



CIVITAS FORUM

Management and Psychology of Communications Campaigns

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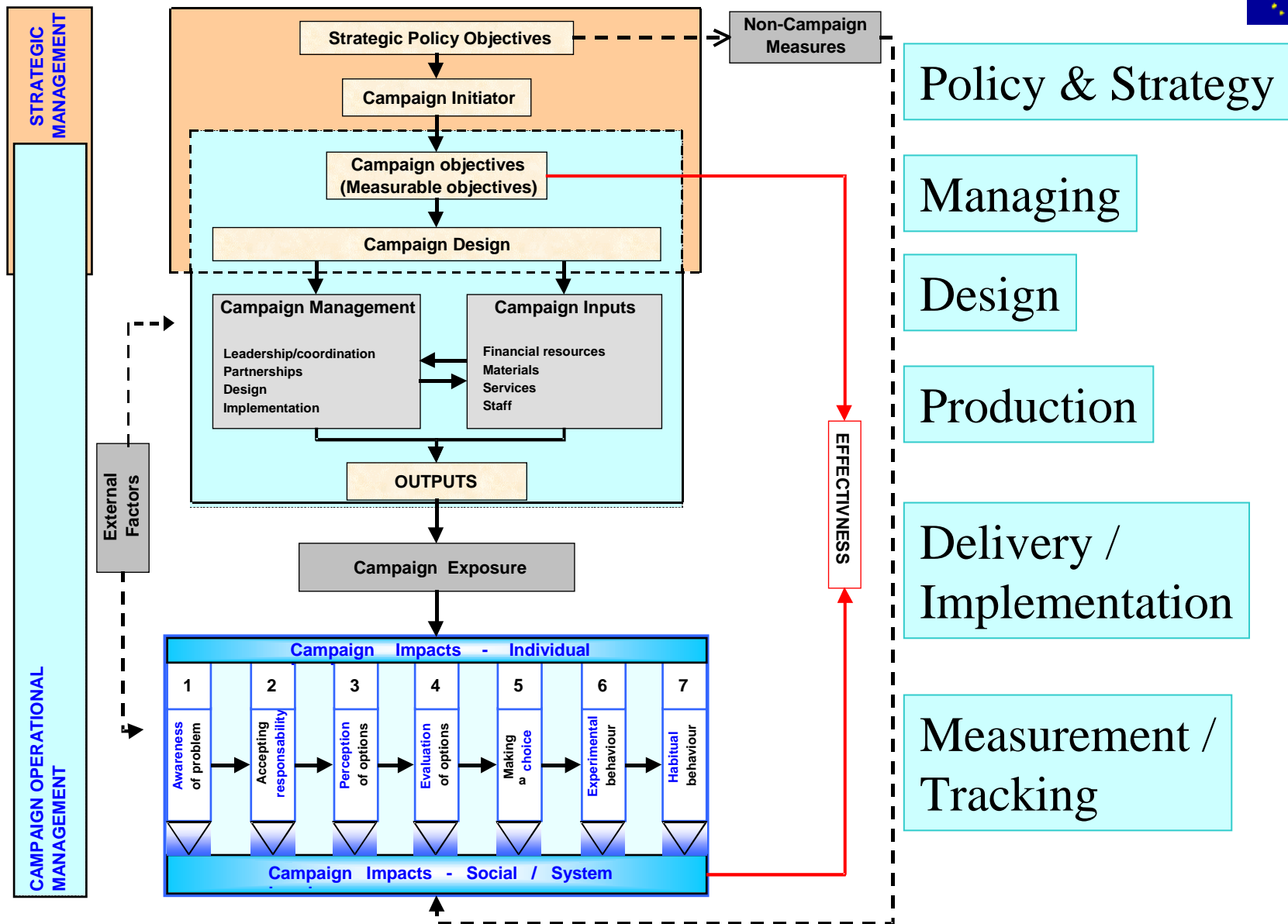
What is a Campaign?

Contribution to a new Mobility Culture

- How should a campaign be structured and managed?
- How do people's attitudes change (process)
- Campaign management tool
- Types of campaigns
 - Direct communications to the audience - (Nantes, Christine Lassalle) (Explicit cognitive)
 - Learning through doing (Hein van den Bemt Rotterdam) (Implicit cognitive)
 - Learning through education and play (Austria and Sweden) (implicit cognitive)
 - Combining infrastructure and long term information (Sweden) (Explicit and implicit, cognitive and affective)
 - Direct but Implicit communications involving 2 audiences (Dublin)
 - Andreas Lieberum?
- Audience discussion groups and questions



The Structure of Campaigns



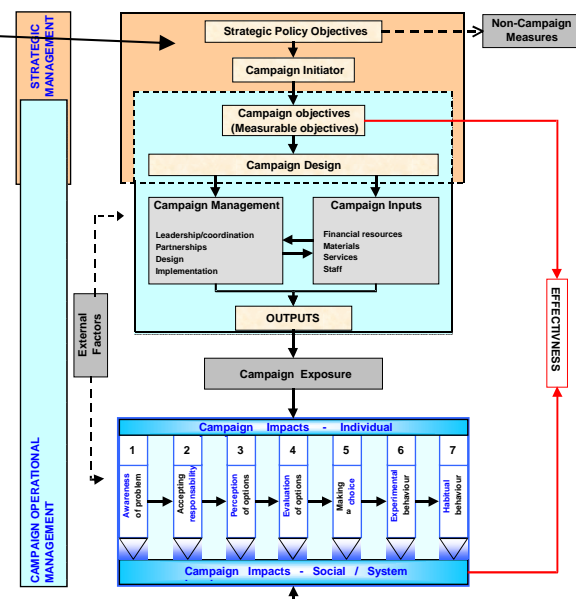


Management - Campaign initiator

- Who could be the initiator at the strategic level?

- Policy makers (national, regional and local authorities, etc)
- Networks and Platforms
- Non-Governmental Organisations (NGOs), International/ National Organisations
- EU organisations
- Public transport operators

- What is their role and how can we best manage / control them?





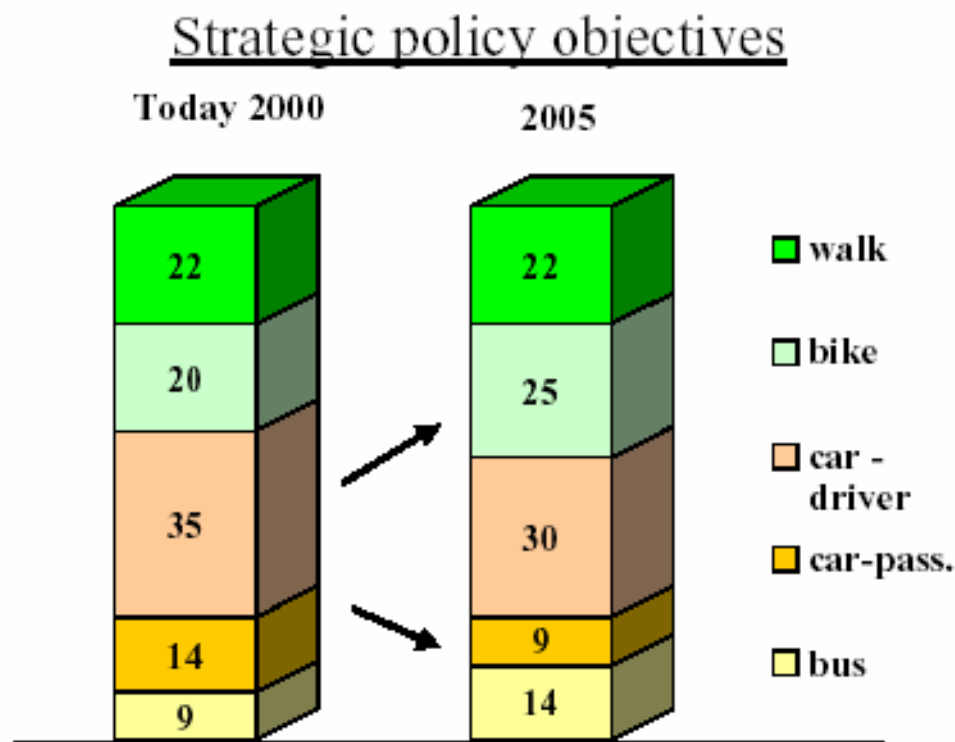
Team Management

- Define and allocate tasks
 - reflect skills and competencies
 - allow everybody to ‘know’ or see the overall workplan
- Co-ordinate and provide feedback on work done
 - regular briefings & face to face feedback
 - adjust tasks
 - prioritise



Management - Campaign Objectives in Gavle

- Specific
- Measureable
- Achievable
- Realistic
- Time related





Management - Funding

- **Funding is an important prerequisite**
 - Should provide a realistic estimate of the budget for the campaign based on the campaign concept and activities
 - Partnerships are an important aspect of funding both in terms of finance and ‘in kind’ contributions
 - Joint funding is ideal for larger projects but can be difficult to manage
 - Funding is a necessary prerequisite but cannot guarantee a successful campaign



Campaign Team

- Define skills in relation to the design & objectives

Level	Competencies / skills	Tasks
Campaign Management	Communicator Strategist Co-ordinator Assessor Coach	Reporting Strategic plan Work programme Advice Support and team building
Production of campaign materials	Creative Designer	
Finance and accounting / Administration	Administrator	Support and financial advice
Market research	Marketer	Surveys – market analysis
Distribution of campaign materials	Organiser	Distribution
Press relations	Communicator	Press briefing



Partnerships

- Decide which strategic or operational partners may add value
- Establish strong relationships between partners
- Specify budget
- Secure the necessary funding / resources needed to deliver the campaign
- Allocate tasks to partners



Management - Strategic Partnerships

- **A strategic partnership involves the co-operation of multiple stakeholders interested directly or indirectly in sustainable transport. Benefits include:**
 - Reduction in overlapping activities
 - Transfer of knowledge and expertise
 - Efficient allocation of resources
 - Social support and public involvement
 - Overcoming potential barriers from opponents
 - Synergetic effects and added value



Management - Operational Partnerships

- For example the operational partnership in the Dublin Bus case study:
 - Gardai, Cadbury, Tayto, Cinema, FM104 Radio
 - Gerry Charles - Worker-Director on the Boardall had a vested interest in reducing vandalism generally in the area
- On the other hand, the partners in Operation Feet had other vested interests that did not contribute directly to the campaign objectives



Overview of a campaign

Management

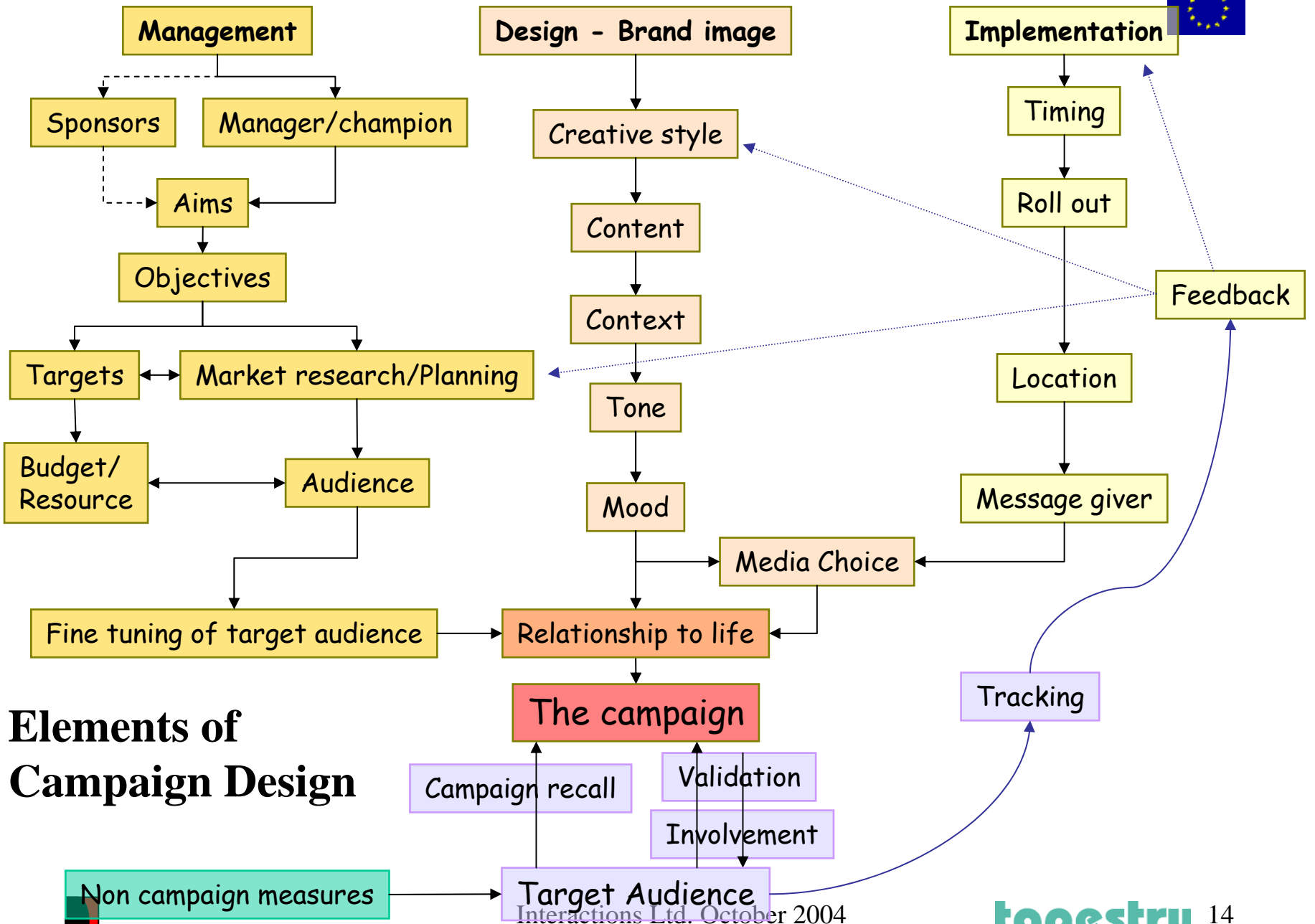
- Objectives
- Partnerships
- Funding
- Research
- Evaluation and Feedback

Design

- Brand Image
- Content
- Style
- Tone
- Mood
- Message Giver

Implementation

- Timing
- Location
- Media Choice
- Roll out



Elements of Campaign Design

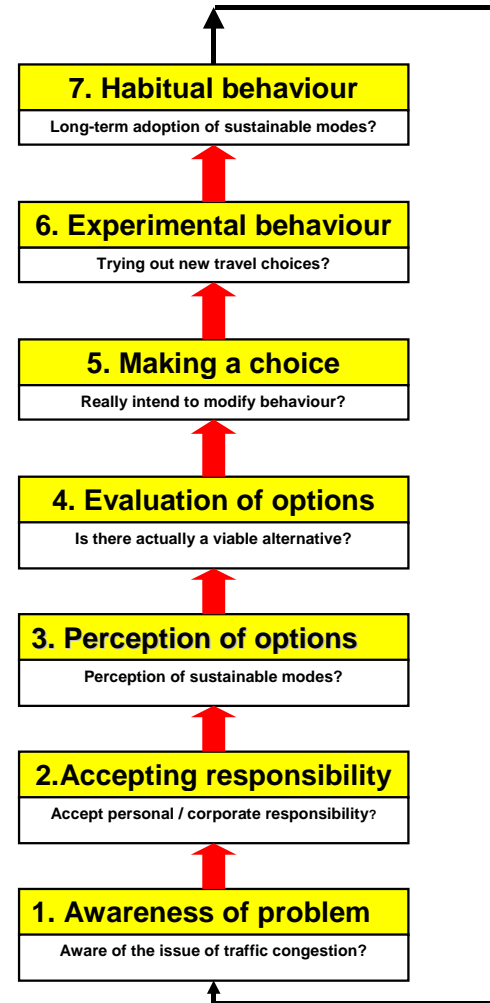
Non campaign measures
interactions

Interactions Ltd. October 2004



Campaign Design

- Define campaign type to match objectives
- Awareness raising? Changing perceptions? Changing behaviour?
- General? Targeted at groups? Targeted at individuals?
- **IT MAY NOT BE APPROPRIATE OR POSSIBLE TO ADDRESS ALL 7 STAGES AT ONCE!**





Introduction to the Psychology of Attitudes, Behaviours and Change



Personal Construct Psychology

- A person's processes are psychologically channelised by the way in which he / she anticipates events
- Each person behaves like a scientist, formulating predictions, testing them and revising ways of thinking in the light of outcomes
 - Keyword - VALIDATION



Psychology & Change

Therefore if we want to change behaviour we must first:

- Know what is in people's head - the language they use (content)
- Know what is important (structure)
- Know how thoughts are interlinked (process)
- Know what are the barriers to change

Knowing about these properties before launching into campaign design means that we can use the right language, and create images relevant to the public.

The next section illustrates some of these properties



Elements and Constructs

- An ELEMENT is anything that can be construed or described.
- A CONSTRUCT is a bipolar concept, a way of categorising similarities and differences between elements which we perceive in our environment.



A Construct

Preferred pole is a personal choice

Preferred pole

Non-preferred pole



Example:

I prefer to walk for short journeys

I prefer always to take my car

Clusters of **personal** meaning

Healthy, good for environment, feel I am contributing

Safe, comfortable, saves time

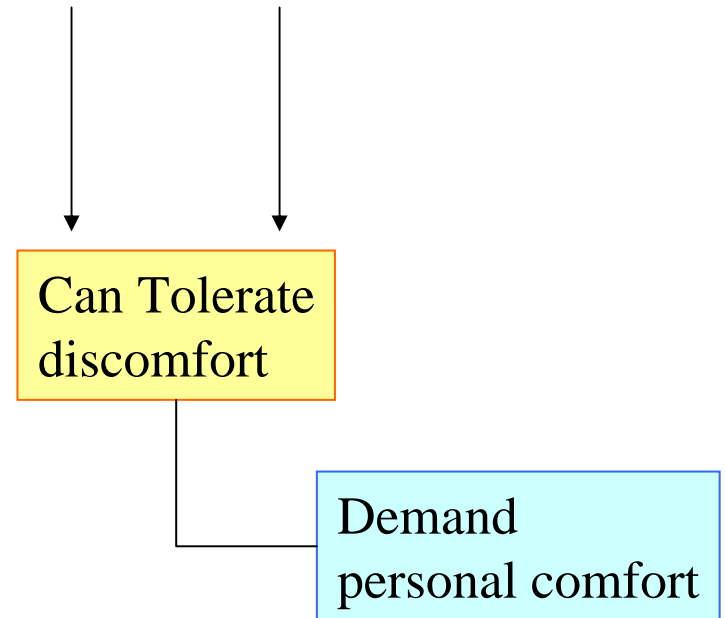


Triadic Eliciting

- Consider 3 **elements**
- Choose 2 that are **similar** in some way
- **What** makes them similar and thereby different from the third?
- What, for you, is the **opposite** of this?

Example:

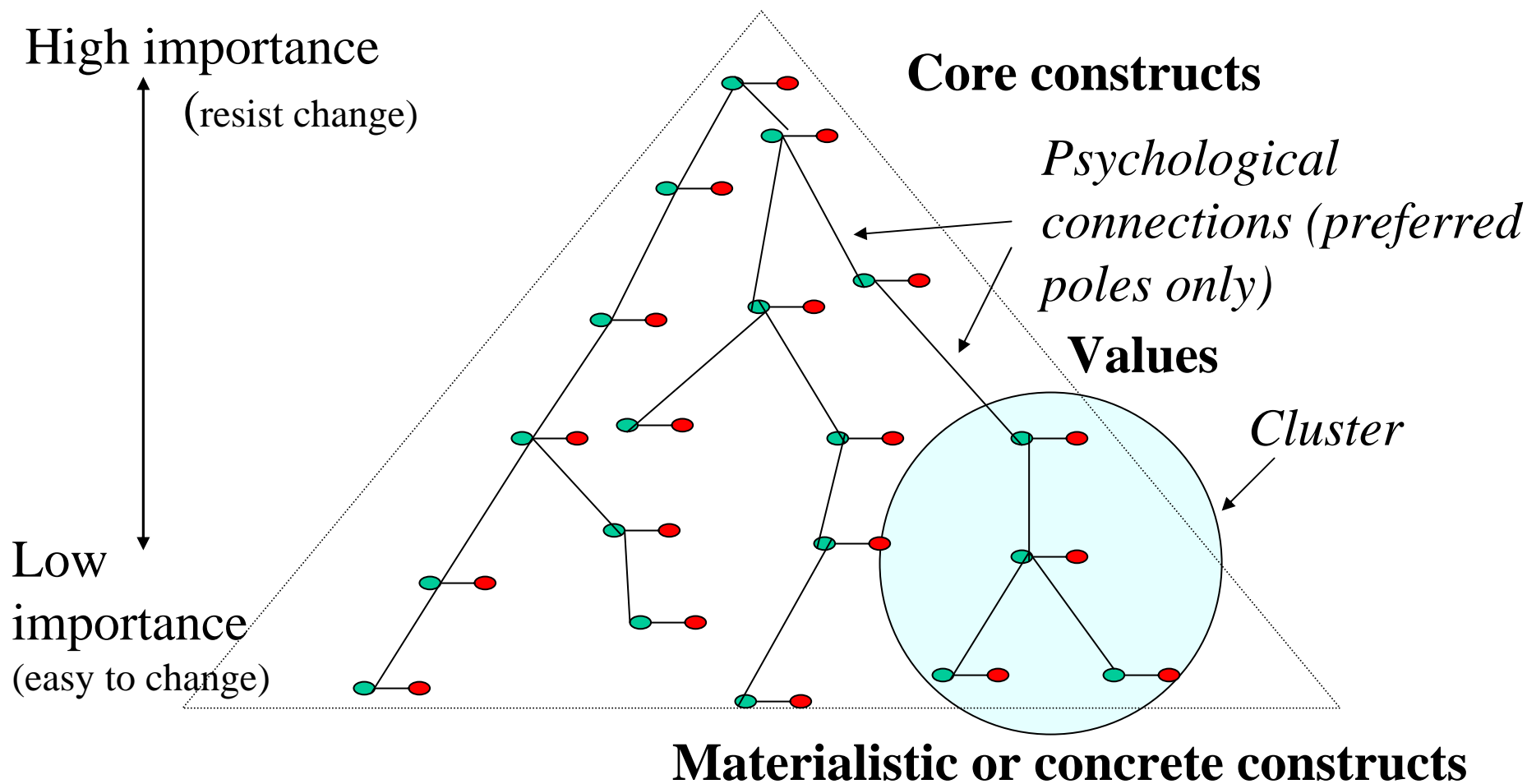
Bus user **Cyclist** **Car commuter**



Result - a bi-polar construct



Structures & Processes





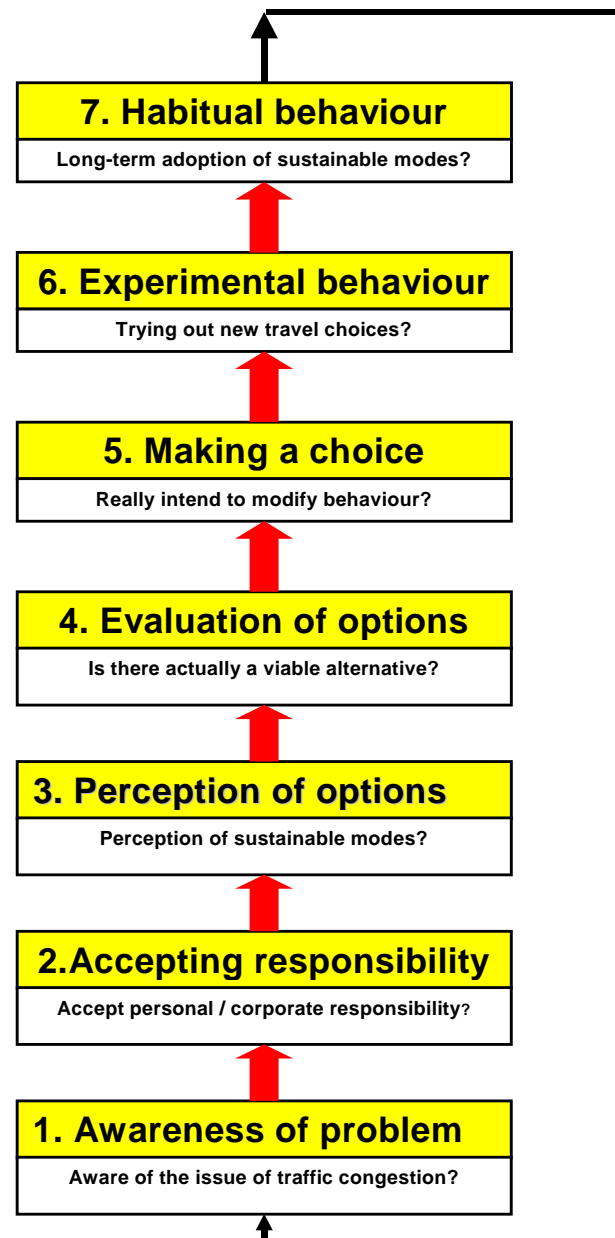
The process of psychological change



The TAPESTRY - Seven stages of change model

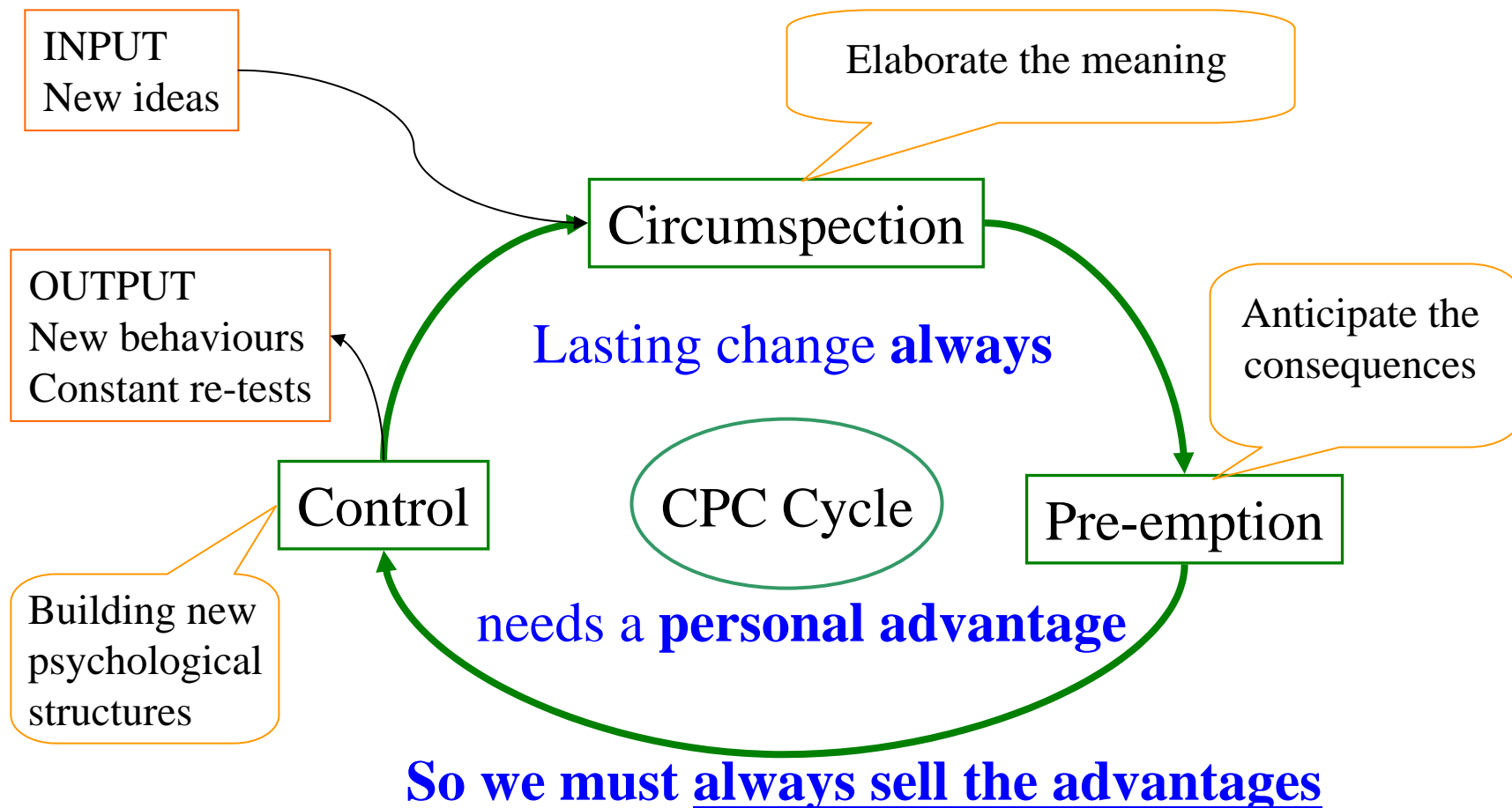
Based on the theory of
planned behaviour -

Implies a linear change
process



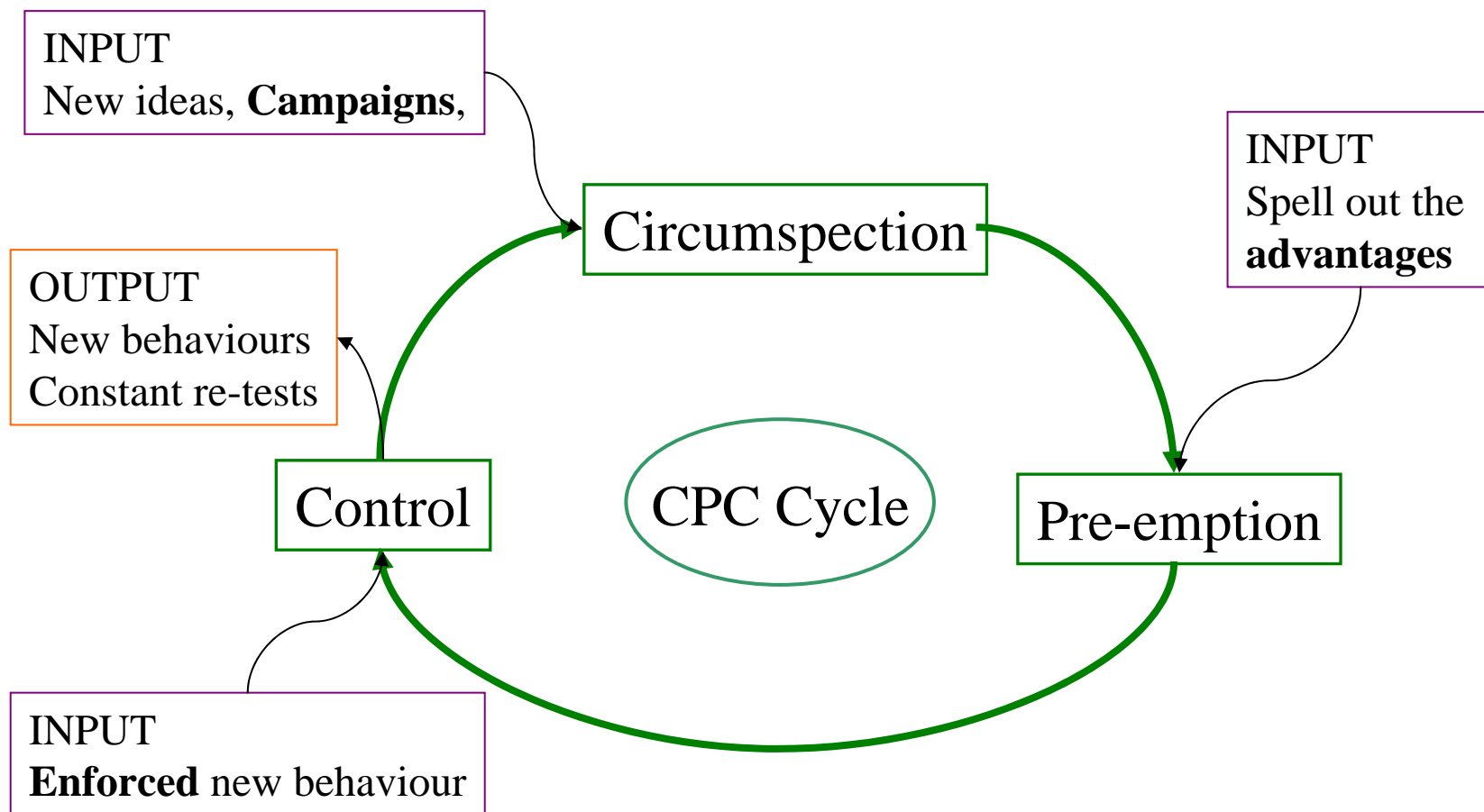


How people make psychological changes





Campaign / communication intervention points



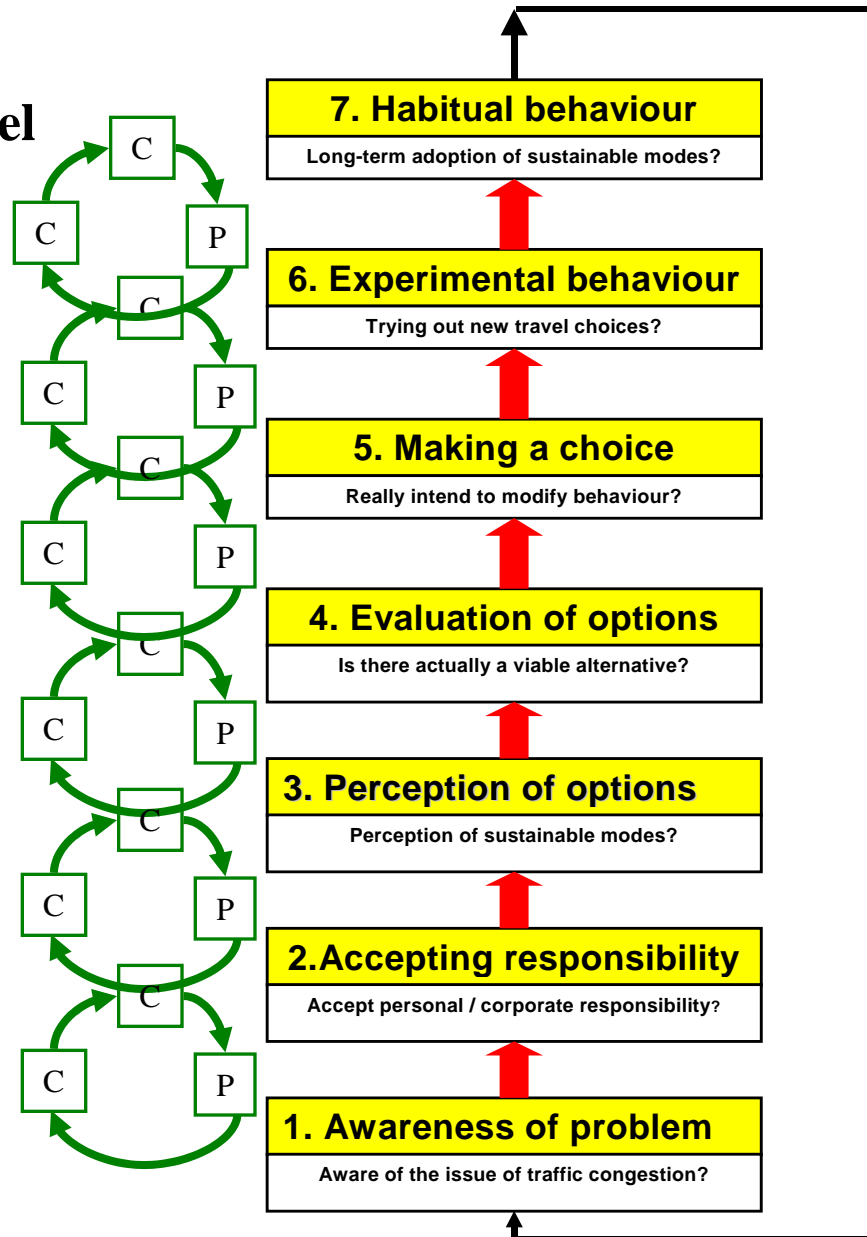


The TAPESTRY - Seven stages of change model

Perhaps campaigns
are about incremental
change?

Where will your
campaign start?

How many change
cycles?



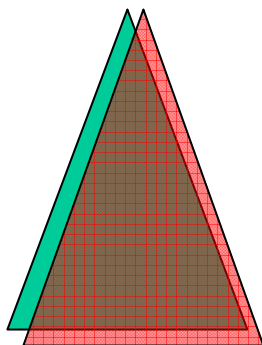


Cultures, Segments and Target Audiences

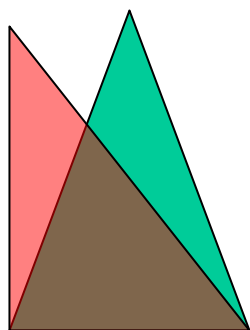
Moving from Individual to Group
Commonality & Sociality

Commonality & Sociality

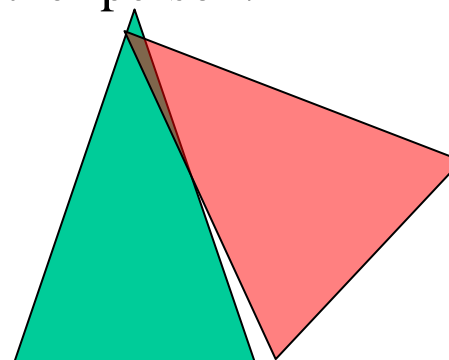
- Commonality
 - To the extent that one person employs a construction of experience which is similar to that employed by another, his processes are psychologically similar to those of the other person.



Identical
(unlikely!)



Same behaviours
different ideals



Same ideals
different behaviours

Therefore if we wish to play a role in the lives of others and influence their behaviours, we must first understand them (their structure and processes) and ‘talk to’ them using their terms.

Levels of Culture (Adapted from Schein 1985)



Where individual construct systems are similar the people involved may be said to form a cultural group.
Under these circumstances individual systems for analysis may be applied across the group.

Basic Assumptions
Consumer Motivators
Relationship to environment
Nature of reality, time and space
Nature of human activity
Nature of human relationships

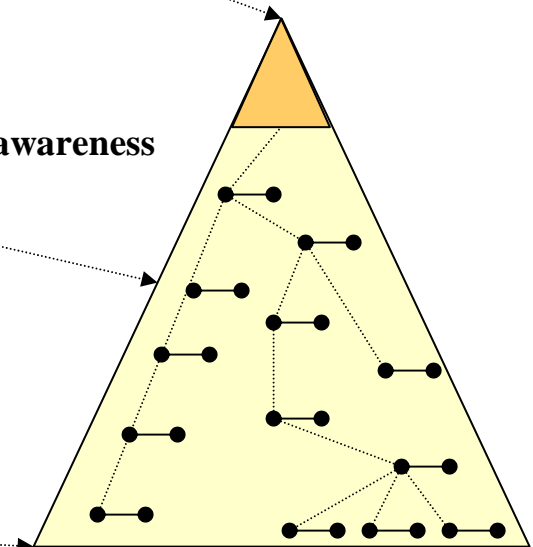
Values
Advantages of Products
Testable in the physical environment
Testable only by social consensus

Artifacts and Creations
Product Descriptions
Technology
Art
Visible and audible behaviour patterns

Taken for granted
Invisible
Preconscious

Greater level of awareness

Visible but often not decipherable





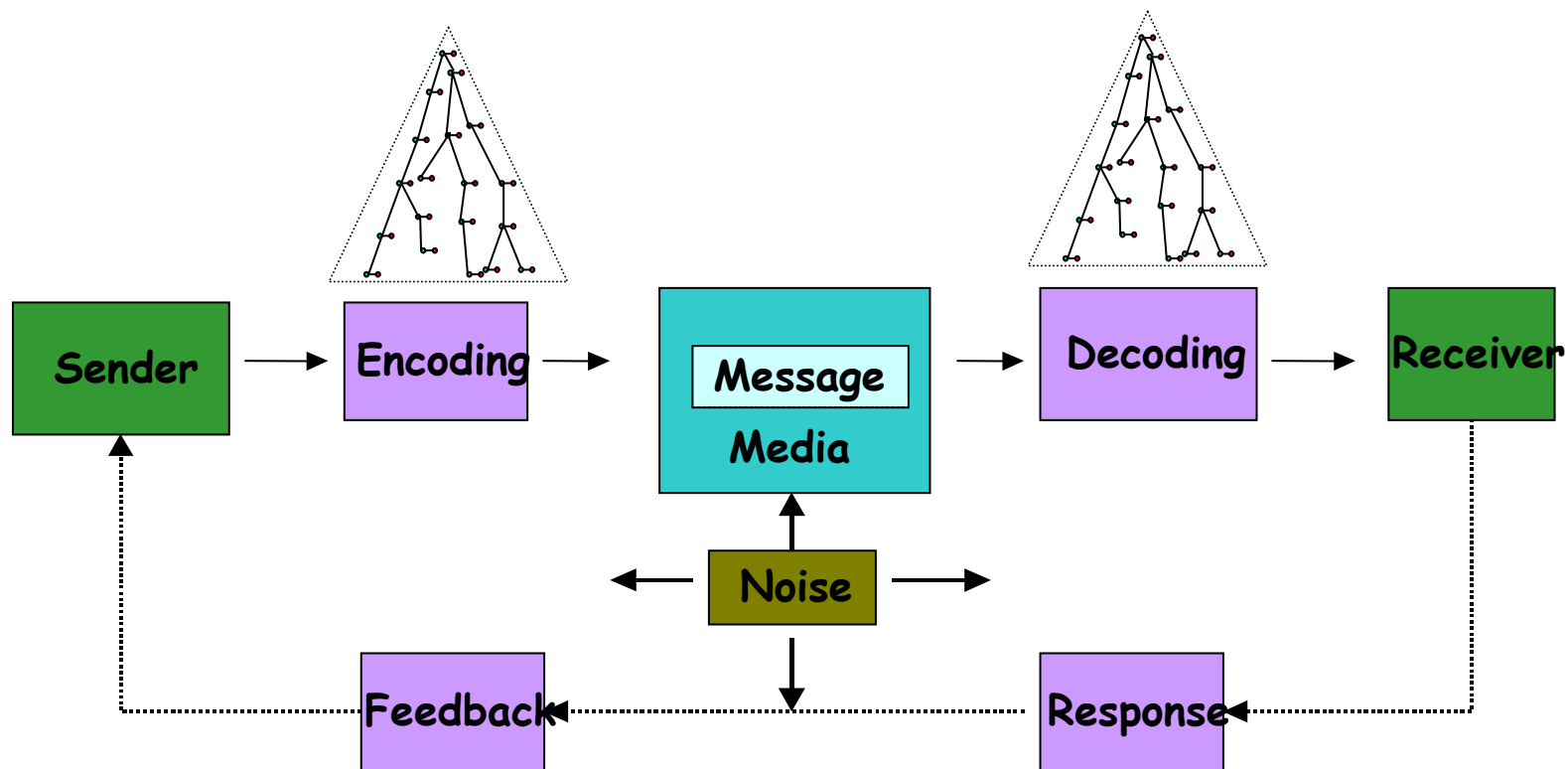
Communication Theory

Basic theory, Branding, Strategies



Communication theory

Kotler and Armstrong





Branding

- Why do children insist on Nike, Susst, Manchester United, Coke
- Does Coke taste nice? Is it good for you?
- Do cigarettes taste nice? Make you fitter? More healthy?



Imagine if we were here in Rotterdam 120 years ago!

Changing Attitudes Towards Soap & Washing!



Soap in 1884!

Product characteristics

- Grey
- Unreliable
- Drab paper wrapping
- Hard to use
- Didn't last
- Inconsistent



1884



The idea of branding emerged in late 19th century.

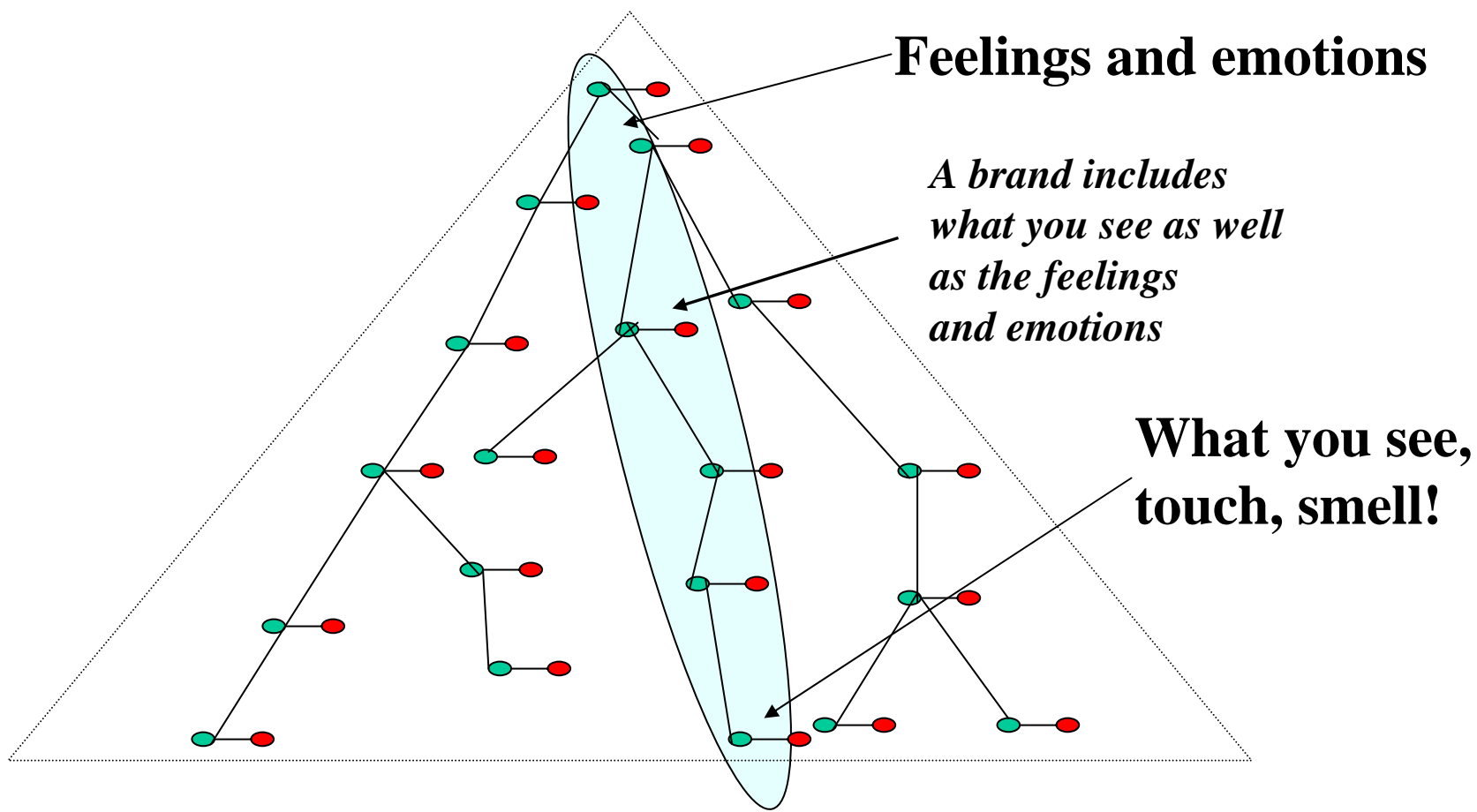


Branding

- Endow commodities with special characteristics through imaginative use of name, packaging and advertising.
- Aim different products at different groups of people
- It does not matter if the differences between the products is negligible,
 - providing that they all have individual names and packaging and are
 - promoted separately in ways appropriate to each target audience
- The greatest single strength of the brand is that it can be imbued with powerful, complex, highly charged and immediate symbolism aimed at a specific market.



Psychology of Branding





Some Brands

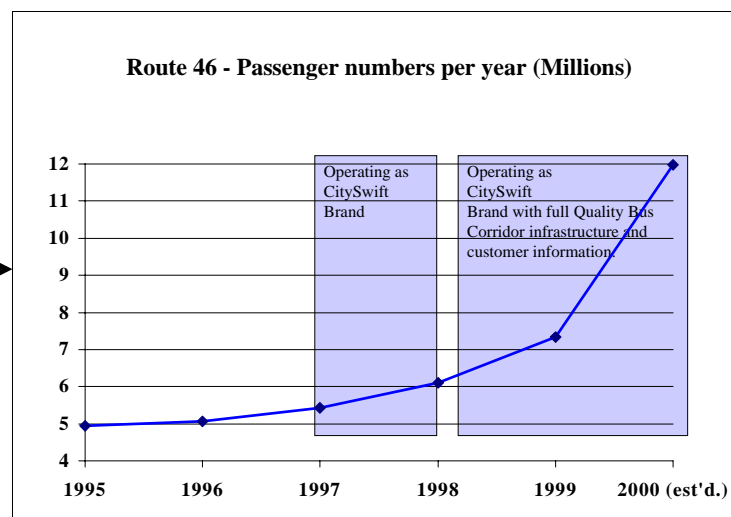


Brand Images



Austria - The Urban Troll talks about transport to children

The 'cheeky' IMP - here there and everywhere, local, friendly, frequent, nippy, Young, female

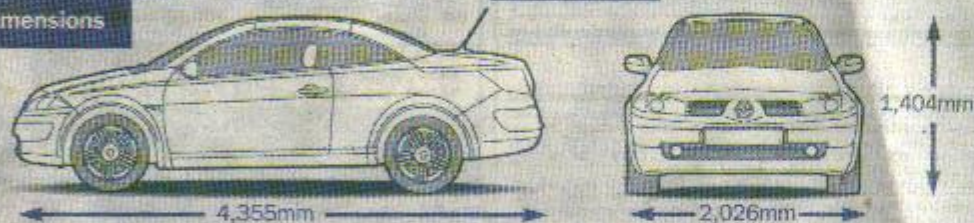


The CitySwift, a serious commuting alternative, modern, clean, fast, frequent (now associated with Quality Bus Corridors) Men can use this!



VITAL STATISTICS

Model	Renault Mégane CC	CO₂	201g/km
Engine type	Four-cylinder, 1998cc	Top speed	124mph
Power	136bhp @ 5500rpm	Acceleration	0 to 62mph: 11.5sec
Torque	141 lb ft @ 3750rpm	Price	€31,675
Transmission	Six-speed automatic, front-wheel drive	Verdict	Heavy and breathless but rather pretty nonetheless
Fuel	33.6mpg (combined)	Rating	★★★★☆
Dimensions			



for the wash'n'go, soft living, electronic age.

Except it doesn't work. In the very first page of the brochure, in huge letters, it says: "With Renault, the environment comes first. Always."

What???! The whole point of a sports car is hedonism, the selfish pursuit of pleasure. You don't care about the wellbeing of other road users. You don't care about your children being buffeted and squashed in the back. You don't even care about your hair. So why should you give a toss about the trees?

There's another problem, too. Because Renault is also obsessed with safety, that means the CC weighs just slightly more than Brittany. Couple this with the eco-mental engine and you end up with the power of a Davy lamp.

I tested the top of the range 2.0 litre with an automatic gearbox and the damn thing barely moved. And the handling was even less exciting. If it were a drink, it would be a glass of water. From the tap, and served lukewarm. Honestly, comparing this to a D-type is like comparing a cruise on the Queen Mary 2 to a spot of waterskiing.

It's not a sports car. It's not even on nodding terms with the concept of sporty motoring. And yet I completely understand if you are rather taken with the idea of getting one.

It is very pretty, for instance, and I'll admit that the electric glass roof does make a deal of

sense if you live in Vandalshire. What? folded away, you a reasonable-sized bo

Inside, you have and a few you would let's you get in and: You also get a coup

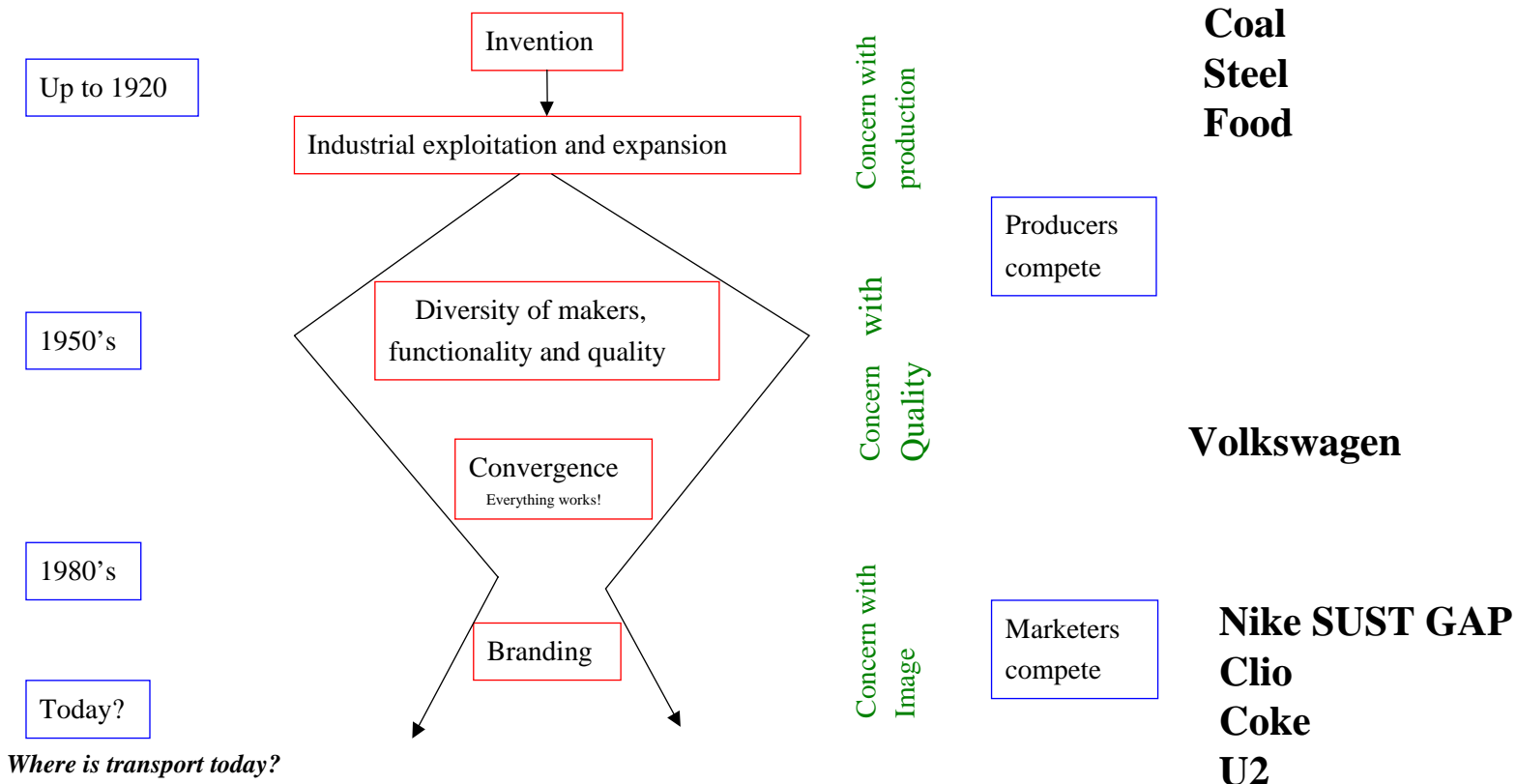
I tested the top of the range 2.0 litre with an automatic gearbox and the damn thing barely moved. And the handling was even less exciting. If it were a drink, it would be a glass of water, served lukewarm

307CC. But I think because while neith the Mégane is glass prettier and it's an i

I could go on but numbers and what I anyone with even a knows, that would t day at this point and Gill's taken out for



Where is Mobility / PT Today?



Where is transport today?

(Inspired by Naomi Klein - No Logo?)



Brand Definition

- Tone of voice
 - Colour
 - Gender
 - Age
 - Animal
 - Shape
 - Texture
 - Emotion
- etc



Audiences

- **Target audience** - the people who we want to influence
- **Market segment** - a segment of the population identified by
 - similar lifestyle, demographic or geographic features
 - similar attitudes, beliefs and psychological structures
- **Cultural group** - people who share similar values & psychological structures
- **Early adopters** - people most likely to change or be influenced



Communication theory

- Enforced
- Coercion
- Persuasion
- Conscious / learned
- Subliminal (Low awareness processing)

External



Internal

Transient



Embedded



Models for change

Communications strategies

What should a communication do?

- Conventional approach
 - Point out problems
 - Make the target audience (public) feel guilty
 - Tell them to accept a new behaviour

OR

- More recent approaches
 - Expand horizons
 - Offer alternatives
 - Demonstrate advantages
 - Enter the world and language of the people it wants to influence
 - Validate the decision to change



Models for change and Communications strategies

Explicit Says what it means	Explicit Says what it means	Implicit Subtle - implies what it means
Cognitive-rational reasoned	Affective (emotional)	Usually affective (emotional) but can be rational
High audience involvement Practical & behavioural	High emotional involvement	Low audience involvement

N.B. 'Implicit' for our purposes includes truly implicit message giving as well as '**Low Involvement**' campaigns.



Campaign types

Explicit Rational

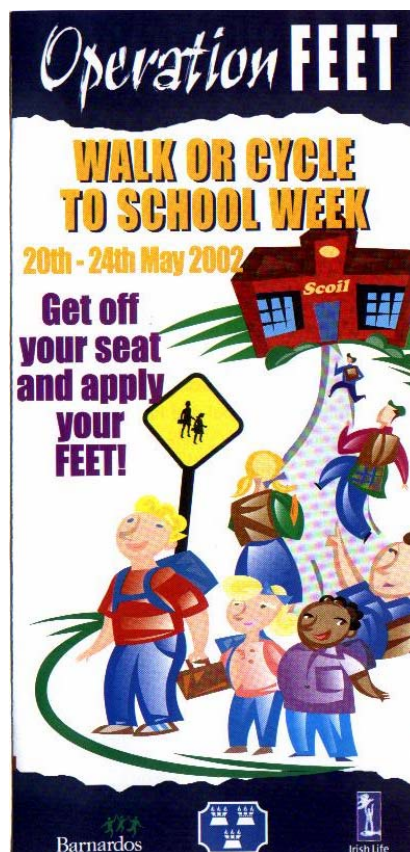


Communications strategies

Explicit
Says what it
means

Cognitive-
rational
reasoned

High audience
involvement
Practical &
behavioural



Dublin Walking &
Cycling to school



12 AUG 06 AUG

BÄST FÖRE FÖRP. DAG

1 1/2 MELLAN MJÖLK
LITER FETTHALT 1,5 %


Gefleortens



Cykla för hälsan

Har du fem km till jobbet, är i medelåldern och sällan motionerar, så halverar du risken att råka ut för hjärt- och kärlsjukdomar om du tar för vana att cykla till jobbet.

Cykling är ett effektivt sätt att hålla igång hjärta och ben. Det är samtidigt skonsamt för både kropp och miljö. Cyklar du kontinuerligt får du dessutom den motion du behöver. Börja ett nytt liv i morgon. Cykla till jobbet.



Gävle Cykelstad

FRÅN DITT LOKALA MEJERI

Bicycle for your health

If you live within 5 km of work, are middle-aged and rarely exercise, you will reduce the risk for cardiovascular disease by 50% if you make it a habit to take your bicycle to work.

Bicycling is an effective method for exercising your heart and legs. At the same time it is gentle on both your body and the environment. In addition, you will get all the exercise you need. Start a new life tomorrow. Bicycle to work.





Milk cartons with cycling information



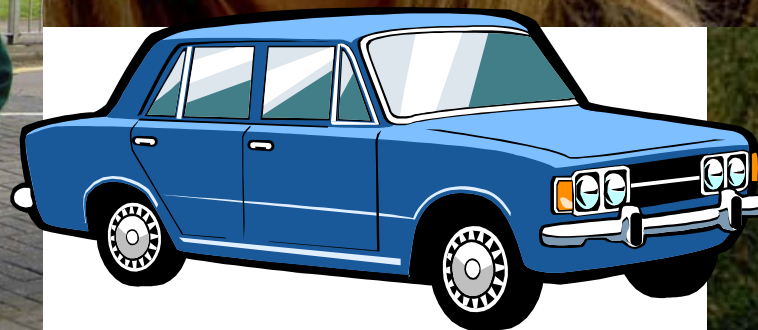
Health Respect Environment Your Wallet Pleasure



Campaign types

Explicit Emotional

profile of the target group





Communications strategies

Explicit
Says what it
means

Affective
(emotional)

High
emotional
involvement



Dublin - rewarding
children for a
drawing competition
'The Dublin Bus is
here for us'



Dublin Bus is here for us: Kethl Dawson of St Francis National School in Priorswood and Jade Mitchell of St Joseph's National School in Bonnybrook, both aged 11, pictured with the results of their artwork on the No 27 bus. PHOTO BY DARRIN KINSELLA



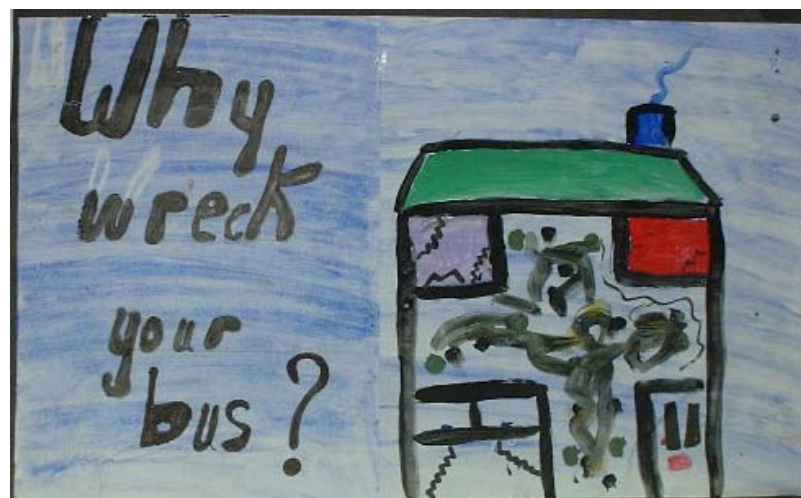
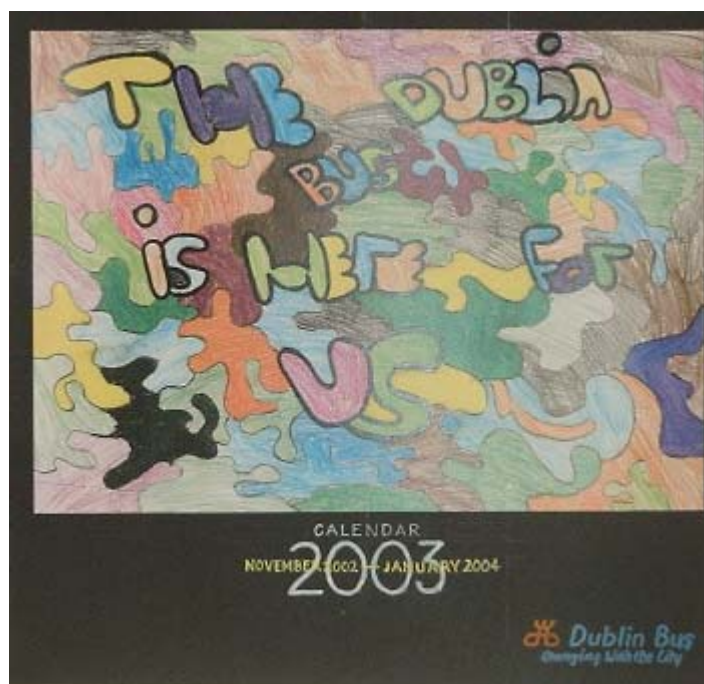


Campaign types

Implicit Rational



THE DUBLIN BUS IS HERE FOR U



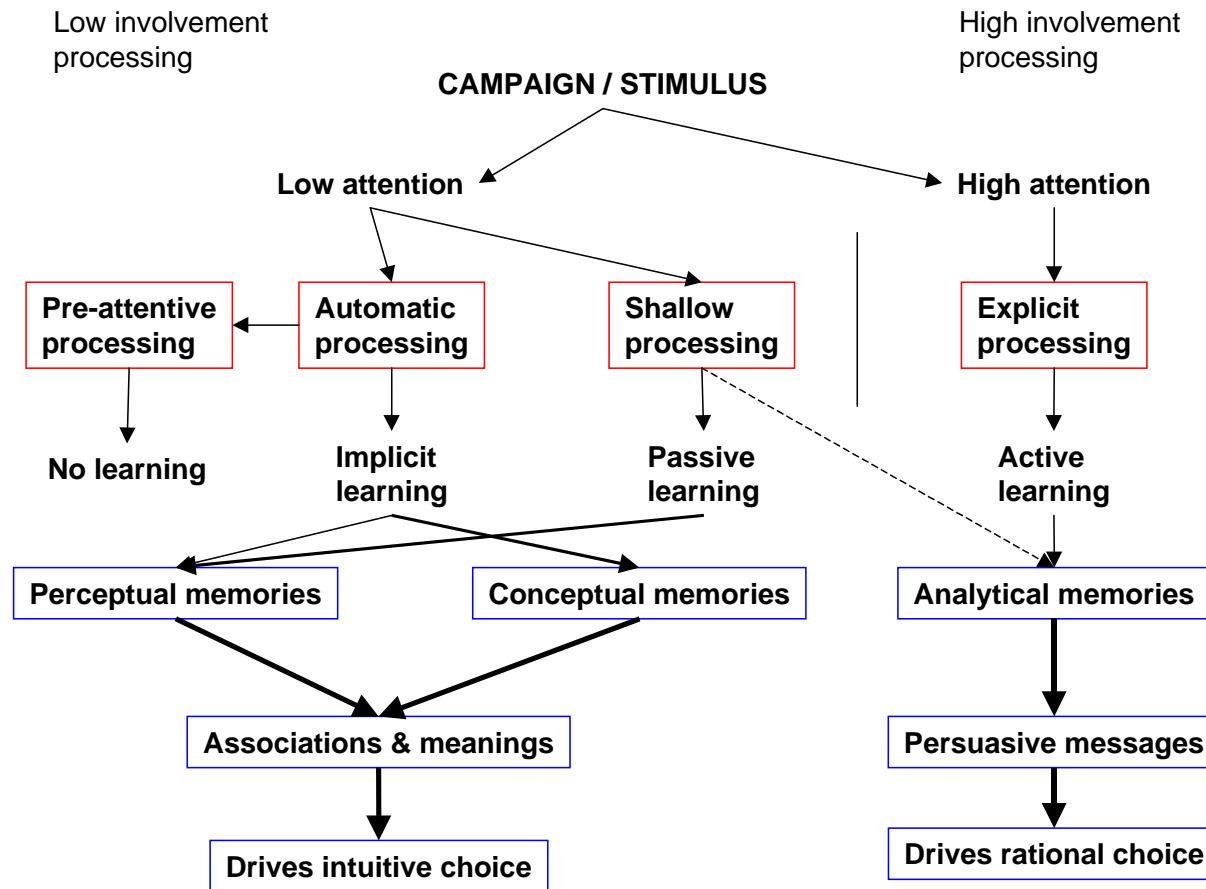


Campaign types

Implicit Low Involvement



Heath - Low involvement processing



Communications strategies

Implicit
Subtle - implies
what it means

Usually
affective
(emotional)

Low audience
involvement

Car test centre Gavle Sweden



"Baga redan nu med att låta din bil "leva sundare", så ger du den större chans att klara nästa besiktning. Jag vill här dela med mig lite av det jag fört mig som besiktningstekniker. Ett är säkert - många korta köringar gör att bilen slits ut i förord".

Tänk dig själv att du varje dag ska ut i kylan - direkt från sängen - springa så du svakar till jobbet - sitta där först svettig och så smidningen kall, senen av dagen. Sen är det dags att börja arbeta igen med en spelagrensak hem. Utsätter du kanske bilen för den behandlingen?

Hästen kanske inte bli varm på en kort köring, det gör att den drar väldigt mycket mer bensin. Det är pragar du får punga ut med diesel. Men bilen slits också ut och åldersvattningen kommer snabbare om du kör dagliga kortare kör. Det är sig om stora pragar i längden.



Villste du att varmtan bilens / Gävle är kortare än för m Milano tar.

Ja, du kör var jag vill komma antar jag. Bilen blir bättre av att inte ständigt köra korta sträckor. En av vinsterna är att du får sitta på dig mer än du väljer bort bilen och tar en cykeltur eller promenad istället. Eller varför inte prova basen! Den är smidigare än du tror och billigare än bilen. Den största vinsten är kanske ändå att besiktningen blir betydligt trevligare om du vet att du gjort val du kan för att bilen skall må bra.



- 1. Här du tänkt på hur ofta du kör när du kör en kort resa jämfört med en lång. Du körare mer och rullar runt på kortare. Det tar naturligtvis på bromsarna...
- 2. ... och på kopplingsmekanismerna. Du måste växla och använda kopplingsmekanismerna där trafiken är tätare med kortare, tråkigare och långa.
- 3. Däcken slit mer när du ständigt rullar broms och accelererar och de slitas snabbare eftersom de ska behöva gå in.
- 4. Rostangrepp på bilen ökar av temperaturändringarna. De korrider också när utvärkas hela dagarna i värde och vind.
- 5. Avgasystemet till exempel. Jag ser ut många rostiga avgasystem på bilar som egentligen inte går speciellt många mil. Temperaturändringarna som blir vid körningarna gör korrider och ytterligare program för rost. Växla du att ta bilar som kör hela dagarna har mycket mindre rostangrepp än en bil som mest används till och från jobbet.



DESIGN

Relating the design to the audience

Design - Relate to the Audience

- The campaign, its language and content must relate to the people you want to influence



A good example from Haagestrom. But see also other examples from Flanders, Austria and Dublin (bus)

(Implicit rational)



Design - Choosing the Message Giver



Take part in this year's most pleasurable and healthy campaign: Cycle to work

Utmana dina kompisar och se till att så många som möjligt tar cykeln till jobbet. Tävlingen är lika enkel som själva cyklingen. Du får poäng för varje dag du cyklar. Och cyklar du fem gånger får du en tuff T-shirt och en praktisk sjösjäck.

Ett lotteri avslutar tävlingen där du har chans att *vinna en resa till Paris* och se målgången i det berömda cykelloppet Tour de France.

När du tar höjen får du på köpet motion, *bättre hälsa*, och en ordentlig sparad slant. Och genom att lämna bilen hemma gör du *miljön en jätte-tjänst*.

Upptäck Gävles storhet som cykelstad med över 20 mil cykelbanor. Staden är ganska platt och de flesta bostadsområden ligger mindre än fem kilometer från centrum – ett idealiskt cykelavstånd.

Så här går det till

Utse någon på arbetet/avdelningen till kontaktperson. Han eller hon ser till att alla som cyklar fyller i det uppsatta cykelschemat. Varje dag man cyklar fram och tillbaka till jobbet ger en andel i lotteriet. Ju fler gånger man cyklar desto *större* är alltså vinstchansen.

Kontaktpersonen håller ett öga på schemat och "peppar" arbetskamraterna att cykla till jobbet. Företag med fler än 50 anställda delas in i grupper med max 50 personer per grupp.

Cyklar tillräckligt många av de anställda får företaget ett *miljödiplom* och de företag som erhåller diplom publiceras i Gefle Dagblad.



Detta får alla som deltar

★ Varje dag du cyklar till jobbet ger en andel i *lotteriet*.

★ Cyklar du fem gånger fram och tillbaka till jobbet under tävlingsperioden får du en tuff *T-shirt* och en praktisk *sjösjäck*.

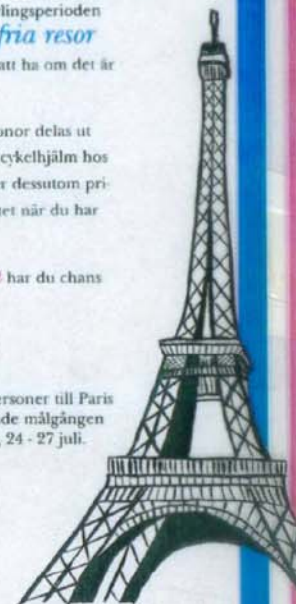
★ Cyklar du fem gånger fram och tillbaka till jobbet under tävlingsperioden får du ett busskort med *fyra fria resor* inom stadstrafiken i Gävle. Bra att ha om det är dåligt väder.

★ 5 000 hjälmcheckar på 75 kronor delas ut och gäller som delbetalning på cykelhjälm hos cykelhandeln. Handlarna sänker dessutom priset med 20% på hjälmortimentet när du har checken med dig.

★ Använder du *cykelhjälm* har du chans att vinna extra priser.

Det här kan du vinna

- 1:a pris:* En resa för två personer till Paris och den spännande målgången i Tour de France, 24 - 27 juli.
- 2-3:e pris:* 5-växlad cykel.
- 4-10 pris:* Cykel dator.
- 11-20 pris:* Cykelhjälm.
- 21-50 pris:* Cykelbelysning.
- 51-150 pris:* Badlakan.
- 151-200 pris:* Anmälan i motionscykelloppet Midsommartrampet den 17:e juni.



EU-länderna. Det är så

resentation i EU-parla-

pp för att det är viktigt
på EU.

EMU?
t är ynkligt att del som
tt de inte vet om de vill

på Balkan?
kning, innan EU hunnit
säkerhetspolitiskt sam-

gisk blå-biff till middag?
cker för att jag ska få av-

omröstningen. Nu verkar
esset vara större. Och har
bara en idé om hur man
att Europa ska utvecklas,
de det vara enkelt att be-

en viktigaste valfrågan är
gan om en utvidgning av
anser Per-Arne Arvids-

Medlemskap i EMU

Per-Arne Arvidsson är en varm anhängare av att Sverige går med i EMU.

-Det är viktigt, särskilt för småföretagarna och inte minst i våra bygder. Jag anser inte att EMU är ett hot mot demokratin. Tvärtom, om vi tror att vi kan ha kvar vår lilla valuta så kommer vi ständigt att hamna i situationer där vi upptäcker att vi inte kan styra över den, och det är inte demokratiskt, säger han.

Moderaterna har traditionellt varit ett parti som kritiserat byråkrati och stora statsapparater. Men mot byråkratin i Bryssel är moderaterna inte särskilt kritisk:

-Visst är vi kritiska mot onödig byråkrati, men vi är inte blinda för att vi får ut mycket positivt också. Förut fanns det till exempel åtta godkända bromssystem för personbilar i Europa. Nu finns det en EU-norm. Sådant främjar handeln och det behövs kanske en del byråkrati för att uppnå det, säger han.

INGEGERD SÖRGÅRD



Foto: NICK BLACKMON

Norrländsk EU-vän. Norrland behöver företrädare som är positiva till EU, hävdar Per-Arne Arvidsson, moderaternas Norrlandskandidat.

Environmental communication.
We cycle to work!

ERICSSON



Gävle Cykelstad

KORPEN
GÄVLE

Gefle Dagblad

Cykla till jobbet-kampanjen, 17 maj-18 juni. info. 026-62 80 96.

JOBBTÅGET



HELA SVERIGE I ARBETE

Jobbtåget visar framtiden
in i 2000-talet.

Torsdag 27 maj

American
Glass 1990
0,75 lit.

Priset gäller på alla gästrikestationer t.o.m. söndag 23/5

VÄLKOMMEN! STATOIL

Det du behöver, när du behöver det

DIN FACKHANDLARE FÖR MOBILTELEFONI

Välkommen att
se det senaste
hos oss!



-Lita på oss!



Intelligensen
TELEKOMMUNIKATION

Kryddstigen 18 • 026-12 72 70 • www.intelligensen.se

Vi har öppet vardagar 8-17

Vilken näringslösning.
Vi cyklar till jobbet!

GNA

GÄVLE NÄRINGSLIVS ARENA



Gävle Cykelstad

KORPEN
GÄVLE

Gefle Dagblad

Cykla till jobbet-kampanjen, 17 maj-18 juni. info. 026-62 80 96.

tsats vid debatt

dga EU mot östländerna.
ka öka de sociala rättig-

iljöpartiet, vänsterpartiet
centerns Bengt Hellman
markt EU-kritiska.

nionen innebär byråkrati,
statlighet och mindre
t åt den enskilde medbor-

Miljöpartiets motto inför
EU-valet är: "Nu får det vara
nog!"

Titt i backspegeln

-Många vet för lite om vad
som hänt inom EU. Och det är
risk för att samarbetet inne-
bär en backlash för demokrati
in om vi inte stannar upp och
ser vad som skett under de
hår första åren, fortsatte
Schörling.

En försiktig fråga från pu-
bliken ställde debatten på sin



Campaign Implementation



Management - Identify the audience most likely to change

The following is an analysis of the question concerning intention to Park and Share in the next week. The table below shows the pre-campaign results.

Intend to P&S	Acceptors	neither	Rejecters	TOTAL
Company code				
Belfast City Council	7.7% (26)	24.5% (83)	60.5% (205)	100% (314)
Northern Ireland Housing Executive	5.3% (7)	21.1% (28)	66.2% (88)	100% (123)
PwC	1.1% (1)	13.5% (12)	84.3% (75)	100% (88)
University of Ulster	5.8% (17)	10.8% (32)	78.0% (230)	100% (279)
DRDNI	12.5% (23)	16.8% (31)	69.0% (127)	100% (181)
TOTAL	7.1% (74)	17.9% (186)	69.7% (725)	100% (985)

Dependence is highly significant. Chi2 = 40.85, df = 8, 1-p = >99.99%. % de variance expliquée : 1.96% Cases highlighted in blue (or pink) are those for which the observed frequency is significantly higher (or lower) than the expected frequency. Table values are the in rows percentages established on 1040 observations. This table is based on the sub-sample 'P1' containing 1040 observations and defined by the following filter: Pre- or Post-campaign survey = "Pre-campaign survey"

DRD and Belfast City Council are the most likely 'markets' for success, UU and PWC the least likely.

Least likely to change

Most likely to change



Implementation - Location



In this case a specific bus route was chosen to target a defined audience





Implementation - Timing

- Schools Campaigns in particular must take account of other events in the school year
- Operation Feet was too close to the end of the school year when teachers did not have time to implement it
- The Dublin Bus Anti-Vandalism campaign targeted seasons of high vandalism (Summer & Hallowe'en) and it worked



Customer Value Proposition CVP



Customer Value Proposition

- a statement of how the message of your campaign will relate to the values of your target audience
- written in plain language
- often a number of CVPs are created for testing with different audiences



Which will gain attention

Downshire City Council aims to support sustainable transport options and in support of this is our annual mobility fair. Sustainable modes will be on display including buses, trams, cycles as well as hybrid vehicles. We will also be explaining our latest proposals for public transport fares and differential parking charges for users of clean vehicles. Learn about fuel options. Entertainments and refreshments will be available.

What we do!

Family day out. See the latest environmentally friendly fuel and cost saving transport - fuel saving the latest cars and trams. Find out how to save money by using public transport and how to save up to 50% on parking costs. See how you can get the latest cars at a special price. Corporate users too can save thousands on different fuel options. Funfair for kids and refreshments too.

Benefits to you!

Supported by Downshire City Council



A financial services poster

Customers first. We like
to put all our



Local Issues Discussion

- Campaign types
- Target audiences
- Customer Value Proposition
- Managing Agencies



STANDARD JOB BRIEF . PAGE 1		
<u>CLIENT</u>	<u>PRODUCT</u>	<u>JOB NO.</u>
<u>WRITTEN BY</u>	<u>CREATIVE DIRECTOR (ART)</u>	<u>CLIENT JOB NO.</u>
<u>CLIENT AUTHORISED SIG.</u>	<u>CREATIVE DIRECTOR (COPY)</u>	<u>DATE</u>
<u>DATE SIGNED</u>	<u>CREATIVE DIRECTOR (MKTG)</u>	<u>PRESENTATION DATE</u>
<u>BACKGROUND</u> (A confidential assessment of origin of campaign, political considerations, personal interest of key personnel in client organisation etc.)		
<u>ADVERTISING HISTORY</u> (Previous campaigns on the same topic – successes and failures)		
<u>MAJOR COMPETITORS</u> (Competing and conflicting campaigns)		
<u>TARGET MARKET</u> (Target audiences – which are to be addressed?)		
<u>PRODUCT BENEFITS AS SEEN BEFORE PURCHASE</u> (Intrinsic benefits of product / service / behaviour change)		
<u>PRODUCT BENEFITS AS SEEN AFTER PURCHASE</u> (How the 'product' can be enhanced by the campaign – benefits of behaviour change not immediately obvious to the audience)		
<u>SUPPORT (COPY POINTS)</u> (Other documentation / publicity supportive of campaign)		
<u>ADVERTISING STRATEGY</u> (How is the campaign to be implemented)		
<u>INSPIRED THOUGHT</u> (Any initial ideas – flashes of inspiration, straplines, creative ideas)		
<u>WHAT CHARACTER DO WE GIVE THE BRAND?</u>		
<u>TONE OF VOICE</u>		
<u>LIKELY MEDIA</u>		
<u>LIKELY PRODUCTION BUDGET</u>		
<u>MANDATARIES</u> (Items that MUST be included, such as health warnings on cigarette packets, legal compliance in relation to race and gender, obligations to acknowledge the European Commission, logos that must be displayed etc.)		



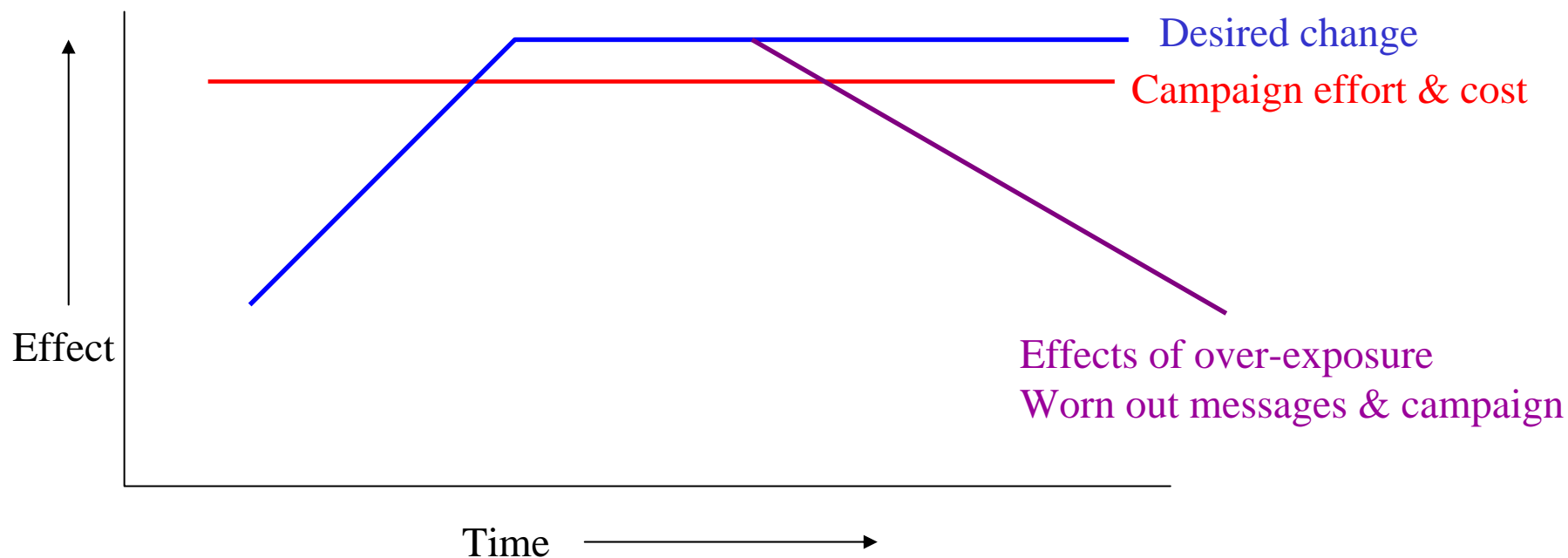
Implementation / Operational Programme

- Action plan
- Define actions - set realistic timetable
- Allocate responsibilities and budgets
- Assess progress
- Campaign Handbook



Campaign & Media Timing

Campaigns can be placed in market place **continuously**

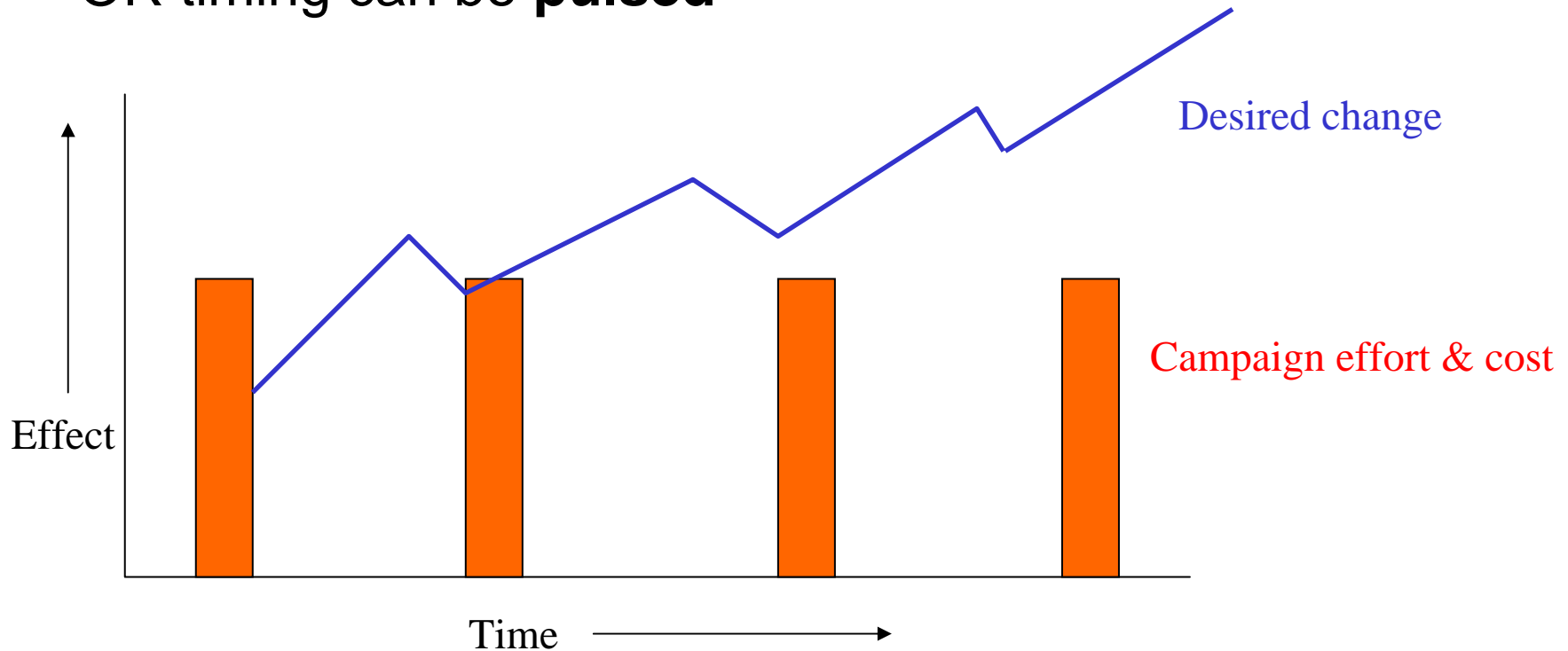


- Advantage - maximum exposure
- Disadvantage - high cost and possible wear-out



Campaign & Media Timing

OR timing can be **pulsed**

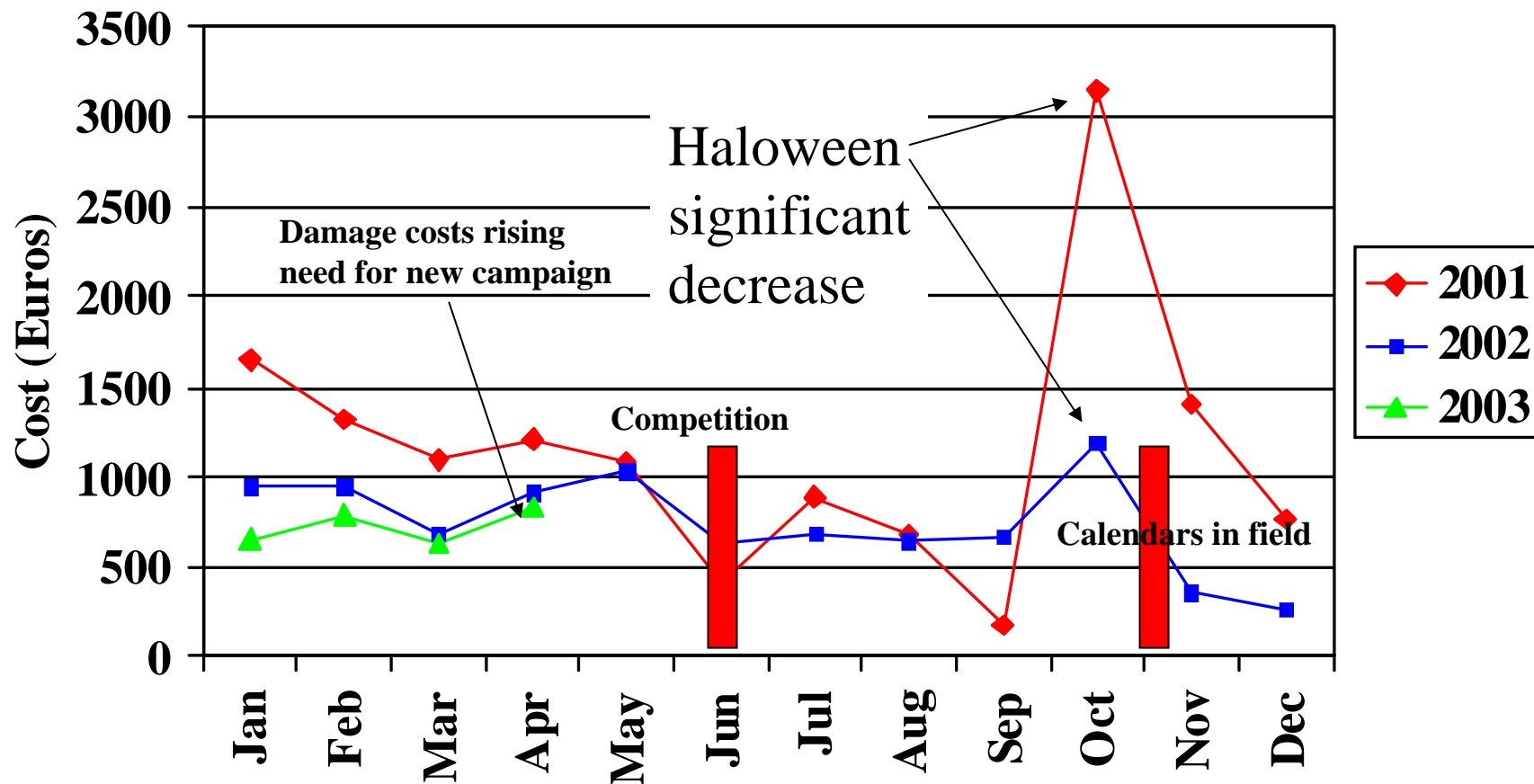


- Advantage - lower cost & no wear out - greater impact
- Disadvantage - visibility may be low



Campaign & Media Timing

Example Dublin Bus Anti-Vandalism Campaign (2 pulses)





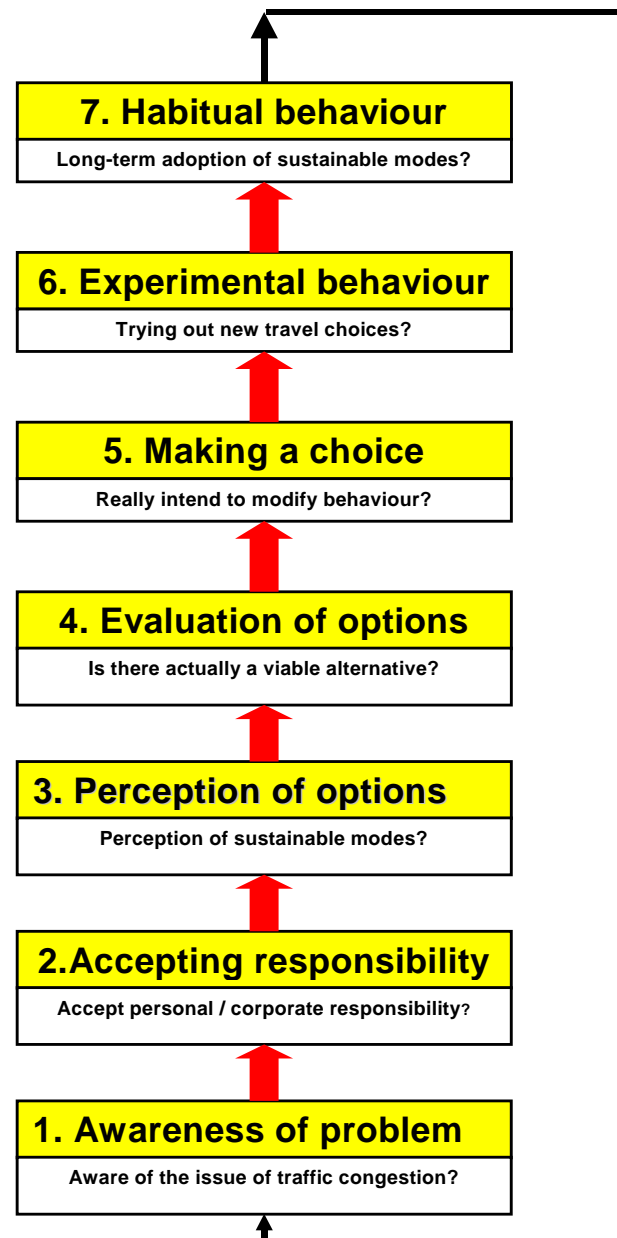
Seven Stages of Change



The TAPESTRY - Seven stages of change model

The conventional view:

- Very useful as a logical framework for evaluation.
- But my not conform to actual psychological processes





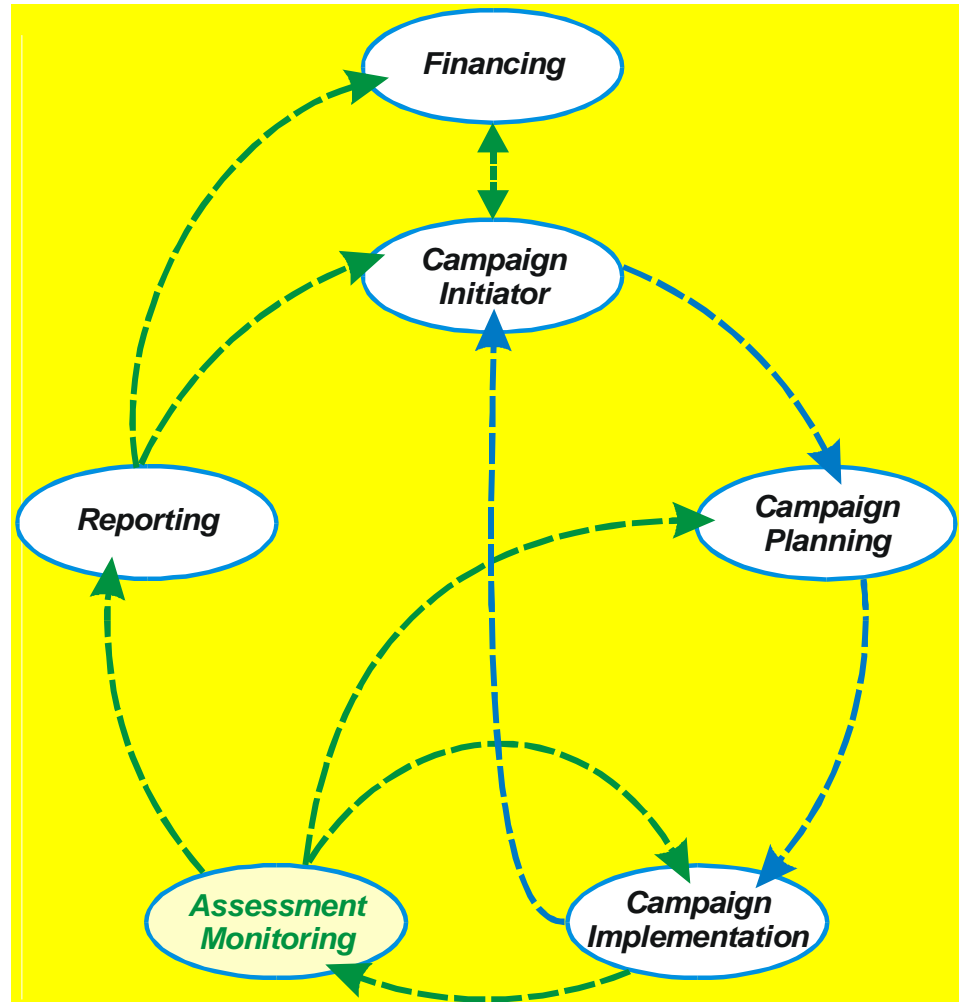
Campaign Monitoring and Assessment

(Handout - extracts from CD ROM)



Why measure?

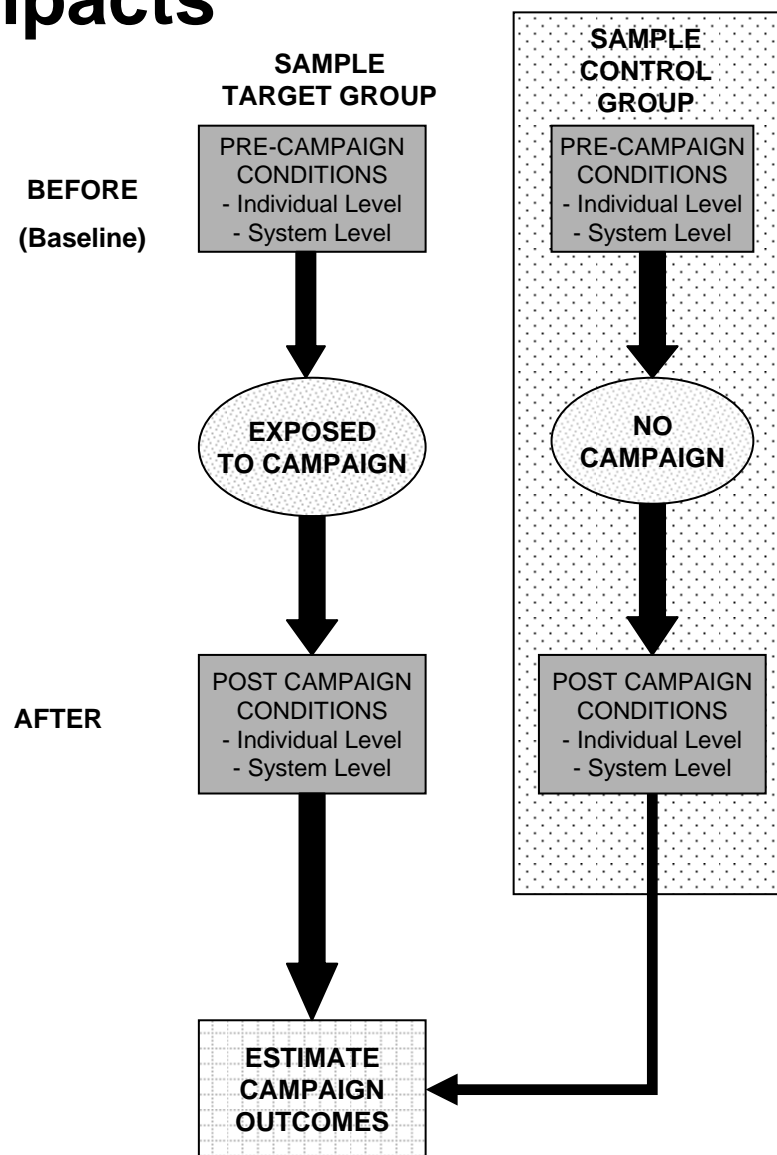
- It is essential to measure outcomes, to see the extent to which the campaign objectives have been reached.





Attributing Campaign Impacts

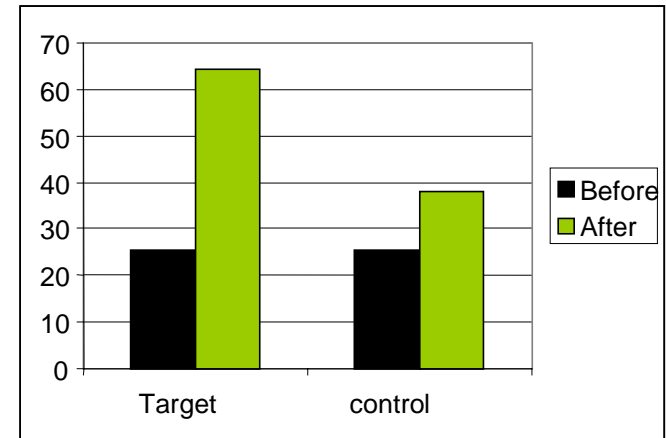
- 1 Select part of the target group for the assessment process
- 2 Define control group
- 3 Collect baseline data before the campaign starts
- 4 Monitor implementation of campaign (inputs / outputs, external factors etc.)
- 5 Collect data after the campaign or several times during and after the campaign (tracking)





Key Steps in Assessment

- Selecting a part of the target group for the assessment process
- Definition of a control group
- Strategy for collecting baseline data before the campaign starts

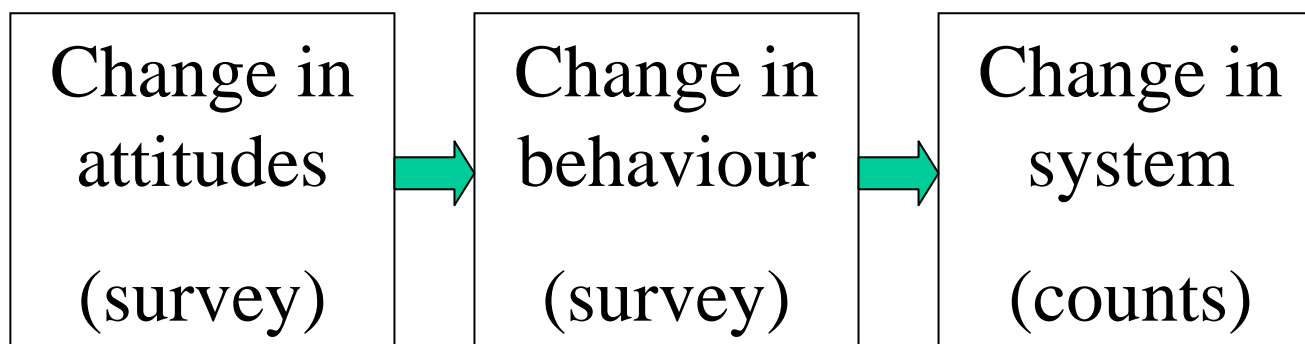


- Strategy for collecting data after the campaign or several times during and after the campaign (tracking)



Different ways to measure

- It is hoped that campaigns will lead to a change in people's **attitudes** (usually measured by a survey), which will, in turn, lead to a change in people's **behaviour** (again, usually measured by a survey, e.g. through travel diaries). The combined effect of changing the way individuals travel will be reflected in the **transportation system** itself (e.g. 10% fewer cars on the road), and these changes are usually measured by counts (e.g. traffic flow counts).





Make the measurement meaningful

Period	Recall Campaign within last 3mths	Recall Campaign longer ago than 3mths	Recall Campaign Not sure	Recall Campaign Definitely not
period 1	45	79	60	15
period 2	76	60	58	19
TOTAL	121	139	118	34

Dublin - walking & cycling to school Success! High level of campaign recall.

Summary of scores for sample schools

BUT no change in attitudes or intentions

Period 1

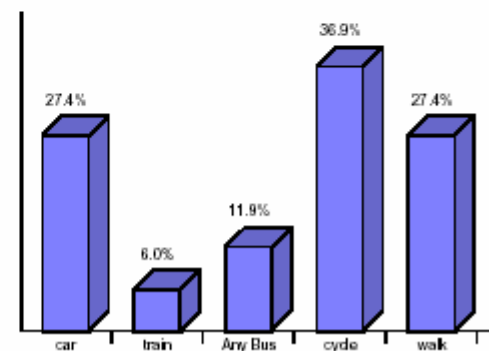
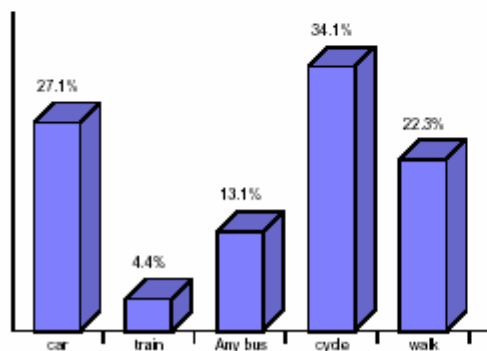
LIKE to travel	N° cit.	Percent
car	62	27.1%
train	10	4.4%
Any bus	30	13.1%
cycle	78	34.1%
walk	51	22.3%
TOTAL OBS.	229	

Period 2

LIKE to travel	N° cit.	Percent
car	69	27.4%
train	15	6.0%
Any Bus	30	11.9%
cycle	93	36.9%
walk	69	27.4%
TOTAL OBS.	252	

LIKE to travel

LIKE to travel





Summary

- Campaigns don't just happen - they must be properly managed and executed
- Have clear, defined & achievable objectives
- Decide on a communication strategy (after research)
- Identify the audience most likely to change
- Get to know their language
- Find out what is important
- Talk to them in relevant and credible pictures and language - consider branding and keep it consistent
- Test the campaign
- Evaluate - so that you can get more funding



TAPESTRY Outputs

**Best
practice
review**

**Reference
materials
for
approach
to
campaign
and
design**

**Best
practice
guidelines**

- **Policy issues**
- Tools for**
- **campaign management**
 - **market segmentation, design and market research**
 - **Roll-out**

**Assessment
framework**

- Tools for**
- **survey design**
 - **impact assessment**

**Case
study
reports
&
results**

**Cross-
site
comp-
arisons**

CD ROM



CD ROM and Tools

