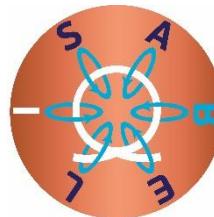


<b>Deliverable Number:</b> 8.3	<b>Due date:</b> Month 42
<b>Deliverable Title:</b> Updated communication and dissemination plan	<b>Reporting period:</b> 3
<b>WP number:</b> WP8	<b>Issue date:</b> Month 42
<b>Leader Beneficiary:</b> RU	<b>Author(s):</b> Eva Bezgousko
<b>Deliverable type:</b> Report	<b>Reviewers:</b> ISABEL Coordination Board
<b>Dissemination level:</b> Public	

## ISABEL

### Improving the sustainability of the European Magnetic Field Laboratory

#### Deliverable 8.3 Updated - Communication and dissemination plan



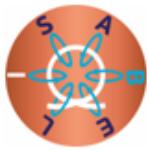
**Start date of the project:** 1<sup>st</sup> November 2020

**Duration:** 48 months

**Project Coordinator:** Geert Rikken

**Contact:** [isabel@lncmi.cnrs.fr](mailto:isabel@lncmi.cnrs.fr)

Version	Modifications	Date	Authors
2.0	First final version	18/08/2022	Eva Bezgousko
3.0	Updates	15/09/2023	WP8 members
		19/02/2024	
		15/03/2024	Christiane Warth
		18/04/2024	Eva Bezgousko

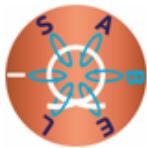


## DOCUMENT ABSTRACT

This deliverable 8.3 “Updated Communication and dissemination plan” is part of Work Package 8 “Dissemination and outreach”.

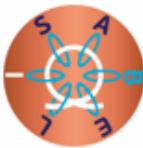
The aim of the deliverable is to update and complete the first version of the Communication and dissemination plan that was submitted in 2022.

Overall, the aim of this plan is to present in detail the communication guidelines and the dissemination activities within the project, which are coordinated by Work Package 8. This plan defines and implements new communication tools and how ISABEL contributes to improve the existing ones in order to communicate effectively with the different stakeholders of the project. These activities are set up in such a way that they can be continued beyond the lifetime of the ISABEL project.



## Table of contents

<b>1. Introduction .....</b>	<b>4</b>
<b>2. Why a communication strategy? .....</b>	<b>4</b>
<b>3. EMFL - ISABEL.....</b>	<b>5</b>
a. ISABEL project.....	5
b. EMFL-AISBL.....	5
<b>4. Communication Strategy.....</b>	<b>6</b>
c. Objectives .....	6
d. Target groups.....	7
<b>5. EMFL and ISABEL communication tools .....</b>	<b>8</b>
e. Existing Communication Tools of EMFL (updated).....	8
f. ISABEL dissemination plan (updated).....	11
g. Communication material and activities.....	12
• <b>Website .....</b>	12
• <b>EMFL News .....</b>	13
• <b>Flyers, brochures, roll-up banner .....</b>	13
• <b>Virtual tours .....</b>	13
h. Social media.....	13
• Twitter (now X).....	14
• LinkedIn .....	14
• YouTube.....	14
i. Communicators club.....	15
<b>6. Corporate identity – Logo.....</b>	<b>15</b>
i. ISABEL logo .....	15
j. EMFL logo .....	15
k. EU logo.....	15
<b>7. Monitoring (updated) .....</b>	<b>15</b>



## 1. Introduction

The EMFL mission statement says: "The EMFL develops and operates world class high magnetic field facilities, to use them for excellent research by in-house and external users."

The principal goal of the ISABEL project is *to ensure the long-term sustainability of the European Magnetic Field Laboratory and define a roadmap for its future development.*

The sustainability of the EMFL has to be carried out by a solid communication and dissemination strategy, promoting EMFL activities and increasing its influence on a global scale. The ISABEL project has developed a whole communication Work Package in order to achieve this objective; the Work Package 8 deals with the communication outreach strategy and dissemination. WP8 is divided into 4 tasks:

- Task 8.1: Communication with the general public
- Task 8.2: Internal communication
- Task 8.3: Communication with EMFL users
- Task 8.4: Communication with industry

And 4 deliverables to disseminate ISABEL results:

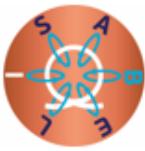
- D8.1: ISABEL website (M6)
- D8.2: Communication and dissemination plan & updates (M12, M24)
- D8.3: Modernized EMFL website and proposal submission portal (M12)
- D8.4: Exhibition materials (M9)

The overall goal of the communication plan is to provide a coordinated and consistent message to our stakeholders, (industrial and academic) partners and users and to keep them informed about the developments of EMFL, all in a corporate communication identity. Three main guiding principles are followed by the WP8:

- Create a visible and distinguishable corporate identity for the ISABEL project in such a way that its visual identity is easily recognizable and identifiable with EMFL.
- Improve the coordination with EMFL and its external stakeholders, related projects such as SuperEMFL, research institutions, industrial partners, user community and media to ensure a strong outreach of the communication activities.
- Monitor the deployment of the communication plan and make necessary corrections when needed in the updated version of the communication plan (D8.3, originally foreseen M24, now planned M30).

## 2. Why a communication strategy?

The EMFL facilities are aware that communication is essential to raise awareness of EMFL and high magnetic field research in general. It is important to communicate the developments in high magnetic field topics to our defined different target groups with one voice. As there are 4 EMFL sites in France, Germany, and the Netherlands, it is essential that all 4 sites communicate in a coherent way to reach



certain communication goals. The use of a corporate design is important to strengthen the European perspective of the research at the 4 sites. Also, the link between the EC, the project ISABEL and EMFL should be clear in the overall design and visual identity. Beyond the 4 EMFL sites, the communication strategy extends its actions and addresses the ISABEL partners. It should work towards an interactive and inclusive strategy. This is even more true for the ISABEL project as its principal aims are to enlarge the EMFL user community and to increase interaction with industry, which are both only possible through efficient and targeted communication.

### **3. EMFL - ISABEL**

#### **a. ISABEL project**

The goal is to have a strongly reinforced and sustainable EMFL for the benefit of *all* European researchers, from both academia and industry, and which will contribute to structuring the high-field European research area as well as to securing Europe's global position in this area.

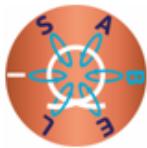
As ISABEL's mission is to improve the sustainability of the EMFL, the communication plan of ISABEL is closely related to the operational objectives of ISABEL, which in turn are directly linked to the objectives of EMFL. The "brand" EMFL and its corporate identity forms the basis of the communication strategy of ISABEL WP8. The following chapters will refer often to EMFL as this is the legal entity the ISABEL project is directly supporting.

The WP8 membership is composed of the communication actors involved from the different high-field facilities. This includes communication staff of HZDR (HLD, Bernd Schroder, Larysa Zviagina), the communication officer at HFML-FELIX (RU, Marloes Gielen) and the persons in charge of the communication at LNCMI (CNRS, Alexandra Gasparini, Eva Bezgousko). Also, as the WP8 has activities related to industry (T8.4 "Communication with industry"), the actors from WP3 (Work Package "bridging the gap between EMFL and industry) are part of the WP8 team (Industrial Liaison Officer, and WP3 leader, Florence Lecouturier-Dupouy).

#### **b. EMFL-AISBL**

The EMFL is a legal entity in the form of an AISBL under Belgian law. Its current members are CNRS, HZDR and RU as facility operators, the University of Nottingham, on behalf of the UK user community, funded through an EPSRC Mid-scale Facility Grant, the University of Warsaw, on behalf of the Polish user community, funded by the Polish ministry of research and higher education, the French CEA, and, since 2024, the Universita del Salento on behalf of the Italian user community.

As an AISBL, the EMFL has legal statutes and by-laws that govern its operation. The member representatives constitute the EMFL Council which is the highest authority. Everyday management is done by the Board of Directors, consisting of the LNCMI, HLD and HFML directors, assisted by an Executive Manager. The EMFL-AISBL is an official partner in the ISABEL project, as are all its members.



## 4. Communication Strategy

### c. Objectives

The dissemination and communication strategy of ISABEL is adapted to the different recipients that are being addressed, such as the current users, potential users EMFL wants to attract, other RIs, EU and national policy makers or industry following the idea of advertising the EMFL on the international level among decision makers and users.

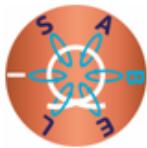
The objective is to spread awareness of its research activities in high magnetic fields all around the world, amongst different recipients; from politics, academia, and industry. This will lead to an increase of EMFL's influence and number of academic and industrial users, promoting high magnetic field research and activities. In short, the ISABEL communication plan aims at an enlarged and strengthened EMFL organisation, broadening of the high-field user community, both from academia and industry, and a boosted EMFL socio-economic impact.

Key messages have been identified as pillars of the communication strategy:

- Research in high magnetic fields is important and useful because it can:
  - Find new states of matter
  - Contribute to the development of new materials and biological systems
  - Stimulate the development of high-temperature superconductors a fascinating new technology
  - Replace zero gravity research in space by magnetic levitation (static fields)

Further, other key messages to disseminate are:

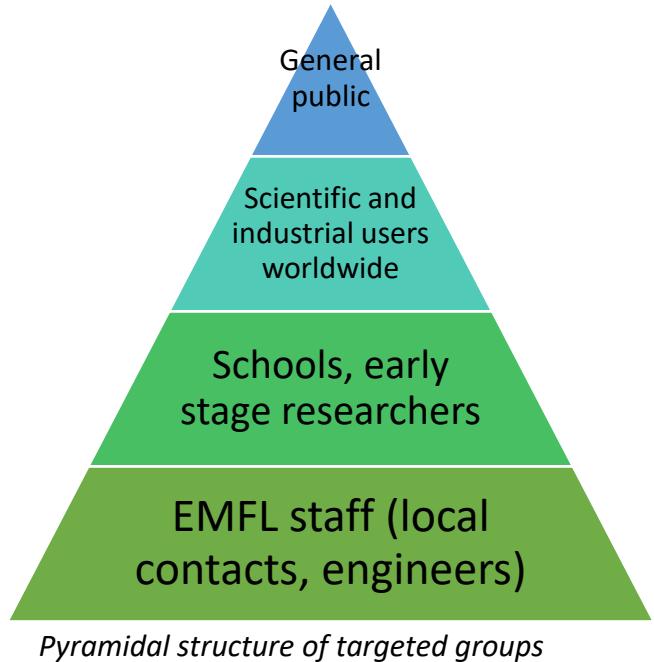
- There is world-class research using high magnetic fields in Europe
- There is one European entity (EMFL)
- In the EMFL facilities, scientists do in-house research but also cooperate with users from all over the world
- The research has impact on local technical and industrial companies.



#### d. Target groups

As important target groups for the EMFL communication, the following could be identified, ranging from local groups to the general public:

Events and communication activities target at least one or more of these groups. This is even more true for the ISABEL project as its principal aims are to enlarge the EMFL user community and to increase interaction with industry, which are both only possible through efficient and targeted communication.



General public	Scientific community	Schools	EMFL Staff
<ul style="list-style-type: none"><li>• Social media</li><li>• Open doors</li></ul>	<ul style="list-style-type: none"><li>• Industry days</li><li>• Regional facility meetings</li><li>• Joined meeting with RIs</li></ul>	<ul style="list-style-type: none"><li>• EMFL School</li><li>• Site visits</li></ul>	<ul style="list-style-type: none"><li>• Magnet technology workshops</li><li>• EMFL User meetings</li><li>• IPR Training course</li></ul>

*Communication activities per targeted group*

## 5. EMFL and ISABEL communication tools

### e. Existing Communication Tools of EMFL (updated)

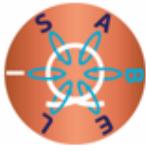
Communication Tool	EMFL	LNCMI (Grenoble + Toulouse)	HFML (Nijmegen)	HLD (Dresden)	target group
<b>Events (General public)</b>	-	<ul style="list-style-type: none"> <li>- Open House Day (annual on the national level "fête de la science")</li> </ul>	<ul style="list-style-type: none"> <li>- Open house @ Radboud University and Faculty of Science</li> </ul>	<ul style="list-style-type: none"> <li>- Open House Day (annually, except 2021)</li> <li>- Dresden Long Night of Science (annually)</li> </ul>	<ul style="list-style-type: none"> <li>- general public/media, children, high school and university students, potential young academics</li> </ul>
<b>Events (Users, staff)</b>	<ul style="list-style-type: none"> <li>- Annual User meeting</li> <li>- Bi-Annual EMFLdays</li> <li>- Bi-Annual EMFLschool</li> </ul>	-	-	-	<ul style="list-style-type: none"> <li>- Users, Young scientists, staff.</li> <li>- The high-field community</li> </ul>
<b>Website <a href="https://emfl.eu/">https://emfl.eu/</a></b>	<ul style="list-style-type: none"> <li>- General information EMFL</li> <li>- Proposal Portal</li> <li>- EC Project ISABEL</li> <li>- EC Project SuperEMFL</li> </ul>	<ul style="list-style-type: none"> <li>- Research highlights</li> <li>- Brief description of the activities of the different lab groups</li> <li>- information concerning different magnets</li> </ul>	<a href="#">research highlights</a> <i>(target group: scientists)</i> <a href="#">magnetism</a> <i>(target group: general public, high schools, students)</i>	<a href="#">publications</a> , <a href="#">research programs</a> , <a href="#">research highlights</a> , <a href="#">contact</a>	<ul style="list-style-type: none"> <li>- Mainly scientists &amp; user;</li> <li>- General public/the media, students, high- school students</li> <li>- Policy makers</li> </ul>
<b>School Lab</b>				<b>deltaX</b> (One main focus: magnetism – in cooperation with HLD)	High-school students and teachers
<b>Guided tours, lectures</b>	Organized by the laboratories	High-schools and universities: visits on demand (20- 30 groups/year)	High-schools and universities: 40 - 50 groups/year	40 groups/year	School classes, high school groups, groups from industry/science
<b>Lab Flyer</b>	EMFL flyer	A4, in English	Folded A5 together with FELIX	A4, in English	Scientists, industrials

<b>Demo experiments</b>	-	<i>superconducting train, jumping ring and other simple physics demonstrations with magnets.</i>	<i>superconducting train, simple physics demonstrations with magnets.</i>	<i>for preschoolers: Cooperation with two kindergardens; for the public: flying pan, Möbius strip, etc.</i>	<i>Children, general public</i>
<b>Press releases; articles</b>	<i>Coordinated locally</i>	<i>2-3/year</i>	<i>2/year</i>	<i>3-4/year + 2/year (in local/regional magazines); regularly articles in HZDR publications</i>	<i>Media/the general public</i>
<b>University lectures</b>	-	+	+	+	<i>Students</i>
<b>"Web 2.0"</b>	<a href="#">Wikipedia</a> YouTube			<a href="#">Wikipedia</a> , youtube and twitter (now X)	<i>Young general public</i>
<b>Social media</b>	<a href="#">LinkedIn</a> <a href="#">Twitter</a>		<a href="#">LinkedIn</a>		<i>General public</i>
<b>Videos/Films</b>	<a href="#">film</a>  videos (leader UNOTT):  <i>What is the EMFL:</i> <a href="https://www.youtube.com/watch?v=xQvI0hReBDI">https://www.youtube.com/watch?v=xQvI0hReBDI</a> <i>How to get involved with the EMFL:</i> <a href="https://www.youtube.com/watch?v=lGtjwmLUadM">https://www.youtube.com/watch?v=lGtjwmLUadM</a> <i>Who can be involved with the EMFL:</i> <a href="https://www.youtube.com/watch?v=PbmYUllbqzU">https://www.youtube.com/watch?v=PbmYUllbqzU</a> <i>What research is undertaken using magnetic fields:</i> <a href="https://www.youtube.com/watch?v=uISXs1CTM2g">https://www.youtube.com/watch?v=uISXs1CTM2g</a> <i>What are magnetic fields:</i> <a href="https://www.youtube.com/watch?v=q7njF3IPLXo">https://www.youtube.com/watch?v=q7njF3IPLXo</a>	<a href="#">films</a>		<i>Image film (animated)</i>	<i>General public</i>
<b>Presentation</b>	<i>General presentation available</i>	<i>used in guided tours</i>			<i>Students</i>
<b>Poster</b>		<i>download <a href="#">here</a></i>			<i>Students</i>
<b>Roll-up banner</b>	<i>Available</i>				
<b>Exhibition Booth</b>	<i>Available</i>				
<b>Virtual tour</b>		<i>Toulouse: <a href="https://storage.net-fs.com/hosting/6174450/16/">https://storage.net-fs.com/hosting/6174450/16/</a></i>	<i>HFML-FELIX: <a href="https://virtualtours.360totaal.nl?id=1116&amp;pOID=71631">https://virtualtours.360totaal.nl?id=1116&amp;pOID=71631</a></i>	<i>HZDR: <a href="https://www.hzdr.de/db/Cms?pN">https://www.hzdr.de/db/Cms?pN</a></i>	<i>General public</i>

Grenoble:

[https://storage.net-  
fs.com/hosting/6174450/20/](https://storage.net-fs.com/hosting/6174450/20/)

[/tour/hfml-felix](#)

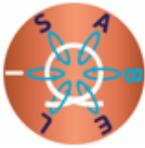


## f. ISABEL dissemination plan (updated)

In order to reach all the stakeholders of ISABEL in an efficient way, optimal dedicated communication tools have been developed, and have started to be implemented during the first reporting period of ISABEL.

Result to be disseminated	Targeted stakeholder	Communication tools	Status
Adhesion of a new EMFL member	Staff, users, ESFRI, policy makers	Press release, EMFL news, website, social media	Adhesion of University of Salento (17 <sup>th</sup> of November 2023): EMFL Newsletter: published Website/Social media: to come
Novel access procedures	Users, staff	EMFL news, website, advertisements	Social media: post on open calls User Portal: updated ISABEL website: menu on the novel access modes
On-line course on IPR and technology transfer	Staff	Website intranet	Post on ISABEL website
Data management plan	Users, staff, EC services	Website	To be disseminated once the final version is released
EMFL skills map	Industry	Website, flyers, exhibition material	All tools ✓
Global collaboration strategy	Staff, other RI, policy makers	White paper, website	To come
Lecture notes EMFL school	All interested researchers	Website	Publication on the intranet
Magnet technology Roadmap	Facility operators, EC funding agencies, staff	White paper, website	To come

*Dissemination plan – Technical Annex part B p.17 (including status)*



Result to be exploited	Targeted stakeholder	Action	Status
EMFL skillsmap	Industry	Contact targeted industries with collaboration proposals based on the established skills	Skillsmap to be updated. Disseminated among industrial contacts.
Magnet technology roadmap	Funding agencies	Seek commitment from funding agencies to implement the roadmap	Roadmap ongoing.
EMFL governance analysis	EMFL member organisations, ESFRI	If modification is necessary, propose alternative to members, discuss with ESFRI	Analysis done – no modification of the EMFL governance status.
Metrology service	Industry	Contact targeted industries with service proposals	Prospections of needs of industry both by discussions at industrial exhibitions and exchanges with industrial partners
Roadmap joint experiments high-fields/advances sources	Funding agencies, others RI	Submit funding requests to implement such experiments	Roadmap ongoing
Blue-print for international governance structure	Host organisations, ESFRI, EU	Submit proposals to host organisations and EU to create the international structure	Blue-print ongoing.

*Exploitation plan - Technical Annex part B p.17(including status)*

#### **g. Communication material and activities**

- **Website**

The EMFL website plays a central role in the communication towards the users and is accessible via [www.emfl.eu](http://www.emfl.eu). It consists of several parts: A) Open access part, to inform the general public, about EMFL and the EU projects ISABEL and SuperEMFL, B) Intranet to share internal documents (available for EMFL, ISABEL and SuperEMFL members. C) User Portal, proposal submission procedure to access the EMFL facilities D) Industry-related activities.

At the start of the ISABEL project, dedicated webpages on the EMFL website were launched for ISABEL and an intranet webpage was created. During the course of the project, these have been further filled and updated, which will continue.

**Open access part:** The EMFL website provides general information about all activities of EMFL. The ISABEL project website is part of the EMFL website and designed such, that it matches the EMFL style (e.g., similar colour scheme and matching logo). By doing this we believe that both ISABEL and EMFL will benefit from the outreach and communication activities performed by the ISABEL



project or EMFL AISBL. The ISABEL part of the EMFL website will be actively maintained by ISABEL participants, to promote, inform and communicate on the project progress and results. The pages will guarantee open access to data and project results for the dissemination of the project after its ending. Press releases and promotional articles will be developed and distributed regularly via this platform.

**Intranet:** the EMFL intranet is only accessible for authorized personnel. Several different sections are present with different authorizations. The ISABEL project partners for example can access the ISABEL intranet part.

**User portal:** The user portal is the platform to submit magnet-time proposals and to gain access to the EMFL facilities to perform experiments. For the users, this is the most important part where twice a year they can submit their scientific proposal. Via this portal, these webpages are used to specifically inform high-field users about instrumental and technical developments as well as new access procedures that have been developed over the course of the project.

- **EMFL News**

The EMFLNews is published quarterly and distributed digitally and by mail to users, stakeholders, policymakers and other interested people. EMFLNews informs users about scientific highlights, upcoming events and general news. EMFLNews is, during this project, updated with an industry section, where collaboration with industry and participation to (industrial) exhibitions can be highlighted to raise the awareness among the community to explore collaboration with industrial parties.

- **Flyers, brochures, roll-up banner**

The EMFL flyer is updated, with the aim to reach the EMFL high-field community, both academic and industrial and attract new users by showing the possibilities in the high-field facilities.

- **Virtual tours**

The general public was and is attracted to our facilities by open house / open door events. During the Covid crisis, such events were not possible. Therefore, it has been decided to create a "360 degrees" recording of the high-field installation of EMFL laboratories. When the HFML virtual tour was released, both the general public as well as facility users reacted very positive about this initiative as it gives a good impression what the high-field facility looks like. The virtual tours of Dresden, Grenoble and Toulouse have been released in April 2024. It has been officially announced on LinkedIn and ISABEL/EMFL news. They have been added on the presentation of each EMFL facility in the "About EMFL" page : <https://emfl.eu/about-emfl/>

#### **h. Social media**

Nowadays social media have become a key communication tool to increase impact and to promote our activities. EMFL already was present at some social media channels, and has expanded this further and more importantly increased its presence there. Over the course of this project EMFL aims to increase its number of followers as this is crucial to have a significant impact. Early in the ISABEL project it was decided to focus on Twitter, LinkedIn and YouTube.

- [Twitter \(now X\)](#)

Twitter is the platform for sharing information about the project. It allows to share information, but also to share information of others which has an important link to our own activities. It is the platform to raise awareness among a broad audience.

Objective: Promote the project, raise the awareness of EMFL and ISABEL, communicate its developments.

Audience: General Public, high field community, industry, policy makers.

Message: Information about events, opening of the call, scientific highlights, articles.

Content: Photos, news, highlights, Infographics, videos, links.

Hashtags used: #EMFL, @ISABELH2020, @HZDR\_Dresden, @HFML\_FELIX, @LNCMI

- [LinkedIn](#)

LinkedIn is a professional social network and the aim of our LinkedIn account is to reach the high-field community, both the industrial and academic users.

Objective: Raise the awareness of EMFL and ISABEL, inform the high-field user community about recent developments and attract new users.

Audience: High-field community, academia, industry

Message: Keep users informed about the development in EMFL and ISABEL, post vacancies, inform about opportunities for proposal submission, new techniques available at the facilities.

Content: Photos, news, highlights, infographics, videos, links.

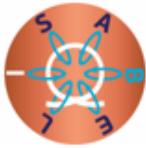
- [YouTube](#)

EMFL already has a promotion film in YouTube: <https://www.youtube.com/watch?v=4dM07vic150>  
 With the new virtual tours it becomes easier to understand for the general audience and (potential) users what high field facilities are and how they look like.

The ISABEL communication activities and expected impacts can be summarized as the following:

Communication activities	Audiences	Planned start month	Expected impacts
Project website	Current and potential industrial and academic users	M1	Facilitating user access, enlarging user community
Press releases	Policy makers, journalists, funding agencies	M2	Better political and strategic visibility of EMFL
Manifestations & exhibitions	General public, students, users, industry	M4	Increasing the general visibility and appreciation of EMFL
Flyers, brochures, newsletter, social media	Current and potential industrial and academic users, general public	M3	Raising awareness of the EMFL potential and capabilities

*Impact of communication activities – Technical Annex part B p.21*



### i. Communicators club

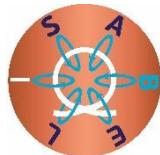
The different communication officers of the ISABEL partners have formed a Communicators Club that meet through videoconferencing to exchange relevant information on upcoming events and discuss best practice. Each EMFL facility is represented by one lab-staff member:

- Eva Bezgousko (LNCMI Toulouse)
- Alexandra Gasparini (LNCMI Grenoble)
- Larysa Zviagina/Bernd Schroeder (HLD Dresden)
- Zilan Kilic (HFML)\*

\*Zilan Kilic occupies this temporary position until the position of HFML communication officer is filled.

## 6. Corporate identity – Logo

### i. ISABEL logo



We have developed an ISABEL logo and this is used on every dissemination or communication activity by any member of the consortium during the duration of the project.

### j. EMFL logo



The EMFL logo is used together with the ISABEL logo as it supports the EMFL in general. All outreach activities of ISABEL are closely linked with EMFL.

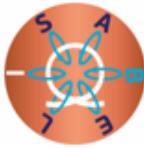
### k. EU logo



All the documents referring to the project must include the EU-flag logo accompanied with the text "This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 871106", according to the European Commission guidelines.

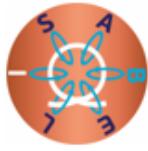
## 7. Monitoring (updated)

To continuously improve the communication tools, a monitoring and evaluation plan is developed. Over the course of the project it is important to measure some parameters and check with the target groups the effect and quality of our communication means.



- The traffic on EMFL social media pages (number of followers, likes, post sharing etc.):
  - More than 100 new followers in one year (2022-2023) from all over the world.
  - 300 likes, 12 000 interactions with the posts within the year 2023.
- The number of participants at EMFL activities (annual user meeting, EMFL school, webinars and workshops):

User meeting	EMFL school	IPR webinar	WP6 workshops
<u>Dissemination methods</u>			
EMFL webpage / email among EMFL staff and users	EMFL webpage / email among EMFL staff and users	Flyer circulated among EMFL facilities / Announcement on social media, ISABEL webpage announcement	Email among EMFL staff and users, announcement on EMFL newsletter, ISABEL webpage announcement
<u>Participants per dates (If applicable)</u>			
2018	60	60	
2019	50		
2021	140		161
2022	90	48	
2023	93		211



- The number of submitted proposals and new users:

A new user submits as PI or participant an EMFL proposal at calls 222, 123, 223 for the first time.

