC will create synergies between the content and the presentation (e.g. teaching around source material).

An overview of stakeholders is presented in Table 1 below.

Stakeholder group	Examples	Main areas of interest in EHRI	Importance	To be reached via...
Partners of EHRI-ERIC (Central Hub and National Nodes)	Decision makers, managers, researchers and technical personnel and other supporting staff (communication, finance, administrative)	Current activities of EHRI-ERIC, its planning and continued development. Learn about ongoing activities, innovations and new tools and methods. Access best practice, guidelines and training opportunities. Attend conferences and other EHRI events.	Very High	Basecamp Internal meetings EHRI-ERIC website Social media Press releases PR material Newsletters Publications Events
Users	Researchers, archivists, collection specialists, curators, media professionals (journalists, film makers, photographers)	Simplified and comprehensive access to EHRI products and services allowing new and innovative research and training opportunities.	Very High	EHRI websites Press releases PR material Newsletters Publications FAQs/Guides Events Social media
Collection-holders	Archives, museums, libraries, memory institutions	Integration of their holdings into EHRI to enhance reach, access and impact. Access to innovative tools and resources and training opportunities to enhance their business functions and innovation potential.	Very High	EHRI websites Press releases PR material Newsletters Publications FAQs/Guides Events
RIs	Other SSH Infrastructure initiatives (especially ESFRI)	Cooperation, finding opportunities for integration. Learning about a successful example of an advanced Research Infrastructure for the Humanities.	High	EHRI websites Press releases PR material Newsletters Publications FAQs/Guides Events

<i>Industries</i>	Especially cultural and digital industries	Finding new applications of emerging technologies and their customisation to our particular use case	Medium	EHRI websites Press releases Events
<i>Funders</i>	Funding bodies (European, national and private)	Learning about EHRI's activities and achievements with regards to innovative research, technical infrastructure, expertise and multi-disciplinary collaboration. Case study of the social relevance of humanities research.	Medium - High	EHRI websites Publications
<i>Policy makers</i>	International Holocaust Remembrance Alliance, EC Coordinator on Combatting Antisemitism and Fostering Jewish Life	Cooperation and integration of EHRI resources into programmes of Holocaust remembrance and education. Integration of EHRI into programmes of combatting Antisemitism. Usage of EHRI resources in combating Holocaust denial and distortion as well as promotion of human rights and diversity.	Medium - High	EHRI websites Press releases. Events Publications
<i>Public</i>	Society at large	Finding information about family members, local history, etc. Learning about (the contemporary relevance of) the Holocaust.	Medium	EHRI websites Social media
<i>Civil society</i>	NGOs and humanitarian organisations; educators and teachers of the Holocaust	Learning about the vision of EHRI. Access to source data and research findings. Creating synergies between content and presentation, e.g. teaching around material.	Medium-High	EHRI websites Social media Events

Table 1. An overview of EHRI-ERIC's stakeholders.

5 Key messages

EHRI-ERIC's communications and marketing strategy is based on the usage of appropriate language. As described above, EHRI-ERIC will not only communicate to specific audiences and constantly monitor its audience groups, but it will also use a set of key messages specifically targeted at different stakeholder groups. These practices have served EHRI well in the past.

EHRI has developed a number of key messages tailored for specific stakeholders described in Section 4. The following is a selection of EHRI-ERIC's key messages:

- EHRI links an innovative infrastructure with a large, varied community that builds, informs and uses this infrastructure.
- EHRI connects fragmented and dispersed sources and researchers. EHRI is overcoming the fragmentation of sources and bringing hidden sources to light.
- EHRI is developing digital tools and methods that contribute to the digital transformation of Holocaust research and archiving.
- EHRI builds bridges through fellowship and training programmes and by organizing conferences, seminars and workshops, across and beyond Europe.
- EHRI brings together researchers and data from across the world and enables the transfer of knowledge across Europe, facilitating capacity building in European regions with limited digital resources.
- EHRI's innovations enable new directions in Holocaust research and archiving, bringing previously hidden sources to light and offering new trans-national and comparative approaches to Holocaust research.
- EHRI's approach to infrastructure development has relevance far beyond its specific research context and informs similar initiatives across the humanities and social sciences.

- EHRI helps to fight antisemitism, racism, xenophobia, Holocaust denial and Holocaust distortion, by providing scientific expertise and infrastructural support.
- EHRI commits to mobilising its resources, network and expertise to provide scientific input and support to antisemitism-related policymaking whenever required.
- By facilitating research into the historical dimensions of antisemitism, EHRI plays an important role in enhancing understanding of how current forms of antisemitism often reflect and harness historic ones.

6 Communication channels

EHRI has developed a well-functioning project communication and dissemination infrastructure which includes the EHRI website, social media channels, the contact database and the EHRI newsletter. These continuously improved channels will be used by the future EHRI-ERIC and will be further adapted for its future needs.

EHRI-ERIC's communications and marketing strategy is based on the use of:

- EHRI-ERIC main website
- EHRI National nodes' websites
- Social media channels
- Contact database
- EHRI Newsletter
- Publicity Materials
- Events

This section will introduce and describe each communication channel and describe a plan of its further development.

6.1 EHRI-ERIC's main website and EHRI National nodes' websites

EHRI-ERIC will continue to use and develop dedicated websites as one of its main communication channels. In order to maximise outreach and connectivity with the national nodes and users, it will host a central EHRI-ERIC website, as well as sites for every National Node.

EHRI-ERIC's central website (<https://ehri-eric.eu>) will be regularly updated with news from the whole infrastructure. It will particularly focus on content geared towards its key stakeholder groups, access opportunities and on important achievements of EHRI. The main website will be maintained and updated by EHRI-ERIC's Central Hub.

In addition, each National Node will operate its own website on a specific web domain ([www.ehri-\[national node 2-letters\].org](http://www.ehri-[national node 2-letters].org) e.g. www.ehri-sk.org)

These websites will be in the national languages of each Member State. In addition to the communication function, they will also provide access to the specific services of the individual national nodes. Their management will be handled by the individual National Nodes in close

cooperation with the EHRI-ERIC Central Hub, which will provide National Nodes' websites with social media feeds and other datasets.

6.2 Social media

Social media have always played an important role in EHRI's overall dissemination strategy. EHRI has been active on [Twitter](#) since 2013 and on [Facebook](#) since 2017. By now EHRI has attracted 4,430 Twitter followers (in May 2020, this was 3,201) and 3,400 Facebook followers, which is an increase of over 700 Facebook followers compared to May 2020. EHRI is also active on [LinkedIn](#) (625 followers) and [YouTube](#).

EHRI-ERIC will further develop all EHRI social media channels focusing on its key stakeholders by covering important achievements of the whole EHRI infrastructure as well as relevant important social issues. Social media channels will be administered by the Central Hub. The Central Hub will also monitor the use of EHRI ERIC's social media channels and adapt them to the societal change if necessary.

National nodes will be encouraged to start their own social media channels in close cooperation with Central Hub and provided the possibility to publish the feed of the EHRI-ERIC central social media channels on their websites.

EHRI-ERIC will actively promote the sharing of social media posts among its partners institutions in order to maximise impact.

6.3 Contact database

EHRI has a contact database based on the email marketing service Mailchimp. The EHRI mailing list has currently 1,911 subscribers (in August 2020, this was 1,660 subscribers) and is still growing. EHRI-ERIC will use and further improve the current EHRI mailing list.

EHRI has two types of subscribers: those who subscribe to the mailing list via the EHRI website and those added by the administrator based on their request (both in compliance with the GDPR).

The EHRI-ERIC will continue to use the contact database for sending the regular EHRI Newsletter and separate ad-hoc mailings (calls, invitations etc.)

6.4 EHRI Newsletter

EHRI-ERIC will continue to publish EHRI Newsletters on a regular basis and to distribute it among the subscribers of EHRI's mailing list. The EHRI Newsletter will publish news provided on the main EHRI-ERIC's website and national nodes' websites. It is foreseen that this practice will constitute a significant driver to increase overall EHRI website traffic.

EHRI Newsletters will be published at least four times each year.

7 Publicity Materials

EHRI has prepared several types of publicity materials (PR materials) in previous project phases and has always strived for variability and maintaining a professional and unified visual identity that has been recently updated. EHRI-ERIC will continue this practice and prepare flyers, document folders, various PowerPoint and document templates, animated videos as well other publicity materials in close cooperation with its National Nodes and tailored for their needs.

The EHRI-ERIC Central hub will also provide support to national nodes in their efforts to produce their specific public materials in national languages, again, in order to maintain a unified visual identity.

8 Events

EHRI-ERIC will organize various scientific events such as conferences, workshops, or meetings as part of its efforts to support its long-term mission as well as activities of its National Nodes. In this sense EHRI-ERIC's Central hub will support participating partners by supplying them with PR material, and by disseminating their results on all EHRI-ERIC's communication channels.

Apart from its own events, EHRI-ERIC will participate at external events to promote its mission and achievements among key stakeholder groups.

Such opportunities will be actively identified, and the participation of EHRI-ERIC will be coordinated with partners in its National Nodes. Overall EHRI-ERIC's participation will be monitored and evaluated.