

# CEOS Communication Strategy

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## *Table of Contents*

<b>1. Executive Summary</b>	<b>2</b>
<b>2. Introduction &amp; Objectives</b>	<b>2</b>
2.1. CEOS Mission	2
2.2. CEOS Communication Objectives	3
<b>3. Situation Analysis</b>	<b>3</b>
<b>4. Stakeholders</b>	<b>4</b>
4.1. Internal CEOS	4
4.2. External CEOS	5
<b>5. Campaigns</b>	<b>6</b>
5.1. Future of Analysis Ready Data	6
5.2. Adaptation & Resilience	6
5.3. Water Quality Workshops	6
5.4. Interoperability	7
<b>6. Content Types</b>	<b>7</b>
6.1. CEOS Website	7
6.2. CEOS Blog	7
6.3. CEOS Newsletter	7
6.4. CEOS Quarterly Revisit	7
6.5. Social Media	8
6.6. Video	8
6.7. Exhibition Booths	8
<b>7. Measuring Impact</b>	<b>8</b>
7.1. Goals for Publication	8
7.2. Measuring Success	8
7.3. Reporting	9
<b>8. Implementation &amp; Execution</b>	<b>9</b>
8.1. Core Communication Team	9
8.2. CEOS Community Liaisons	10
8.3. CEOS Agency Communication Staff	10
8.4. CEOS Entities	10
8.5. CEOS Community Members	10
<b>9. Conclusion</b>	<b>11</b>
<b>Appendix A: Target Audiences</b>	<b>12</b>

## 1. Executive Summary

This document, prepared by the CEOS Communication Team, provides strategic communication guidance for CEOS. The Communication Team is led by the NASA-supported CEOS Systems Engineering Office (SEO).

CEOS communication serves to highlight and promote the services and tools developed by CEOS and its Agencies, to optimise societal benefit and inform decision making. The target audiences range from internally within CEOS (Principals and CEOS Working Teams), to the broader community external to CEOS (Data Providers & Distributors, Data Users and Decision Makers).

Content will be primarily in support of one of four campaigns to be run over various periods during 2026-2027: Future of Analysis Ready Data, EO Handbook, Water Quality Workshop Series, and Interoperability. Content types include blog posts, the CEOS Newsletter, the Quarterly Revisit mailing list, social media, and videos.

As a minimum, the CEOS Communication Team will strive to publish 2 blog posts per month, complete a series of articles each year in support of CEOS and/or SIT Chair Priorities, produce 1-2 videos on a topic of relevance, and publish the Quarterly Revisit four times per year.

The CEOS Communication Team takes its core membership from the SEO, and will be supported by members from across CEOS, including the CEOS Executive Officer and those with interest or experience in Earth science communication. CEOS entities are expected to provide at least one item of communication materials annually, which can include articles, videos, materials for exhibition booths, or social media content.

## 2. Introduction & Objectives

This document serves to guide internal communication between the CEOS Communication Team and the CEOS entities that it supports, as well as externally within the broader Earth observation (EO) community.

The Strategy covers the period of 2026-27.

### 2.1. CEOS Mission

The CEOS Mission is:

*CEOS ensures international coordination of civil space-based Earth observation programs and promotes exchange of data to **optimise societal benefit and inform decision making** for securing a prosperous and sustainable future for humankind.*

When applicable, the CEOS mission should be considered when developing communication products on behalf of CEOS. Content creators and communicators should build content that highlights our ability to 1) optimise societal benefits and 2) inform data-driven decision making.

## 2.2. CEOS Communication Objectives

The primary goal of CEOS communication is to increase awareness of access to, and applications of, EO data, as well as the tools and services needed to effectively use EO data for the greatest societal benefit. The impact of CEOS work should be shared, especially when applicable to other international organisations.

A secondary goal for CEOS communication should also enable information sharing and discussion with CEOS internally, between CEOS entities and across the CEOS membership.

## 3. Situation Analysis

CEOS is a global, best-efforts organisation aiming to coordinate EO missions, services and applications. As of 2026, CEOS has 35 Members and 32 Associates. The foundation of CEOS is ensuring multilateral coordination, to support collaborative missions and data systems, as well as global initiatives to benefit society. CEOS Members and Associates collaborate to identify and accomplish specific goals relevant to their own agency priorities.

CEOS primarily provides a platform to coordinate missions, data products and calibration/validation. Since its establishment in 1984, the scope of CEOS work has expanded to include a variety of application areas and other related EO topics, and the reach of CEOS has also expanded. CEOS has developed a longstanding reputation as the international coordination body for space-based EO.

The recent rise of the commercial EO market offers new opportunities for CEOS in the global EO industry. CEOS has an important and active role to play in supporting both its membership and the commercial EO community by ensuring that any EO data and services are reliable, accurate and fit-for-purpose.

The strength of CEOS lies in its internal communication, which has been established over the past 40 years and facilitates an active and successful forum for coordination and discussion on space-based EO topics. However, there is an opportunity now to ensure CEOS reaches beyond its internal membership to the broader community, especially with the rise of the commercial EO market and more widespread availability of EO data products. CEOS should actively promote its work across the EO domain, with effective communication serving as the primary means to do so.

As per the 2026-2028 CEOS Work Plan, the primary objectives of CEOS are:

- To optimise the benefits of space-based Earth observation through the cooperation of CEOS Agencies in mission planning and the development of compatible data products, formats, services, applications, and policies.
- To aid both CEOS Agencies and the international user community by, among other things, serving as the focal point for international coordination of space-based Earth observation activities, including the Group on Earth Observations (GEO) and other entities related to global activities that have an environmental or socioeconomic impact.

- To exchange policy and technical information to encourage complementarity and compatibility among space-based Earth observation systems currently in service or development, and the data received from them, as well as to address issues of common interest across the spectrum of Earth observation satellite missions.

CEOS Communication should be anchored in these three objectives.

## 4. Stakeholders

A summary table to support the Communication Team in choosing the right approach for various communication materials is included in Appendix A.

### 4.1. Internal CEOS

#### 4.1.1. CEOS Principals

CEOS Principals are nominated individuals from each CEOS Member or Associate who are executive officials. These individuals are responsible for making all major decisions within CEOS, including on leadership, organisation structure, and work plan items.

What: It is vital that CEOS Principals are kept informed of all work across CEOS. Principals will likely support decisions that are directly related to their organisation's internal priorities, and hence the value of CEOS work in support of these items should be clearly communicated.

How: CEOS Principals should be contacted via email. CEOS Principals are automatically subscribed to the mailing list for the CEOS Quarterly Revisit, ensuring they receive updates on recent and upcoming activities.

#### 4.1.2. CEOS Working Teams

Who: The various teams from across CEOS (Working Groups, Virtual Constellations, Ad-hoc teams and others) each have their own leadership and members. These teams are formed of subject matter experts in their specific domain, and often include individuals who are leading programmes within their organisation.

What: Members of the various CEOS working teams are usually most interested in topic-specific items. Cross-cutting work is especially important to communicate across the different entities, as this work might not otherwise be communicated in their regular internal meetings. Cross-cutting topics include CEOS Analysis Ready Data (CEOS-ARD), Interoperability, and Sustainable Development Goals (SDGs).

How: The chairs/leads for each entity should be contacted via email when a topic relevant to their group is under preparation, for their expert review. They should also be encouraged to share the communication piece within their community once published.

### 4.2. External CEOS

CEOS activities operate widely across the data value chain, from gap analysis and mission design, to calibration/validation activities and the development of end-user products. As

such, we have broken down our external stakeholders into groups aligning with this value chain.

#### 4.2.1. Data Providers & Distributors

**Who:** Data Providers and Distributors include technical space agency staff, as well as commercial satellite operators and data providers. They have a good understanding of the Earth observation sector and may already be aware of, and interact with, CEOS tools and services.

**What:** The WGISS Best Practices, calibration/validation tools, and other downstream guidelines are of interest to Data Providers and Distributors. The communication pieces should be technical, and explain how CEOS projects can support their work. Topics can include CEOS-ARD, the Interoperability Handbook, and the Cal/Val Portal.

**How:** This group is often found at community events such as IGARSS, Living Planet Symposium, VH-RODA and JACIE. Targeted communication is often required to understand their specific requirements and needs from CEOS. One-on-one conversations at CEOS exhibition booths can be a useful mechanism to explain CEOS tools and services that may be of value to them.

#### 4.2.2. Data Users

**Who:** Data Users is a growing group of experts, who use and analyse satellite data to gain insights into the Earth's environment. This includes scientists, urban planners, resource managers, and conservationists. They have a moderate level of understanding of EO data - their expertise lies on the analysis side, and not necessarily the pre-processing of data.

**What:** News about data products, and analysis tools and services should be targeted towards data users. Topics of interest include new CEOS-ARD compliant products, CEOS Analytics Lab demonstrations, and workshops by CEOS entities.

**How:** Scientific community events such as IGARSS, Living Planet Symposium and GEO Global Forum attract data users. Interactions with this group at CEOS Exhibition Booths can help showcase CEOS products and tools which can help with their work. News posts can be a good way to reach users broadly, and should be shared with relevant user groups (e.g. GEO initiatives) via social media.

#### 4.2.3. Decision Makers

**Who:** Decision Makers are not necessarily interested in EO data itself, but rather the results from analyses. They prefer data which is presented in a simple and understandable way, to support evidence-based policies. They generally have a limited understanding of EO data.

**What:** CEOS should promote the use of space-based EO to support global agendas and policy making.

**How:** Graphical data visualisations are key to engaging with decision makers. Connections can be made through agencies and government departments, and communications can be compiled into briefing packs for delegates at policy meetings.

## 5. Campaigns

Campaigns are a series of communication materials and activities, which span across a period of usually 6-24 months. The topics are aligned with the CEOS Priorities, as well as broader global events.

The four campaigns below form the outline of CEOS Communication work over 2026-27. Note that an additional campaign may be added, once CEOS Chair Priorities for 2027 have been determined.

### 5.1. Future of Analysis Ready Data

In 2025, the CEOS-ARD Oversight Group published a consultation paper and concept note titled [\*The Future of CEOS-ARD\*](#). The paper looked at what opportunities exist to improve CEOS-ARD, and how to increase the effectiveness and impact of CEOS-ARD, and was built following months of community consultations.

Following endorsement of the paper, CEOS Plenary tasked the team with developing the 2026 CEOS-ARD Strategy, a priority for the 2026 CEOS Chair (Australia). To support this development, the CEOS Communication Team may conduct a series of polls on LinkedIn, with the aim of engaging the community and encouraging a discussion - particularly on any questions the Strategy writing team need community input on.

In addition to the forward-looking content, updates on current and new activities around CEOS-ARD will continue to be shared via the CEOS-ARD Newsletter, including new CEOS-ARD product endorsements, new and updated Product Family Specifications, and other updates from the team.

### 5.2. Adaptation & Resilience

In 2026, CEOS will publish a special edition of the Earth Observation Handbook focused on Adaptation & Resilience. The Handbook will contain a series of case studies from the community, and hence CEOS Communications will be leveraged to seek inputs and encourage participation.

The Handbook will be published in November 2026, and efforts will be made to excite the community for the publication. This may include articles about the history of the Handbook, as well as 'teaser' case studies released before the publication of the full document.

### 5.3. Water Quality Workshops

The 2026 CEOS Chair and 2026-2027 SIT Chair will co-host two workshops in 2026 focused on observations of water quality across the catchment-to-coast system. The first will be in April, alongside SIT-41, and the second will be in September, alongside SIT Technical Workshop 2026. The Communication Team will work with the CEOS Chair and SIT Chair Teams to ensure appropriate communication of the outcomes from both workshops, as well as inviting inputs from the community when appropriate.

## 5.4. Interoperability

CEOS published the WGISS-led [Interoperability Handbook v2.0](#) in 2025. This campaign will consist of a series of articles published throughout 2026, with one article for each factor of the Interoperability Handbook (Vocabulary, Architecture, Interface, Quality & Policy), and encouraging data providers to review and apply the recommendations.

# 6. Content Types

## 6.1. CEOS Website

The CEOS Website ([ceos.org](https://ceos.org)) serves a wide variety of purposes and users. It is the primary outward-facing channel - the first place visitors will go to understand more about the organisation. The website also provides an essential platform for internal communication, including document storage, publications, contact information, and meeting information, as well as the communication of CEOS services, tools and publications to the broader EO community.

The website underwent its last design refresh over ten years ago, and would benefit from modern website design best practices and improved efficiencies. To ensure CEOS remains a credible and trustworthy organisation with optimized digital infrastructure, the SEO will undertake a major design refresh over the coming two years.

## 6.2. CEOS Blog

Blog articles are posted online at [ceos.org/news](https://ceos.org/news) by the CEOS Communication Team. The blog provides a place for recent news announcements and project updates, which is then shared through social media. The target audience for these materials can vary but a specific audience should always be considered prior to developing a communication.

## 6.3. CEOS Newsletter

The [CEOS Newsletter](#) is published online by the Japanese Aerospace Exploration Agency (JAXA), with content developed for a primarily internal audience. The CEOS Communication Team is responsible for promoting CEOS Newsletter articles on the website and social media.

## 6.4. CEOS Quarterly Revisit

The CEOS Quarterly Revisit provides a way for the CEOS community to receive consolidated updates about blog posts, newsletter articles, training events, upcoming meetings and other communication materials on a quarterly basis, in their email inbox. A community member (often a Working Group Chair or other CEOS leadership) is invited to provide some introductory remarks highlighting recent achievements. The mailing list should be promoted to the broader EO community, through exhibition booths and conferences.

## 6.5. Social Media

CEOS has accounts on LinkedIn (@ceosdotorg), Facebook (@socialceos), and X (@CEOSdotORG), with LinkedIn being the primary channel. Content across these platforms should be synchronised, and promote all CEOS content, publications and achievements. Photos from meetings are shared whenever possible. Posts should be made at least once per week.

## 6.6. Video

The CEOS Youtube Channel (@CEOSdotORG) provides a place to host video content. Content posted on the channel can vary, but should always be cross promoted from social media and blog posts.

Videos can cover a variety of topics, and can be contributed by various CEOS entities. Videos are particularly useful for CEOS meetings or for use in exhibition booths. Where possible, content should be evergreen to ensure reusability for years to come.

## 6.7. Exhibition Booths

One of the most powerful ways CEOS can connect directly with the broader EO community is through exhibition booths at international conferences, such as IGARSS, Living Planet Symposium, GEO Global Forum, VH-RODA and JACIE. Materials should be prepared for distribution, including flyers, stickers and other promotional items. Where an event is organised by a CEOS Agency, the host is encouraged to provide a booth space for CEOS at a reduced cost, as well as supporting staffing of the booth.

# 7. Measuring Impact

## 7.1. Goals for Publication

As a minimum, the CEOS Communication Team should strive to achieve:

- 2 blog articles each month (total of 24 annually)
- Annual series of articles focusing on one Chair or SIT Chair priority
- 1-2 videos published each year, focusing on topics of interest to Chair, SIT Chair or otherwise.
- Publication of Quarterly Revisit, 4 times per year.

It is expected that CEOS entities (Working Groups, Virtual Constellations, Ad-hoc teams and others) should contribute at least one blog article per year, focusing on the progress of specific programmes or activities.

## 7.2. Measuring Success

Website and social media analytics provide a powerful way to measure the impact of CEOS communication. The key items to consider are:

- Views per blog post
- Social media followers

- Average engagements on social media posts

In addition, the CEOS Communication Team can consider periodically running web surveys to gather insights into the content and usability of the website. Use case scenarios can also be run to identify weak points in the website’s functions.

As a benchmark, the analytics for the period 1 March 2025 - 28 February 2026 are included in Table 1 below.

Average views per Blog post	108.27
LinkedIn Followers	3865
LinkedIn: Average impressions per post	1525.03
LinkedIn: Average engagement rate per post	10.43% <i>Clicks: 103.20</i> <i>Likes: 39.26</i> <i>Comments: 1.18</i> <i>Reposts: 3.96</i>
X Followers	5469
Facebook Followers	2266

*Table 1: Benchmark analytics for CEOS Communication.*

Analytics should not be the only metric used to measure success, the impact of CEOS communication to support and drive initiatives should also be noted. In particular, the effectiveness against each target audience should be considered.

### **7.3. Reporting**

The CEOS Communication Team will provide a short annual report detailing the progress of CEOS communication campaigns throughout the previous 12 months. The report should highlight progress against the above reporting measures, including analytics and publication goals. This report would be compiled by the SEO prior to the annual SIT meeting (usually March-April), to be raised at SIT if the SEO deems appropriate.

## **8. Implementation & Execution**

The CEOS Communication Team is made up of a core team from the SEO, CEOS Community Liaisons and CEOS Agency Communication Staff.

### **8.1. Core Communication Team**

CEOS communication is the responsibility of the Systems Engineering Office (SEO, supported by NASA), publishing all content (apart from the CEOS Newsletter) and ensuring CEOS communication is progressing.

The publishing of content for the CEOS Newsletter is the responsibility of JAXA, and those individuals also form part of the Core Communication Team.

## 8.2. CEOS Community Liaisons

CEOS Community Liaisons are members of the CEOS community with past experience or interest in science communication. The CEOS Executive Officer (CEO) is automatically included in this group.

These members are not expected to contribute a large amount of effort, but rather to be a 'brains trust' for the core team to discuss ideas with. Their assistance may be called upon to:

- Provide feedback on a communication campaign concepts
- Suggest ideas for new content
- Review the Communication Strategy
- Review annual CEOS Communication Progress Reports

Any member of the CEOS community (from within Working Groups, Virtual Constellations or other) are invited to nominate themselves to support the Communication Team, via the SEO.

## 8.3. CEOS Agency Communication Staff

Most CEOS Agencies have dedicated communication staff, with a much greater depth of experience and expertise in this area. CEOS should utilize these contacts to further promote CEOS activities. Their assistance may be called upon to:

- Share CEOS content via their own (often much larger) social media channels
- Provide advice to the core team on how best to promote CEOS

## 8.4. CEOS Entities

Chairs/Leads of all CEOS entities are expected to support CEOS communication, by providing content where applicable. At least one item should be provided annually, which can include articles, videos, materials for exhibition booths, or social media content. Photos from events should also be shared for promotion across CEOS social media.

## 8.5. CEOS Community Members

CEOS community members are encouraged to share CEOS communications materials on their personal LinkedIn accounts, as the LinkedIn algorithm prioritises posts from individuals rather than organisations. The CEOS Communication Team will endeavour to tag relevant individuals in posts from the CEOS LinkedIn account to support this.

A number of CEOS-related X accounts exist, but are no longer maintained to the same level as previously. This includes [CalVal Portal](#), [CEOS-ARD](#) and [EO Handbook](#). Instead, all CEOS communications are encouraged to come via the [main CEOS channel](#).

EOTEC DevNet, a joint initiative of the CEOS Working Group on Capacity Development, Education and Training (WGCapD), and the equivalent working groups of other

intergovernmental EO-related organisations, maintains their own communications on [LinkedIn](#) and [X](#). Their community is active and vibrant, so cross-posting should be encouraged.

## 9. Conclusion

CEOS communication serves to highlight and promote the work of CEOS and its membership, to optimise societal benefit and inform decision making. The CEOS Communication Team will use a variety of content types to target the broad categories of related audiences, including both internally within CEOS and externally to the broader EO community.

Reporting will be facilitated annually through the SEO, with a summary of publications and other key statistics over the previous period.

## Appendix A: Target Audiences

	Group	Description	Goals	Understanding of EO data	Methods	Social Media Accounts
<b>Internal CEOS</b>	CEOS Principals	Nominated individuals from each CEOS Member or Associate who are executive officials. Responsible for making all major decisions within CEOS, including on leadership, organisation structure, and work plan items	Provide overview of CEOS work Share information to help decision making within agencies, including mission planning	Medium	CEOS mailing lists, CEOS Communications Quarterly Revisit	CEOS Principal personal accounts
	CEOS Working Teams	Working Groups, Virtual Constellations, Ad-hoc teams and other entities in CEOS. Formed of experts in their specific topic, and often include individuals who are leading programmes within their organisation.	Share cross-cutting work between teams Topic-specific items	High	Email, social media, news posts, CEOS Communications Quarterly Revisit	Team lead personal account
<b>External CEOS</b>	Data Providers & Distributors	Technical space agency staff, as well as commercial satellite operators and data providers	Share knowledge about best practices and other technical work developed by CEOS groups	High	Exhibition booth interactions, community events (e.g. VH-RODA, JACIE)	Relevant Space Agencies, commercial data providers, key community members

	Data Users	Experts who use and analyse satellite data to gain insights into the Earth's environment	Share information about data products produced by CEOS agencies and new applications	Medium	News posts, Exhibition booth interactions, scientific community events (e.g. IGARSS, LPS, GEO Global Forum)	Thematic groups, e.g. GEO initiatives
	Decision Makers	Use the results of analysis of EO data to make decisions regarding policies	Promote the use of space-based EO to support global agendas, climate insights	Low	Graphic data visualisations, establishing connections through agencies, briefing packs for delegates at policy meetings	UN bodies (UNFCCC, UNCBD, etc.)