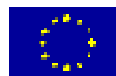


Managing Campaigns Our Recommendations

TAPESTRY- POLIS WORKSHOP

Stockholm, 2 October 2003

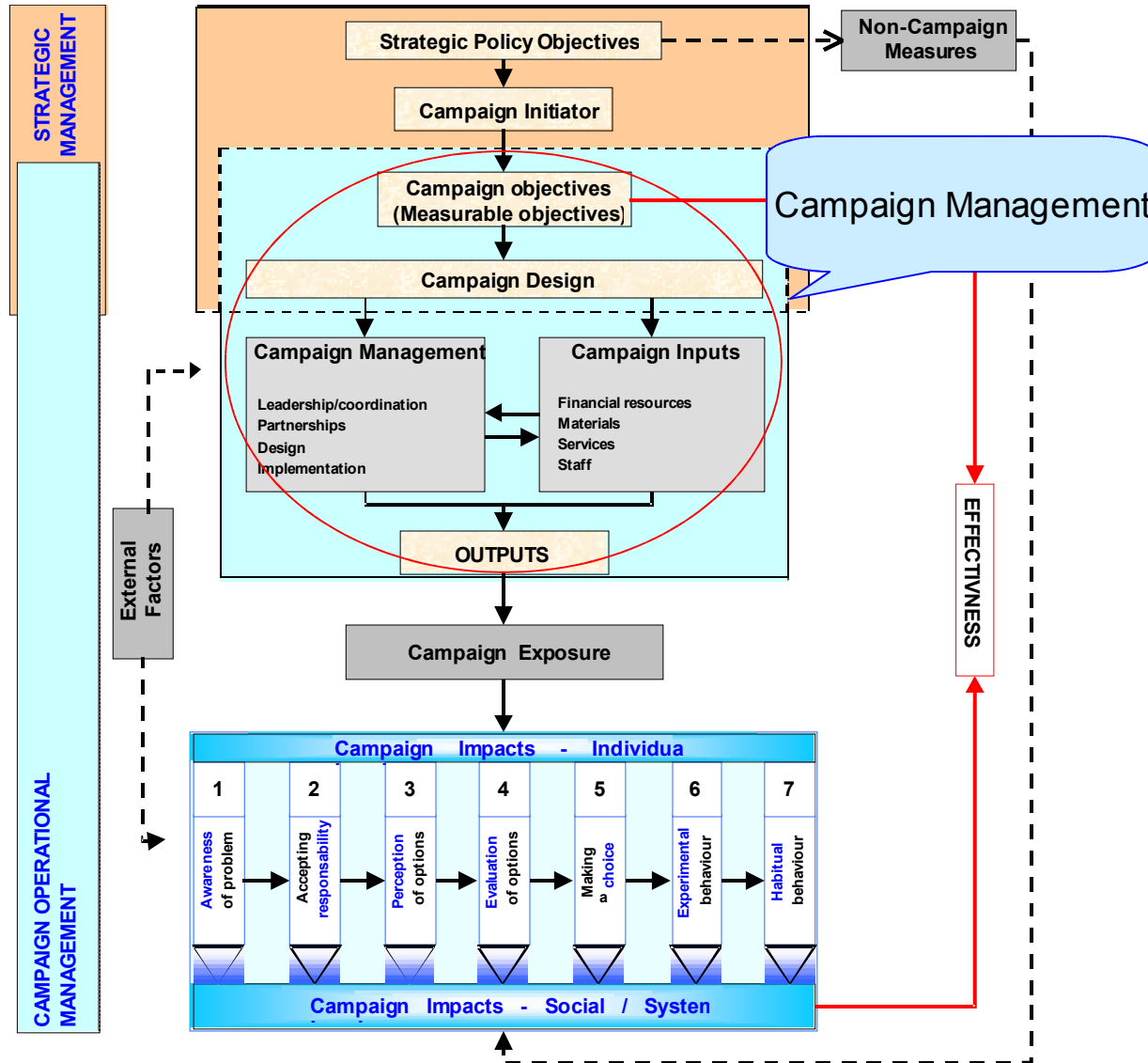
Sophie Tyler - University of Westminster



Overview

- What is campaign management?
- Putting objectives into practice
- Campaign team
- Campaign Design
- Target audiences
- Partnerships
- Operational campaign programme
- Working with agencies
- Learning lessons

What is campaign management?



Objectives

- Interact with initiator (policy maker)
- Decide on **S**pecific, **M**easurable, **A**cceptable, **R**ealistic and **T**ime-related objectives (SMART)
- introduce into workplan
- Use as leading principles throughout
- Clear assessment framework
- Don't mix objectives with measures and tools

Objectives - Example 1



Geel & Mol (Belgium)

- “To increase the targeted schools’ awareness and acceptance of the role they play in encouraging home-school trips by sustainable modes; and getting them to participate in doing so”
- Each participating school invited to set own measurable objectives e.g. 5 % reduction in no pupils driven to school

Objectives - Example 2

Hampshire (UK)

Rural bus marketing - developed with the participation of local residents and stakeholders

- To increase awareness of the implication of individual transport decisions;
- To change attitudes/perceptions;
- To develop 'interactive marketing' to increase passenger transport use;
- To raise awareness of the availability of passenger transport in rural areas; and
- To make greater use of existing rural transport services

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

Campaign Team - 2

- 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

Campaign Team - Examples

Geel (B)

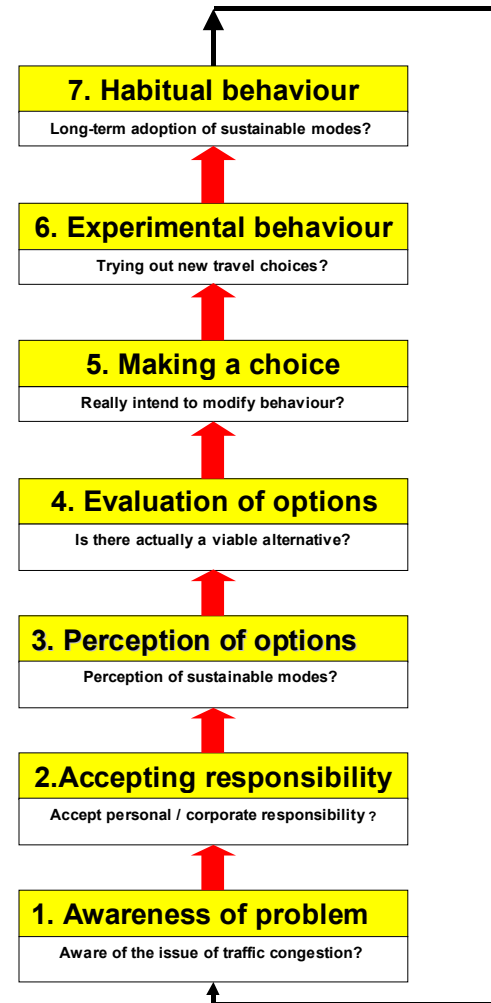
- Municipality co-ordinator (local knowledge)
- LV - consultants with experience of mobility planning / assessment
- Headteachers and parents representatives

Gävle (S)

- One champion - Åke Stahlspets, but no team!

Campaign Design

- Define campaign type to match objectives
- Awareness raising?
Changing perceptions?
Changing behaviour?
- General? Targeted at groups? Targeted at individuals?



Campaign Design - Example

Nantes - SEMITAN (F)

- Already successful awareness raising by City (Car Free Day etc)
- Good perceptions of new tram services
- Less good perceptions of bus services
- Targeted campaign along one bus corridor

Target Audience

- (Take time to) Define your target audience
- Make use of or initiate market research to understand your target audience
- Take account of contextual, social, cultural and mobility issues
- Create conditions to get (target) audience feedback
- Integrate feedback into campaign process

Target Audience - Example 1

Hertfordshire (UK)

- Already successful campaigns to raise awareness
- Objective to move towards changing behaviour for those most susceptible
- Used analysis or existing travel data / focus groups to identify appropriate target audience

Target Audience - Example 2

Rome (I)

- PT company campaign to increase no of pupils taking bus to school
- Focused on activities with pupils (depot visit, CD ROM game, competition)
- BUT parents the decision makers - no action directed at them
- Didn't take account of home-school-work trip requirements

Partnerships

- Decide which strategic or operational partners may add value
- Strong relationship with campaign board
- Specify budget
- Secure additional funding when necessary
- Allocate tasks to partners

Partnerships Example 1

KOMIMO

Consortium of 6 NGO's delivering 2 major campaigns a year:

- Bond Beter Leefmilieu (League for a Better Environment);
- Bond van Trein-, Tram- en Busgebruikers (League of Train, Tram and Bus passengers);
- Fietserbond - (Cyclists League);
- Langzaam Verkeer (Slow Traffic);
- Taxistop;
- Voetgangersbeweging (Pedestrian Movement).

Operational programme

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

Working with agencies

- Define tasks
- Make contact
- Assess what the Agency has done previously
- Define the relationship you want

Working with agencies - Example - Nantes - SEMITAN (F)



- Used agency who had created the general “look” for TAN (3-4 years)
- Gave them a specific brief (leisure trips, key attributes of bus)
- Market research agency used for assessment

Learning lessons

- Keep an open mind
- Listen to the target audience
- Make adjustments
- Use assessment tools

Questions? & Over to you!

- Any questions?
- 20 minutes to design campaign and appropriate management structure!
- Prepare report for final plenary session