

Innovative Demand Management Strategies  
**City-wide Campaigns**



*Policy notes*

# What is it about?

## Characteristics

City-wide Campaigns:

- are innovative schemes presenting awareness raising events and activities that are organised at city level;
- present the big picture of the transport strategy and measures taken within a city and its outskirts;
- sell the transport strategy and measures to all actors;
- ensure maximum transparency and enable more democratic, participatory decision making;
- encourage citizens to join the debate and collective decision making;
- use the branding of an integrated transport system through different communication tools.

## Key benefits

City-wide Campaigns represent a good support for transport strategies and measures. They...

- provide increased understanding and acceptance of transport measures put in place;
- lead to increased public support and public ownership;
- contribute to stabilisation of traffic growth;
- increase knowledge and rational planning;
- create the necessary conditions for an efficient citizen participation process.

## The Big Wheel Campaign (City of Nottingham)

The government of Nottingham, together with the Greater Nottingham Transport Partnership, entered marketing and promotional actions in order to promote the comprehensive transport network elaborated and covering their whole conurbation (the Big Wheel). The Big Wheel is a great asset for commuters as it offers necessary facilities, real time information, personal travel plans, and maps on the most suitable and pleasant routes. In order for these facilities to be known and broadly used, the Greater Nottingham Transport Partnership developed a brand for the new transport system. This brand was widely disseminated throughout the whole city and ensured a coherent communication strategy. After a year, the knowledge and acceptance of the local transport plan had increased by 27%. 67% of the local public is now aware of the Big Wheel and there is a growing favourability towards integrated transport policies.



Big Wheel campaign illustration

Picture: City of Nottingham

## Is this something for us?

Campaigning is a horizontal element of integrated strategies and can complement any wide-scale transport measures. Benefits of new transport modes are promoted through a coherent brand and appealing illustrations. It allows for a better knowledge and acceptance by citizens of transport measures.

Key conditions for implementation are:

- Sufficient funding;
- Interest of a credible structure to take the lead;
- Good communication strategy;
- Existence of sustainable transport policy or plan to promote at local level.



*Participation to the European Mobility Week and Good Going Campaign in 2006*

Photo: London Borough of Waltham Forest

"Integral to Nottingham's transport strategy is one of the best hearts and minds campaigns ever undertaken in the UK"

*Prof. D. Begg - Government's Commissioner for Integrated Transport, UK*

### Check list

<b>City size</b>	Not relevant.
<b>Costs</b>	The elaboration of a whole city campaign is costly. It can go up to 400,000€ a year.
<b>Implementation time</b>	The influences of such campaign will be noticeable on a long-term basis (> 5 years).
<b>Stakeholders involved</b>	<ul style="list-style-type: none"> <li>• City authority;</li> <li>• City region;</li> <li>• Public transport operators;</li> <li>• Schools;</li> <li>• Employers and representatives of the business community;</li> <li>• User groups;</li> <li>• Media;</li> <li>• Communication agencies;</li> <li>• Designers etc.</li> </ul>
<b>Undesirable secondary effects</b>	Conflicting or too many messages , which can lead to fatigue amongst citizens.

# Benefits & Costs

## Benefits

City-wide Campaigns and marketing programs provide a support for transport strategies and measures. They:

- **Raise awareness of citizens** on various mobility opportunities and contribute to modal shift.
- **Stimulate capacity building** and get the stakeholders to understand how decision-making processes work.
- **Gain public ownership** on some transport measures implemented in the **city and its outskirts**.
- Create the necessary conditions for an efficient **citizen participation process**.
- **Involve stakeholders** to improve results/acceptance of measures.



Photo: Stock Xchng  
[www.sxc.hu/index.phtml](http://www.sxc.hu/index.phtml)

## Costs

The elaboration of a whole city campaign is costly. The main costs falls into the category of 'Marketing costs' that include printouts, design, promotion, conferences, website, surveys, media adverts, distribution etc. but campaigning also require staff costs and overheads. In more detail, the main campaigning costs include:

- **Market research expenses:** a communication strategy should be built on clear objectives and targets. Undertaking a market research is then necessary and requires competent staff.
- **Expenses related to the design of communication tools and brand:** close collaboration with a design company and other involved stakeholders.
- **Publication expenses:** production of leaflets, information materials, etc.
- **Website maintenance costs:** the website is a key element of a campaign that needs to be maintained on a regular basis.
- **Direct communication and meetings expenses:** maintenance of close relationships with the other partners and direct promotion of the campaign towards citizens.
- **Expenses related to training of staff:** this is necessary to ensure a coherent dissemination of the main messages of the campaign.
- **Organisation of press conferences and various activities/events:** campaigning is all about direct contact with citizens and requires the organisation of awareness raising events.
- **Monitoring expenses:** a campaign should be flexible and evolve in time according to local characteristics and the target groups.

The cost of a campaign can go up to 400,000€ a year but each campaign should be built on the basis of financial constraints and needs.

# Users & Stakeholders

## Users and target groups

City-wide Campaigns are targeted at the whole local community and deliver different messages to different types of people, with special emphasis on who are most ready to modify its mobility behaviour. The wide promotion of alternative modes of transport can benefit everyone but particularly disadvantaged people that have all the information on how to improve their travel conditions because they are aware of all mobility options available to them.

Each campaign should identify its target groups according to the message to be disseminated and the market research; each campaign has its own categorisation of users. As an example, here are the categories used by the Good Going team:

- Younger well off males: men aged 25 to 34 having a busy and urban lifestyle;
- Hard pressed families: persons with children under 18 that use the car on a daily basis;
- Well off females: women aged 25 to 44 that use the car for most local journeys;
- Males who dislike travel: men with a family skew that use the car a lot but are neutral towards it.

## Key stakeholders for implementation

Several types of stakeholders are involved in the preparation, launch and implementation of a City-wide Campaign:

- **Political and financial supporters of the campaign:** i.e. local authority, city region, public transport operators, private sector, schools and employers;
- **Designers of the campaign:** i.e. user groups, public transport companies, communication agency and advertisement agency;
- **Organisers:** i.e. networks, European associations, local authority or independent communication agency.
- **Media;**
- **Citizens.**

## Good Going Campaign (London): Aims and achievements

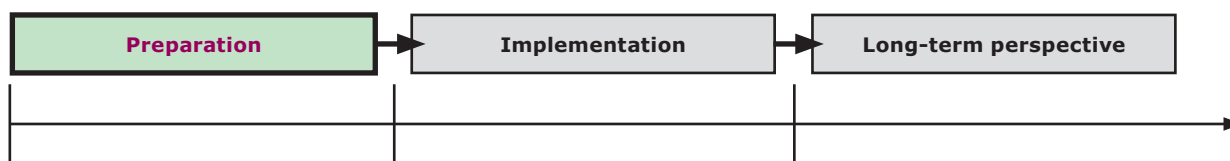
Good Going is the travel awareness campaign for London which takes place from 15<sup>th</sup> till 24<sup>th</sup> September. The campaign encourages local communities to think about their journeys and consider healthier and more sustainable travel options wherever possible. Londoners are asked to sign a pledge and reduce their car use. This campaign involves a large amount of citizens i.e. 35 primary schools across 15 boroughs, 678 new pledge signed in 2006. As a direct result of the Good Going campaign:

52% of pledge card holders stated that they were more positive about alternatives to the car  
43% of pledge card holders stated that they use the car a little less  
19% of pledge card holders stated that they use the car a lot less as a direct result of the campaign  
3% of pledge card holders stated have stopped using the car altogether

61% of pledge card holders are walking more  
44% of pledge card holders are cycling more  
44% of pledge card holders are using the buses more

# From concept to reality

## Preparation



The launch of a City-wide Campaign should be prepared long in advance in order to ensure support from key stakeholders and well-defined focus and aims.

### Key aspects at this stage

#### **Identify key business leaders and union**

**leaders to champion messages:** City-wide Campaigns should rely on efficient partnerships with key stakeholders such as local authorities, community, schools, health sectors and businesses. This will foster public support and coherence with the overall city planning.

But before entering any partnership, it is key to investigate on key business leaders and union leaders that would be keen on conveying your message and supporting your scheme.

These partners could range from health care associations and sports bodies to tourist organisations or car manufacturers.

Experiences of these associations and businesses are to be collected for a good understanding of the audience as well as for building a communication strategy.

**Ensure sufficient funding:** A good campaign cannot be achieved without a sufficient amount of funding, as it relies on printed materials and staff time. Funding must be secured through a diverse range of local, regional, national and European sources as well as from the private sector. The campaign is an ongoing investment. Indeed, large and long-lasting campaigns should always be re-evaluated and require a certain dose of flexibility to adapt to changing patterns in the society.

#### **Conduct a market research and elaborate a cultural and target group analysis:**

A communication strategy needs to be built upon clear objectives and targets. The goal pursued should be clear as the tools and techniques used as well as target audiences will change according to this overall goal. It is also crucial

to determine the audience targeted through genuine research and identify early adopters. Several mechanisms can be used for this purpose: market research and direct contacts with local community representatives that will be useful for addressing the population and for outlining the characteristics of each target groups.

Communication should be in line with public needs and expectations in order to have a full impact on the audience and get its support. Research on these particular themes is essential before choosing the best communication strategy. Potential target groups should also be regularly surveyed to identify the changes in their needs and preferences, as well as to evaluate the acceptance and effectiveness of the marketing efforts.

#### **Build up strong project management skills:**

Different types of campaign require different types of teams, but in all cases the team should be competent and have a high level of marketing knowledge. Often, it is the lack of marketing skills within the transport sector that impedes a good communication on transport issues. All experts and transport professionals should work differently and apply the marketing techniques used by other sectors. The measures or products need to be appealing to the public and need to be sold using a 'unique selling point' that somehow reflects societal concerns and expectations. The management team should be seen as integral to resources, and recruitment of the team should be based on marketing criteria as well (support/skills from beyond transport public sector).

**Create an independent**

**communication unit:** An independent communication unit can be a partnership between private companies and public bodies. It is responsible for selling a product and a vision. It is a media itself which helps reducing the negative publicity sometimes given by newspapers. It writes press releases and sells the transport schemes or sustainable mobility messages across boundaries and all sectors. It is also responsible for creating a coherent brand that will convey a clear and simple message. As it is an independent body, the message diffused is perceived as credible and sincere by the community.

**Create a brand:** Nowadays, people tend to see products on the basis of branding. This is the reason why one needs to communicate at the level of brand and not so much on products anymore. One needs to sell experiences and positive images (e.g. selling car on safety concerns). A consistency of brand across all transport products is crucial in order to build a momentum and ensure that the



*Big Wheel campaign illustration*  
Picture: City of Nottingham

campaign follow an integrated approach. The brand should be a visual that is flexible, fresh, familiar and funny. It needs to tell a story (hearts and minds concept).

**Connect city marketing and city**

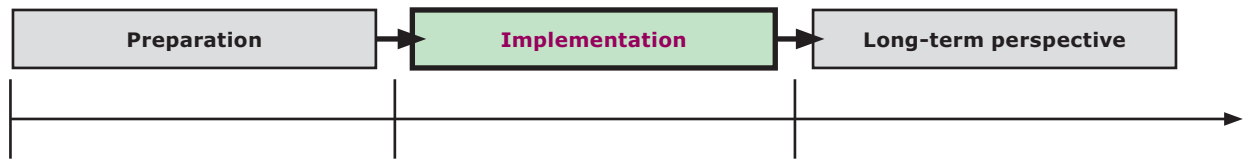
**identity:** The branding of a campaign helps presenting the business case to all target groups. It is important to link the campaign brand to the city identity. Sometimes, it is not essential to build up a new brand but a recognised city brand can be re-used. The campaign can be part of a city wide integrated transport strategy.

**Improve alternatives to car use:**

The call for action must focus on realistic goals and alternative modes. The modes promoted should work properly and give satisfaction to users.

<b>Ready for implementation?</b>	✓
<b>Identify key business leaders and union leaders to champion messages</b>	
<b>Secure sufficient funding</b>	
<b>Conduct a market research and elaborate a cultural and target group analysis</b>	
<b>Employ a skilled communication team</b>	
<b>Create an independent communication unit</b>	
<b>Create a brand</b>	
<b>Connect city marketing and city identity</b>	
<b>Improve alternatives to car use</b>	

## Implementation



During the implementation phase, all important decisions need to be taken and the effective dissemination of the products should start. Before the dissemination phase, it is however crucial to consider the key aspects mentioned below.

### Key aspects at this stage

#### **Develop a planned and early**

**communication:** The communication strategy and public participation process should be planned well in advance. For a campaign that tends on promoting a new transport plan, one should strive for public support throughout the process in order to get people familiar with this process and get them involved in decision making.

- Tailor the message to the audience and focus the campaign on the same audience showing personal benefits;
- Do not sell a product but rather sell a vision giving several alternatives.

#### **Establish a definite structure that can capture people when they are receptive:**

The market research will provide the necessary information to pursue this task. Campaigners should divide the potential travel market into groups of people, e.g. those who 'wouldn't' use other alternative modes, 'might' use it, 'sometimes' use it and 'often' use it. The messages should be different from one target group to another and the focus should be on incremental and achievable changes.

**Show advantages for all:** The power of perception should be taken into consideration. The campaign should look at personal benefits and should not focus too much on generic messages.

Communication should address the benefits for users, non-users, stakeholders (including politicians, voluntary groups, disadvantaged groups, car users, etc) and businesses. Technical approaches should be avoided as they have less impact on the public and other stakeholders. This should be based on genuine market research and monitoring procedures. This is for the "head" campaign but one should not forget that campaigns should also work on the "heart", i.e. the concept of image.

#### **Build up a strong message:**

- Communicate on real local and personalised stories that sell better at citizens' and media levels;
- Give a human touch to the campaign (use pictures). Theoretical approaches should not be predominant;
- Use appropriate wording that are easily understandable by all and do not use transport jargon;
- Give a positive image of alternative modes of transport building on personal advantages;

A communication strategy should also be built on real examples and demonstrations. Pictures and personalized stories have a higher impact on the public than a pure theoretical approach.



**Develop multi faceted promotional**

**materials:** Campaigns should target all citizens in order to create a feeling of working together. Different messages should be delivered to different types of people with special emphasis on people who are most ready to change.

The development of a consistent image throughout the promotion materials enhances recognition and recall of the campaign. If they are more than one promotional pieces, they could then be coordinated as part of a family of materials to maximise recognition.

The messages should be disseminated using a wide combination of means for large outreach and promotion. This should be decided upon careful consideration of the best way to reach the particular chosen market. It is important to determine the media to which the target market pays attention to and then figure out how to use those particular media. Creative methods to convey messages such as banners on bridges, backside of public transport or parking tickets, lifestyle magazines etc should be preferred.

**Identify the appropriate media to diffuse your messages:**

One should value media (TV, radio, press) and communicate with them on a permanent basis. Communication should start early but success with media require special skills. Exclusive stories and personalized perspectives should be presented to them.

**Include and blend all modes:**

The campaign should spread information on different alternative transport modes. It should give people many opportunities to try these modes. When and if

advertising a service, it is sometimes interesting to offer introductory 'try out' incentives or host special promotional events. As we are talking about integrated campaigns, the new service promoted should relate to current programs as well.

**Coordinate and ensure ownership of public services:**

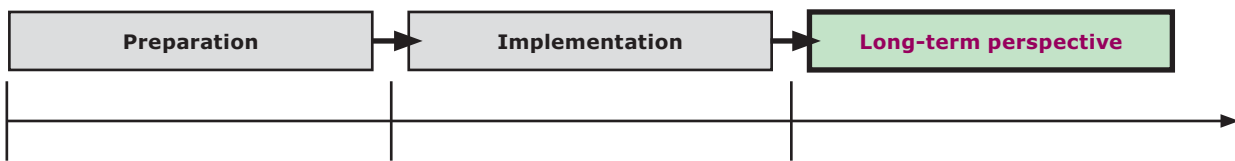
Common awareness amongst different public services within a city administration of the campaign is desirable to create an ownership towards the campaign.

**European Mobility Week (EMW) and BO2 campaigns as opportunities to successfully implement the new Master Plan for the Urban Traffic in Bologna**

One of the most important moments of the EMW 2006 was the conclusion of the works of the Forum which debated on the new rules/restrictions which will be introduced by the new Master Plan for the Urban Traffic (PGTU) to be adopted in October 2006. The forum has facilitated the participation of important city stakeholders (trade associations, NGOs, etc) and helped to create a bottom-up approach in the development of the plan itself.

The EMW brand was coupled with the 'BO2 brand' consisting of the name of the new mobility plan and that is used to raise awareness of all future measures to be implemented in the framework of the plan. BO2 was used extensively in bicycle maps, conference leaflets etc to convey the message of the need for a liveable cities with clean air and get public support for the new transport measures.

## Long-term perspective



The Concept identified here focuses on city-wide campaigning with a recognisable brand that is consistent throughout the transport related messages in a city. Even though marketing and campaigning is a mature business, City-wide Campaigns are not often used to address transport-related issues. Very few examples of such promotion of a transport system are available. The City of Nottingham with its Big Wheel Campaign is a precursor but it is to be expected that other cities will follow their lead.

Future perspectives for this Concept are positive as cities see more results of marketing actions and get used to working with communication agencies. Such campaigns can ensure public acceptance for a transport scheme or measure and induce a modal shift in favour of sustainable modes of transport.

## How to keep a campaign going?

First of all, a campaign does not need to be permanent and can have a temporary goal, i.e. the launch of a new mobility plan. Nevertheless, if the campaign has a long-term goal, two major elements need to be fulfilled.

### 1. Evaluation and transparency:

Monitoring the implementation process and assessing the impacts of the campaign involves careful planning, effort and resources. But it is a crucial element that will determine the success of the campaign. It will help to:

- See whether your campaign objectives have been met and if it delivered the changes in attitudes and/or behaviours that you were seeking;
- Determine which elements of your campaign were the most effective and efficient;
- Identify those parts which could be improved;
- Demonstrate to your funding partners that your campaign was a good investment.

According to the result of the monitoring process, the communication strategy should be revised and adapted.

The effectiveness and real impacts of the campaign and products on the local transport system should be measured together with the satisfaction of users and the broader community (e.g. use of surveys, street interviews, web hits, impact of promotional tickets).

### 2. Strong political support, efficient partnerships and resources allocation:

This is crucial to ensure the viability of the city-wide scheme.



Participation to the European Mobility Week and Good Going Campaign in 2006

Photo: London Borough of Brent

# Further information & contacts

## Further information

### **Big Wheel campaign, UK**

The Big Wheel Campaign is targeted at all local travellers, multimodal users, tourists and children. Good public private partnerships were established previous to the launch of the Big Wheel Campaign in order to send out a common message on mobility patterns and opportunities in Nottingham.  
[www.thebigwheel.org.uk](http://www.thebigwheel.org.uk) (English)

### **Good going, UK**

Good going, the travel awareness campaign for London, promotes the use of healthy and environmentally friendly travel options. With good going, Londoners are choosing walking, cycling, public transport, car sharing and even low-emission vehicles with confidence.  
[www.goodgoing.co.uk](http://www.goodgoing.co.uk) (English)

### **European Mobility Week, EU**

The European Mobility Week aims to influence mobility and urban transport issues for the long term as well as to improve the health and quality of life of European citizens. The EMW is organised each year from 16 to 22 September.  
[www.mobilityweek-europe.org](http://www.mobilityweek-europe.org) (English)

### **NICHES - further documents with more details**

Reports on the state of the art, analysis of success factors and barriers for implementation, transferability potential and integrated strategies are available on the NICHES websites (English):  
[www.niches-transport.org](http://www.niches-transport.org)  
[www.osmose-os.org](http://www.osmose-os.org)

## Contacts

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## Acknowledgments

The NICHES Consortium would especially like to thank Helene Batifois for reviewing a draft version of this document, as well as all experts that participated in NICHES Working Group meetings and interviews (see [www.osmose-os.org](http://www.osmose-os.org) for expert database).

