

Building a public identity for R&D

Lessons from
past campaigns

A Discovery Decade report

Foreword

The UK is part-way through a generational shift in R&D investment, yet public support for R&D remains shallow. Sustained investment will need sustained political support – but this will be impossible to maintain without an underpinning social consensus around the value of R&D. The imperative is on R&D advocates to champion a compelling vision that demonstrates the relevance of R&D to the future of the UK and its citizens.

CaSE's Discovery Decade project wants to create a space within the R&D community for collaboration and partnership to develop this outward-facing vision. Our project is taking an evidence-led approach, and it is essential that we learn from previous campaigns and activities that have sought to engage public audiences around R&D.

There is no shortage of reference material. In recent decades, high profile events like British Science Week have become a regular feature of engagement calendars, while R&D-focused TV programming has burgeoned, seeking to instil a sense of awe and wonder in their audiences. Alongside this are efforts to bring research closer to the public, from citizen science projects to a growing recognition of the need to involve the public in both planning and conducting research.

R&D advocates start from a strong position. They are able to build on this long history of engagement to deepen and broaden the public's understanding of research. But this public interest must be connected to the political and societal decisions facing the UK – and the role R&D plays in them – to create a sense of agency among more people in society.

We will be competing for the public's attention in a crowded field. The R&D sector must develop coherent messages that reach the right audiences, in the right way, at the right time. We believe the Discovery Decade project, supported by the wider sector, can help deliver that change.

This report forms part of our analysis of what has worked, and what lessons we can learn from the wealth of experience R&D advocates hold. We hope it provokes discussion and stimulates further partnerships among the sector.



Kim Shillinglaw

Chair, Discovery Decade Advisory Board



Rebecca Hill

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About this report

This report was written by Rebecca Hill.

To produce this report, we identified six case studies and gathered evidence about them through desk research and a series of interviews with those who worked on the chosen campaigns. The Discovery Decade team is grateful to everyone who gave up their time to speak to us.

Introduction

The Discovery Decade project is seeking to understand public attitudes to R&D and highlight best practice from across the sector. This report is part of that effort. It does not seek to review the full range of efforts to engage with the public across the UK. Rather, it considers a curated selection of sector-led efforts to unite R&D advocates and shift the identity of R&D in people's minds, to understand what worked and what we can learn for the future.

We hope our recommendations will be useful to future efforts to build a public identity for R&D, and we are drawing on these lessons to inform our own work with the Discovery Decade project.

Case Studies

We have chosen six case studies to explore in this report, covering disciplines and sectors.

Science: [So What? So Everything]

Labour Government, 2009

Aim: Engage and inspire the public about science, on the basis that there was a lack of understanding of its real-life, day-to-day impact.

Science is Vital

Grassroots academic coalition, 2010

Aim: Generate political and public support to protect the science budget in response to threats to cut R&D spending at a time of austerity.

Made At Uni

Universities UK, 2018

Aim: Communicate the public good of universities, recognising they can be pigeon-holed as solely educational establishments.

Research at Risk

Medical research charities, 2020

Aim: Secure £310m in Government support for medical research charities whose incomes had been badly affected by the Covid-19 pandemic.

SHAPE: Social Sciences, Humanities and the Arts for People and the Economy

British Academy and partners, 2020

Aim: Illustrate the value and relevance of these subjects to secure greater public and political understanding and support.

101 Jobs That Change The World

UK Research and Innovation, 2021

Aim: Recognise and celebrate the diverse jobs in research and innovation, while tackling persistent stereotypes.

Recommendations

1. Start and finish with understanding your audience



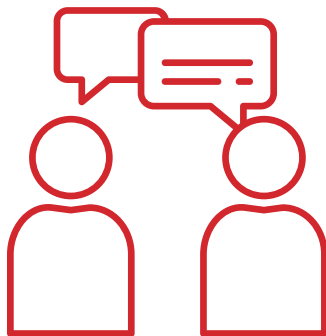
Every campaign needs a clear goal and target audience, but as campaigns mature and expand decisions can drift away from the underlying audience research. **Successful campaigns understand their target audiences and recalibrate themselves by regularly returning to the data.** Understanding your target audience will lead a campaign towards messages that resonate, and ensure those messages actually reach people.

2. Be brutal and bold – but always honest



Simple and straightforward messaging proves effective time and again in campaigning. **Successful campaigns talk about having to be brutal when defining their key lines – even if it brings risks.** Honesty and accuracy are also touchstones, especially for engaging the public. The Association of Medical Research Charities emphasised its decision to use data and evidence to back up the messages Research at Risk campaign, while the Science: So What? campaign was criticised for inaccurate messaging.

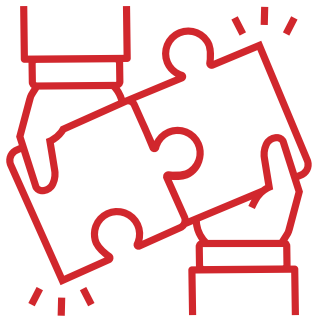
3. Make your messages relevant and relatable



R&D advocates need to tackle the idea that R&D is abstract and irrelevant. **Successful campaigns choose messages that are meaningful to the audience they are trying to reach.** Communicating the diversity of talents and ideas in R&D allows people to feel more connected to the work researchers do, and many campaigns aim to show R&D's impact on everyday life. It is undeniably easier to talk to public audiences about immediate or applied benefits, compared with often unknown future benefits, but the sector must address this tension head-on.

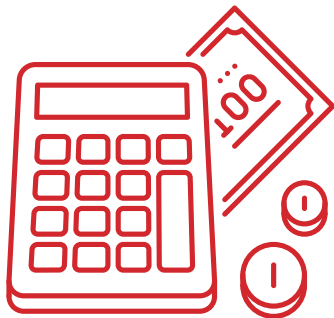
Recommendations

4. Collaborate to create an effective campaign



Bringing together different voices, especially if they are unexpected partners, can help gain traction with new public audiences. Inclusive co-design was central to the first stages of Universities UK's MadeAtUni campaign. **Successful campaigns involve the partners who will be promoting their messages as early as possible to help build support.** For smaller organisations, partnerships are also a way to bring valuable skills into the campaign.

5. Target financial resources wisely



Successful campaigns make effective use of financial resources – they know when to hire external help and when to focus in-house. Some campaigns have undoubtedly benefitted from external expertise, but it doesn't guarantee success. The Science: So What? campaign was delivered almost entirely by an external agency but didn't necessarily achieve all of its goals or have a lasting legacy. In contrast, UK Research and Innovation's 101 Jobs campaign was positively received and run almost entirely in-house.

6. Dedicate sufficient time and capacity



Collecting rigorous data, preparing arguments, creating campaign assets and establishing partnerships cannot happen overnight. **Successful campaigns use and balance their time and capacity wisely.** The pressure will be more significant for those with short timelines: the Science is Vital team essentially put their day-to-day jobs on hold for the six weeks between campaign launch and target end date. Even larger organisations must not underestimate internal time pressures and changing priorities. The challenges faced by campaigns launched during the pandemic is a prime example.

Science: [So What? So Everything]

Who: Labour Government

When: 2009 - 2010

Aim: To engage and inspire the public about science, on the basis that there was a lack of understanding of its real-life, day-to-day impact.

Audience

Those less engaged in science, particularly female audiences and those in the socioeconomic groups C2DE, which includes skilled, semi- and non-skilled manual workers and non-working people. Young people were also targeted through provision of activities and careers content.

Backers

The campaign was led by central Government, driven by then Science Minister Lord Drayson. Partners included Government agencies, such as the seven research councils, and three UK national academies.

Most of the delivery was carried out by an external PR agency. There was a high-profile launch event at Downing Street with celebrities including physicist and former Big Brother contestant Jon Tickle and TV presenter Tim Lovejoy. The campaign's budget is undisclosed but has been reported at more than £1m.

Messaging and messengers

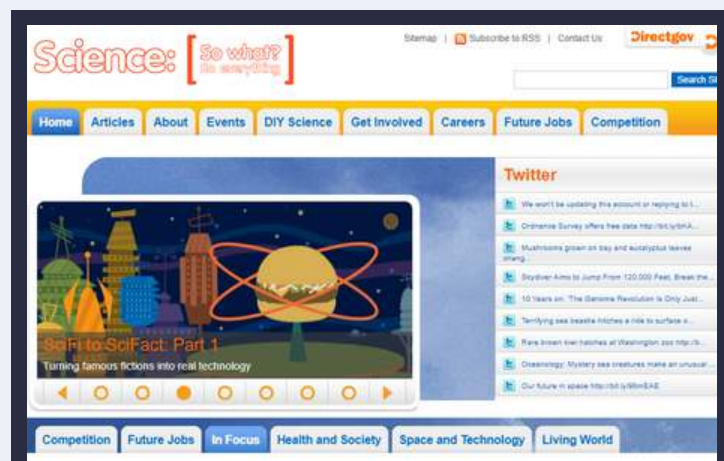
The campaign had three aspects: So Life, giving real life examples of science making a positive difference; So Jobs, related to science-related careers; and So Ones to Watch, profiling aspirational scientists.

Messengers included real-life scientists, science communicators and celebrities, such as author Bill Bryson and chef Heston Blumenthal.

Tactics

Much of the campaign used traditional, one-way science communication through articles on the Science: So What? website and videos hosted on a YouTube channel. Topics included the science behind everyday things, such as "the science of curry", and recent scientific discoveries.

Hands-on engagement was encouraged through "DIY science" ideas and in-person events, including a tour of British seaside towns with activities like making ice cream without a freezer. There was also a listings page of national and local science festivals.



Science: [So What? So Everything]

Successes and Challenges

The campaign's ambition was viewed positively by the sector, as were efforts to bring together a range of disciplines and voices. However, those involved have little recollection of any significant efforts to understand what content might interest the target audiences.

Neither is it clear if or how the campaign sought to connect with its less-engaged target audiences, or whether in-person events reached beyond the 'usual suspects'.

Timing was also an issue, with this labour-intensive campaign coming at a time when many campaign partners were preparing for an expected change of Government.

At the time, the campaign was criticised for its clunky website that attracted little traffic. FOI request from the time suggests that baseline website hits averaged just under 200 a day. This increased to around 1,300 a day when a major report on the future of jobs was launched.

"In the UK, many of us don't value science as much as we should, but it lives beneath the surface of everything we touch and taste.

"It's the key to our prosperity, one of the driving forces of our economy, and it creates thousands of jobs that keep Britain at the leading edge."

Science: [So What?] website, 2009

However, the future of jobs report came under severe criticism for its "methodology, the inappropriate use of Wikipedia and implausible claims about nanotechnology". Despite the overwhelmingly negative response to this report, one unintentional positive has been suggested: greater sector engagement on social media, including discussion of what robust evidence there was available on the future of jobs.

Lessons Learned

This campaign emphasises the need to **understand your audiences and how to reach them**. Without clear targeting, the campaign's new website, celebrity endorsements or even significant investment of time and money were not guarantees of success.

Similarly, **accuracy is essential if your campaign is to be credible** and earn the public's trust in your chosen messages and messengers.

This campaign also showed the value of building a coalition of partners across disciplines, though **it is crucial that partners can play a genuine role in development and delivery**, and can engage in ways that generate mutual benefit.

Science is Vital

Who: Grassroots academic coalition

When: 2010 - 2018

Aim: To generate political and public support to protect the science budget in response to threats to cut R&D spending at a time of austerity.

Audience

The coalition Government ahead of the Comprehensive Spending Review on 20 October 2010. The campaign was formed after then Business Secretary Vince Cable hinted at significant cuts to the science budget in the spending review. The public were an important audience to generate support for R&D and increase political pressure.

Backers

Core stakeholders were academics and people who felt strongly about R&D in the UK, along with organisations like the Campaign for Science and Engineering, and public science celebrities. The campaign was coordinated by a small group of academics brought together through blogging networks and social media, working on the campaign in their own time with very limited financial resources.

Messaging and messengers

As a grassroots campaign formed to tackle an urgent issue, it had to quickly unite the R&D community around a message that would cut through with a Government under financial pressure.

"We needed one message. Although science is important for many things, we decided to focus on the bottom line; on the cash," said organiser and professor of cell biology at University College London, Jennifer Rohn.

The campaign organisers used logic-led and financial arguments to demonstrate the benefits of R&D investment and the long-term impacts of cuts. Researchers were galvanised as messengers, along with R&D advocates including learned societies, medical research charities, universities and science celebrities such as Ben Goldacre and Brian Cox.

Tactics

There were just 42 days between the campaign launching and the all-important spending review. This meant the team had to work quickly to spread the word, using social media, the newly created Science is Vital website, blogging networks and direct approaches to students at UK universities. They encouraged supporters to spread the word themselves, including by putting pressure on politicians through letter-writing, signing a petition and joining a march in London or a lobby of Parliament.

Science is Vital

Successes and Challenges

The campaign is widely seen as a success. The march was attended by 2,000 people and gained media coverage in outlets including the [Guardian](#), [BBC](#) and [Metro](#). The petition got more than 35,000 signatories, and the campaign organisers were invited to meet then Science Minister David Willetts.

It is hard to attribute a policy win to any single campaign, but the Comprehensive Spending Review resulted in a flat-cash settlement for R&D, which was better than many had feared.

Factors seen as contributing to the campaign's success include the non-partisan approach it took, along with clear messaging and effective use of social media and blogging networks to generate support.

Researchers themselves were the main participants, but the campaign did cut through to the wider public. This was noted at the time by the organisers in [a review of the campaign's efforts](#): "We had house husbands, solicitors, musicians, taxi drivers, people who are retired, postmen and also a carer for her husband who has Motor Neurone Disease."

"Let's march on London!"

"No more Doctor Nice Guy, no more hiding behind our work, no more just taking things lying down like we take everything else in our profession..."

Science is Vital organiser Professor Jennifer Rohn, [Nature Blogs](#), 2010

The campaign received some criticism for focusing on science at the exclusion of other subjects and there were concerns that people marching in lab coats would play into stereotypes. However, the visual hook was powerful in attracting publicity. "The lab coats were good PR; the cameras came and it was newsworthy," said organiser and professor of structural biology at Imperial College London Stephen Curry.

Organisers recognised the wider challenges of running a grassroots campaign when Science is Vital was dissolved in 2018, [noting](#) the difficulty of reaching a new generation of researchers amid "an increasingly chaotic political landscape".

Lessons Learned

This campaign demonstrates the importance of **uniting around a simple, targeted and evidence-based message**, and the role that clear imagery can play in generating support and media attention.

It also shows the sector's ability to respond swiftly and strategically in times of urgency, as Rohn observed: "**You're never as effective as when there's that concrete threat.**"

MadeAtUni

Who: Universities UK

When: 2018 - present

Aim: To communicate the public good of universities in light of growing expectations on the sector, and recognising that they can be pigeon-holed as solely educational establishments.

Audience

Adults in the UK, particularly those with a neutral attitude to universities. They were identified as making up 31% of the population, a figure estimated through audience research from BritainThinks, commissioned by Universities UK (UUK). The campaign aimed to increase those with a positive view of universities from 48% to 51% by the start of 2022.

Backers

UUK's member organisations – 140 higher education institutions across all four nations – and partners across the sector, including researchers and student representatives. Different creative agencies were employed for specific aspects of the campaign, and were responsible for content generation, media targeting and engagement. UUK was responsible for stakeholder engagement, including coordinating across universities.

Messaging and messengers

Audience research was used to identify topics that would resonate with target groups. The first campaigns focused on research breakthroughs and health-related research. Subsequent campaigns on sports, creativity and climate were chosen in group discussions among partner organisations.

Campaign content used researchers as messengers, and included lists of case studies that could be picked up by the media, and toolkits for partners. The campaign was launched with celebrity endorsements, such as Olympian Rebecca Addlington and actor James Nesbitt, based on who tested well in focus groups, along with government ministers and senior university representatives.

Tactics

UUK began with sentiment tracking, polling and focus groups to understand people's views and help shape messages. The overarching campaign – which has its own identity and is not strongly linked to UUK's branding – focuses on examples of research on specific topics. These topics have separate websites with case studies from universities across the UK.

Campaign assets included videos, hosted on Vimeo and YouTube, explaining different research projects. They range from straight-to-camera clips from researchers to animated features. Promotion was through traditional and social media by both UUK and partner organisations.

MadeAtUni

Successes and Challenges

It is not yet known how the campaign has shaped public opinion, but UUK is currently conducting follow-up audience research to understand this.

Overall, the MadeAtUni campaigns drew over 60 million users and generated more than 500 media articles. Success varied across topics. For instance, the campaign on research breakthroughs received more media coverage than the health-focused campaign, possibly because examples in the latter had already been covered by the press.

The campaign demonstrates the value of an inclusive approach to stakeholder involvement, with a large discussion group to generate ideas and support for all universities to contribute case studies.

The campaign toolkits were well-received across the sector, and adopting a standard formula for each campaign may have helped stakeholders to engage.

"UK universities are at the forefront of some of the most exciting discoveries and pioneering changes of the last century but many people think that all they do is teach."

Universities UK, MadeAtUni, 2020

However, there is recognition from the team that future campaigns may need freshening up to maintain their efficacy.

The pandemic was an additional challenge and generated a related but separate campaign, We Are Together, which highlighted the university sector's response to Covid and aimed to reach a different audience, notably international publics. This campaign won two awards and reached more than 60 million users.

Lessons Learned

Putting audience research at the campaign's heart helped develop effective messaging and boosted the confidence of those involved. "The more the campaigns moved away from the initial research, the harder it was to be confident that the campaign would be successful," said Michael Thompson, Interim Director of Communications at UUK.

Strong sector buy-in throughout, to generate examples and promote messaging, and to do so across the UK, was also a factor in campaign successes.

This campaign demonstrates the need to **balance staff time and capacity with external resources**: the use of a professional creative agency for media targeting and engagement allowed UUK staff to focus on sector coordination and strategy.

SHAPE: Social Sciences, Humanities and the Arts for People and the Economy

Who: The British Academy and partners

When: 2020 - present

Aim: To illustrate the value and relevance of these subjects to secure greater public and political understanding and support.

Audience

This initiative sought to showcase SHAPE research to policymakers and influencers, working with the community to develop the narratives and examples that work best. It hopes to galvanise the SHAPE community around a simple, consistent concept that can be used in their contexts to build broad public support. Political audiences are crucial, with advocates seeking to showcase SHAPE subjects alongside and on an equal footing with STEM (Science, Technology, Engineering and Maths) counterparts.

Backers

The SHAPE initiative came from discussions between the British Academy, the Arts Council, the London School of Economics, the Academy of Social Sciences, the two relevant research councils, about the lack of cohesion in shaping the narrative about the subjects and their value. The British Academy continues to play a co-ordinating role but the goal is for the SHAPE concept to be adopted across the sector, rather than being owned by any organisation.

Messaging and messengers

A creative agency developed the concept with the partners. Messaging, including through blogposts and public talks, focused on celebrating the diversity of SHAPE subjects and their real-world impact.

Organisations in the SHAPE community are important messengers. The initiative aims to provide a simple, flexible, overarching and unifying concept that anyone making the case for the subjects can use in their own work and contexts.

Tactics

Audience research was commissioned to understand awareness and perceptions of the SHAPE subjects. This data helped create the concept and underpinning narrative of SHAPE. It helped articulate the value and impacts of the subjects and generated ideas for engaging with target audiences. Alongside the development of the narrative, the Academy launched the SHAPE observatory, a central evidence hub providing robust data and best practice guidance to help supporters make the case for the SHAPE disciplines.

The London School of Economics devised a pilot programme, SHAPE in Schools, with 11 schools across the UK. This encouraged Year 8-10 students to explore three everyday objects – trains, masks and shoes – from the perspective of multiple SHAPE disciplines. Initial evaluation found this had a positive influence on attitudes to SHAPE subjects and intentions around post-16 qualifications.

SHAPE: Social Sciences, Humanities and the Arts for People and the Economy

Successes and Challenges

The SHAPE concept has been adopted by organisations including various universities, educational organisations such as Futurum Careers, and Oxford University Press, which is using it to guide content development and advocate for the disciplines.

It has also been mentioned in Parliament, and has received interest from overseas, particularly in Australia where various bodies are considering how to adopt the term locally.

However, Liz Hutchinson, Director of Communications and Marketing at the British Academy, recognised the challenge of launching the initiative during the pandemic, as well as the difficulties of community building at that time.

She explained that seeding the concept across the SHAPE community and finding opportunities for them to share best practice and case studies in making the case is a core part of the next phase.

"Our aims in developing SHAPE are fourfold: to inform people about the nature of the social sciences, humanities and arts, to illustrate their value and relevance, to inspire people to study them and follow careers using the knowledge and skills they gain in doing so, and to include as many as possible in all of those endeavours.

"For we need SHAPE insights now, more than ever."

British Academy President Julia Black, 2022

"While the acronym is out there, we need compelling examples to bring it to life," Hutchinson said. "Over the next six months, we are working in partnership with people in SHAPE to find those stories and to showcase them alongside the growing evidence base in our Observatory."

Lessons Learned

This initiative demonstrates the value in **building a concept that is simple and flexible, that can be easily adopted by others**. Crucially, that identity should be based on audience research and recognise the priorities and views of any potential partners.

It also emphasises the need to **prepare for the long haul by building momentum and community support over time**. There are many benefits to generating a buzz around an initiative's launch moment, but it must be backed up with strong partnerships and programmes of activities.

Research at Risk

Who: Association of Medical Research Charities, Cancer Research UK, British Heart Foundation

When: 2020 - 2021

Aim: To secure £310m in Government support for medical research charities whose incomes had been badly affected by the Covid-19 pandemic.

Audience

Primarily the Conservative Government, as the goal was financial support for medical research charities to deal with the pandemic. However, it was quickly realised that the campaign needed to broaden out to the wider public to raise awareness and increase pressure on crucial decision-makers within the civil service.

Backers

The campaign was kicked off by the Association of Medical Research Charities (AMRC), which has around 150 members, with two of those, Cancer Research UK and the British Heart Foundation, quickly joining as co-organisers. It also gained support from organisations across the R&D sector, as well as researchers and the public. The campaign was run completely in-house.

Messaging and messengers

Messaging focused on the vital role that medical research charities play in the research system, highlighting their contribution to the economy, job markets, research system and patients.

Surveys of AMRC members and researchers ensured that messaging was evidence-based, and helped to identify real-world stories and researcher voices to bring the messages to life.

In addition to AMRC members, messengers included high-profile academics, such as Francis Crick Institute Director Paul Nurse, and politicians from across Parliamentary parties, including the chairs of both the House of Lords and House of Commons Science and Technology Committees.

Tactics

The campaign co-ordinated letters to be sent to politicians from R&D sector leaders, while simple messaging was shared with supporters so they could make the case accurately in their own communications. A public petition was set up alongside a campaign platform with a template for letter-writing and infographics.

Social media was used to share videos of researchers explaining how their work could be affected, ending with a simple visual device: removing their lab coats while saying they hoped they wouldn't have to hang them up for good.

Research at Risk

Successes and Challenges

The campaign was launched quickly and generated press coverage at a time of huge competition for column inches.

Part of this success stemmed from keeping messaging fresh, using new real-life examples or commissioning more research.

“We needed something different to say – there’s no point knocking on the door with the same message,” said Carol Berwick, Director of Membership Engagement at AMRC. Accuracy was crucial; the campaign resisted any urge to inflate costs to attract greater attention, instead using estimates that proved accurate.

Another crucial factor was collaboration: AMRC has expertise in political influencing but recognised its members had the campaigning skills and direct line to the public and researchers.

Engaging researchers was received positively. “We wanted to humanise them; many are young and passionate, and want to tell people what they’re doing,” said Berwick.

“The integral role of medical research charities in UK research and development is under threat from the financial impact of the COVID-19 pandemic. Such a threat exists because of the contribution medical research charities make to UK life sciences.”

Charmaine Griffiths (BHF), Michelle Mitchell (CRUK), Aisling Burnard (AMRC), The Lancet, November 2020

The core campaign ran for longer than expected, as the Government didn’t announce a decision until May 2021. Although the result was short of the ask – some £35m for early career researchers – the campaign succeeded in establishing good relationships within Government and strengthened understanding of medical research charities’ role in the R&D landscape among decision-makers.

Lessons Learned

The campaign shows the importance of **finding messages that resonate with your audiences**, and producing accurate and fresh evidence to maintain momentum.

It also highlighted a need to **do more to engage political and public audiences outside of an emergency**. AMRC is already applying these lessons in wider work to highlight the role of charity-funded research to ensure the sector is well positioned for future challenges.

101 Jobs That Change The World

Who: UK Research & Innovation

When: 2021 - present

Aim: To recognise and celebrate the diverse jobs in research and innovation, while tackling persistent stereotypes that may deter people from pursuing a career in the sector.

Audience

The campaign seeks to reach a broad audience covering both the general public and people working in a wide variety of roles within the R&D system.

Backers

The R&D sector is a core stakeholder and partner for the work. Engagement for this campaign began with an open call for examples of R&D related roles, and continued through the development of case studies and videos. R&D organisations and individuals working in related roles have also been key to the promotion of the campaign materials.

There was no major involvement from an agency: a contractor was used to film the videos associated with the campaign but the rest of the work, from sourcing through to editing, was done in-house by UK Research and Innovation (UKRI).

Messaging and messengers

The messaging aimed to humanise and “de-heroise” scientists. Julia Maddock, Deputy Director, Communications and Engagement at UKRI, said the team hoped to “get away from everybody in research being seen as being from the same mould, and break down the barriers that in many cases the sector has unintentionally put up between itself and the public”. The campaign consisted of a series of videos featuring straight-to-camera pieces from people working in R&D, often in unusual or unexpected roles.

Tactics

The campaign sought contributions from across the sector, receiving more than 500 emails suggesting people and roles to feature. UKRI ensured that a range of people and roles were selected, to appeal to different audiences. The videos are hosted on UKRI’s website and YouTube channel and accompanied by blogs on UKRI’s Medium page, and promoted via social media channels, with supporters encouraged to share the content.



Archivist Gary Brannan's 101 Jobs Video on YouTube

101 Jobs That Change The World

Successes and Challenges

Creating a coalition of supporters was essential, but Maddock notes that the lead time should not be underestimated. There were also challenges in starting work during the pandemic, when it was harder to film the videos with the people featured.

The response from the R&D sector has been supportive, and the campaign has been praised for its goal to draw attention to those working in a variety of research careers. It has also created an opportunity for the R&D community to publicly celebrate colleagues in often unsung roles, even if they are not featured in the videos.

The wider public response is harder to gauge. Some 6,000 people have signed up for updates, but UKRI recognises the challenge of sustaining this interest and identifying when and where to promote the videos.

UKRI reports a stronger level of Twitter engagement than is typical for their content, but audience engagement with the library of videos themselves is mixed.

"Research and innovation needs a diverse range of researchers and innovators, but also many people working with them to drive progress. The range of skills and talents to foster the world-class innovation system the UK needs is huge, but often under-recognised."

[UKRI 101 Jobs That Change the World, 2021](#)

Most videos have 300-600 views. Some reach into the thousands, including a social research interviewer, a chef in the Antarctic and an archivist with an established social media profile. Reach improved if a third party with a large following, such as the Natural History Museum, publicised the content, rather than relying solely on UKRI's own social media channels.

UKRI also repackaged the content for use in China, where it had good cut-through on social media.

Lessons Learned

This campaign shows the value of **placing real people at the heart of messaging**, which helped UKRI to convey the diverse and exciting careers offered by R&D.

It also emphasises the need to **match engaging campaign assets with strong conduits for those messages**; for instance, by engaging partner organisations with existing public profiles and therefore a wider reach to promote the materials. Doing so effectively relies on **ensuring there is enough time to establish those relationships**.

On Twitter @sciencecampaign #DiscoveryDecade
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