

INTERREG Alpine Space Project

“Sustainable Mobility Behaviours in the Alpine Region –
SaMBA”

**GUIDELINES FOR COMMUNICATION,
INCREASED ACCEPTANCE, USER AND
STAKEHOLDER ENGAGEMENT**

May 2020

Short Description

This Report is one of the deliverables foreseen within the WP T3 “Policy definition and testing”, Activity T3.1 “Target users and stakeholders engagement”. It provides guidelines and recommendations to policy promoters, such as the Public Administrations, who intend to start a process of stakeholder engagement for the designing of a reward/pricing policy. The report is built upon the merging of the traditional approaches to stakeholder and users’ engagement and communication and the field experiences and lessons learned of the nine SaMBA pilot cases from across the Alpine Space area who have adopted behaviour change policy measures.

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List of abbreviations

PA	Public Administration
SA	Stakeholders Analysis
OI	Open Innovation
NGO	Non-Governmental Organization
SEROI+	SE (SOCIAL, ECONOMIC, ENVIRONMENTAL); ROI: Return On Investment; The plus (+) indicates that the process for developing the solution includes the end-users' needs and coproduction activities
SUMP	Sustainable Urban Mobility Plan

Introduction

This Report is one of the deliverables foreseen within the WP T3 “Policy definition and testing”, Activity T3.1 “Target users and stakeholders engagement”. It provides guidelines and recommendations to policy promoters such as the Public Administrations (PAs), who intend to start a process of stakeholder engagement for the designing of a reward/pricing policy and that afterward will have to deal with its communication.

Indeed, the Report seeks to focus on the main ways in which stakeholders and target users are usually engaged in the literature and have been engaged within SaMBA. Special attention is provided to the threats and common problems as well as success stories by SaMBA pilot cases, which developed their policies involving different kinds of stakeholders and target users consistently with their territorial specificities and needs, to provide context-based guidelines to PAs.

About the structure, this Report is composed of the present descriptive and methodological part and the Annexes which contain templates supporting the methodology.

The descriptive document is divided into two main sections, the content of which is briefly illustrated below.

Section 1 contains methodological insights on stakeholder engagement process in the case of the implementation of a mobility policy. The method is built upon the merging of the traditional approaches to stakeholder engagement and the SEROI+ tool developed by the University of Ljubljana.

Section 2 contains methodological insights on target audience communication and policy acceptance fostering.

For both the sections, three main parts are explaining the methodology with a step-by-step procedure to be followed, accompanied also by practical hints and useful tools as well as real case examples coming from the experience of SaMBA pilot cases.

To support the methodologies there are four Annexes provided in the form of templates:

- Annex 1 “Stakeholders’ attributes grids”;
- Annex 2 “Stakeholder engagement plan”;
- Annex 3 “Stakeholder monitoring register”;
- Annex 4 “Communication plan”;
- Annex 5 “Communication monitoring register”.

Guidelines for user and stakeholder engagement

Stakeholder engagement is the process by which an organisation involves individuals or groups of individuals that are directly affected or can directly influence the implementation of a policy measure. The importance of stakeholder management has already been treated as a very important issue since the mid-1980s and there are a great number of methodologies with a wide range of complexity from which it is possible to deepen and draw inspiration. There are numerous advantages to carrying out a stakeholder analysis. The most important is that the engagement of stakeholders during - and especially at the beginning of - a policy measure, determines the success or failure of the policy measure itself, helping to increase the commitment of all those involved. Moreover, engaging with different perspectives provides opportunities for mutual learning that can be beneficial in agreeing on a common approach and in setting-up an effective decision-making. Understanding the full range of needs and views, typical of a complex system, can let to better policymaking and better outcomes. Effective stakeholder engagement enhances the policy acceptance and ownership and the more regularly stakeholders are engaged, the more likely it is possible to aim to this objective.

The following paragraphs provide simplified guidelines for the PAs, or any other entity with authority to implement mobility initiatives, who intends to start the involvement process and need to answer questions such as:

- which stakeholders should be involved when starting a reward/pricing policy measure designing?
- what are the stakeholder expectations, interests, impact, and requirements?
- how the involvement of relevant stakeholders should be to be effective?
- what type of communication is required?
- how often do stakeholders require communication?

The methodological approach, which consists of 3 steps each corresponding to specific activities and outputs, as depicted in Figure 1.

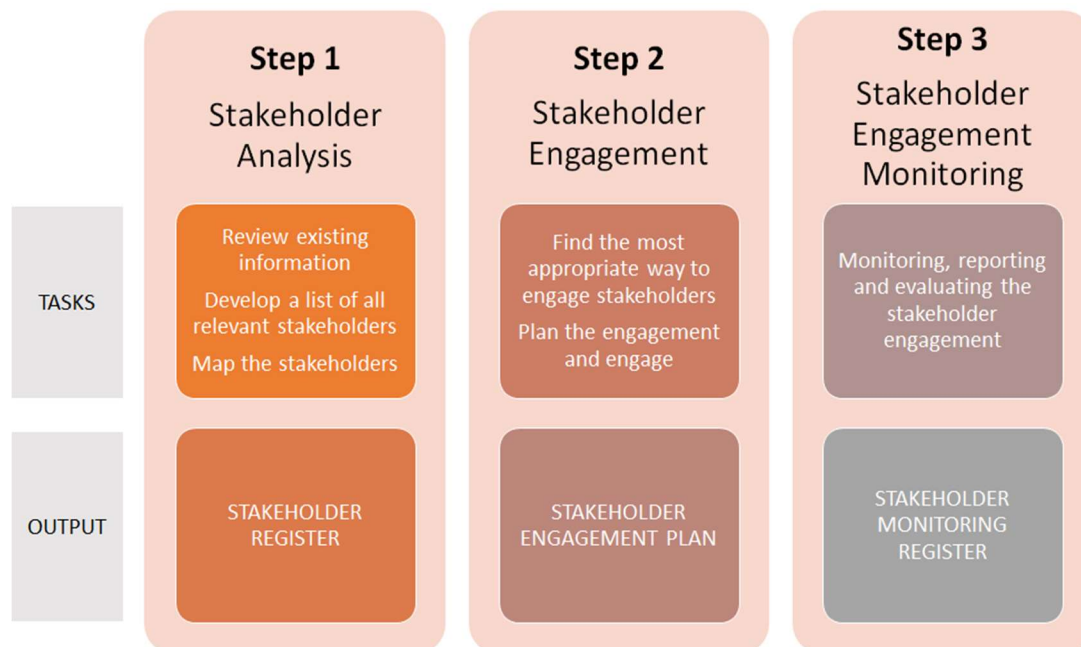


Figure 1. Stakeholder engagement methodological approach.

A 3-Step methodology for the stakeholder engagement

STEP 1 – STAKEHOLDER ANALYSIS

The Stakeholder Analysis (SA) is a methodology meant at identifying stakeholders and understanding their potential role and position when developing and/or implementing a policy, program, process.

This analysis can help to recognise possible conflicts and coalitions between stakeholders, and how these, in turn, may affect the policy, program, or process in terms of geographical coverage, integration, resource availability and overall legitimacy.

With information on stakeholders, their interests and their capacity to support or oppose a policy, policy promoters can choose how to best accommodate them, thus ensuring policies adopted are politically realistic and sustainable.

The methodology proposed is based on the SEROI+ tool and methodology (<http://seroi.plus>).

Review existing information

The working group should give context to the policy gathering and analysing any written documents (plans, programme, studies, etc.) related to the topic. This review will help policy promoters to identify potential stakeholders and, perhaps, their connection to the policy. It is very important to clarify policy goals/objectives and identify potential indicators for each outcome/result to measure impacts. Understand and underline available investment and existing mechanisms to support the delivery of policy. Identify the existing context-based priorities for digital services (have enough knowledge, technology, resources to create the services; users and operators/providers find services useful, usable and efficient; services have social, economic and environmental value?) relevant to policy, including those from other policy instruments or measures, and the initiatives already underway and who is involved in. Examples of relevant planning documents to be considered for example are: Regional Mobility Plans or Sustainable Urban Mobility Plans (SUMP).

Develop a list of all relevant stakeholders

Policy promoters should list stakeholders potentially affected by the new policy measure.

A stakeholder is any entity with a declared or conceivable interest or stake in a policy concern. The range of stakeholders relevant to consider for analysis varies according to the complexity of the policy area targeted and the type of policy measure proposed. Stakeholders can be of any form, size and capacity. They can be individuals, organizations, or unorganized groups. Stakeholders also include who will ultimately be affected – positively or negatively – by the new policy which means target users



such as, for example, citizens, different social groups or professions, certain city districts, individual organisations, students, tourists.

The following list refers to the stakeholders that are generally most influenced by the transport policies¹:

- **policy makers:** local authorities, neighbouring cities, local transport authority, traffic police, other local transport bodies, other local authority bodies, politicians, other decision-makers, partnering organisations, project managers, professional staff, emergency services, health & safety executives, European Union, Ministry of transport, other national ministries, regional government;
- **businesses and service providers:** transport operators/providers, transport consultants, car-sharing companies, bike and e-scooter sharing service, bicycle rental operators, other mobility providers, national business associations, major employers, private financiers, international/national business, regional/local business, local business associations, small businesses, retailers, utility services (e.g. electric, telecoms), engineers/contractors;
- **citizens and communities:** national environmental NGOs, motorist associations, trade unions, media, local authority Forums, local community organisations, local interest groups, cycle/walking groups, public transport user groups, transport users, citizens, visitors, citizens in neighbouring cities, disabled people, landowners, transport staff;
- **others:** research institutions, universities, training institutions, experts from other cities, foundations.

Table 1 shows, for each of the previous categories, why a policy promoter should involve them and which are their main relative interest and benefits.

STAKEHOLDER GROUP	REASONS TO INVOLVE	INTERESTS / BENEFITS
Policy makers	<ul style="list-style-type: none"> - Provision of access to data required - Contribution of expertise - Ensure the usefulness and relevance of the policy - Evaluation and approval of the policy 	<ul style="list-style-type: none"> - Reach sustainable mobility goals

¹ GUIDEMAP Consortium (2004), "Successful transport decision-making A project management and stakeholder engagement handbook - VOLUME 1 - Concepts and Tools" at https://www.eltis.org/sites/default/files/trainingmaterials/guidemaps_volume_1_colour.pdf

	<ul style="list-style-type: none"> - Adaptation into relevant policies and integration to regional, national and EU funds - Foster dissemination of results - Promote wider adoption and replication of the policy - Liaison to other entities and involvement of citizens 	
Businesses and service providers	<ul style="list-style-type: none"> - Provision of technical expertise to the policy - Evaluation and validation of policy outputs - Implementation and replication of policy outputs - Promote adoption among customers - Foster dissemination of results among customers 	<ul style="list-style-type: none"> - Increased local publicity - Catching new customers
Citizens and communities	<ul style="list-style-type: none"> - Awareness-raising - Exercising pressure on governments and companies - Ensure policies acceptance and adoption - Evaluation and approval of policy outputs - Ensure usefulness and relevance of policy outputs - Foster dissemination and adoption of policy results - Networking with organizations and link to individuals 	<ul style="list-style-type: none"> - Protection from climate change impacts - Increased local publicity - Interest in using the new data produced
Others	<ul style="list-style-type: none"> - Provision of access to relevant research results - Foster research - Sharing scientific expertise and provision of advice - Evaluation and approval of policy outputs - Networking 	<ul style="list-style-type: none"> - Publications - New research opportunities - Networking

Table 1. Stakeholder groups: reasons to involve and Interests/benefits.

Who are the stakeholders identified in the SaMBA pilot cases?

The SaMBA pilot cases involved a wide variety of stakeholders in the designing and co-creation process listed in the following table.

Pilot case	Target Users	Stakeholders involved			
		<i>Policy makers</i>	<i>Businesses and service providers</i>	<i>Citizens and communities</i>	<i>Others</i>
County of Dachau, Furstenfeldbruck, Munich and Starnber	New citizens	County officials/planners, Elected officials, Municipal officials	Public Transport Authority/coordinator, Public transport operators, Car Sharing companies, Bike Sharing companies	NGOs e.g. Cycling Interest groups such as ADFC, green City, etc.	
Regional Natural Parc of Vercors	Tourists		Hosters and tourism professionals; Tourism offices; Mobility and tourism services of the Park		
	Inhabitants	Municipalities	Road services from the Department; Car-sharing company (Citiz)	Association working on ecological transition (Vert&Co)	
	Event-goers		Events' organizers (Vercors music festival)	Volunteers on events	
"Madre Teresa di Calcutta" Hospital of the Municipalities of Este and Monselice	Hospital employees	Este and Monselice municipal administrators	Transport service providers (Busitalia Veneto); business activities inside the hospital (pharmacy, newsstands, cafes); Trade unions referred to the Hospital workers'	National Association of Public Services Users who protects and promote the rights of consumers, in particular of users of public services (AssoUtenti); Italian Federation friends of the bicycle (FIAB)	University of Padova (nursing course)
	University students				
	Daily visits' users and visitors				
Refurbishment and New building projects in Salzburg	New citizens	Urban planning and transport department of the City of Salzburg	Salzburger Verkehrsverbund, Salzburg AG, MO Point, SGKK, die salzburg, Heimat Österreich, GSWB, Salzburg Wohnbau, Sarah Untner (raumsinn), Rosemarie Fuchshofer, Mobilitätsagentur	Verein ASKÖ, Fonds Gesundes Österreich	Universität Salzburg, SIR / UM

			Wien, Avimo consulting, Porsche AG / Moon City, City Bikes Salzburg, Die Boten		
CITY CYCLING+ at Landkreis Emmendingen	Citizens County officials	County council of County Emmendingen, Head of county, climate managers, mayors of cities and municipalities of the county, president of the government of Freiburg; Dep. For city planning and development in Emmendingen; mobility dep. County Emmendingen; all municipal counties and mayors of municipalities in the county	Umweltmanagement SICK AG; Schwarzwald Tourismus GmbH; Zweckverband Regio Nahverkehr Freiburg; Carla Cargo Engineering GmbH; ebm-Papst Motoren; Sparkasse Freiburg Nördlicher Breisgau; Volksbank Emmendingen; bike shops	ADFC-Kreisverband Freiburg /Emmendingen/Breisgau; VCD Nördlicher Breisgau with 200 members; VCD speaker Annette Uhlmann; BI Energiewende Waldkirch; organisational team of Kulturwoche Emmendingen	Badische Zeitung; Fahrradmarkt Emmendingen (bike market); Hospital County Emmendingen; Center for psychiatry Emmendingen; mobility dep. In schools; senior center in the county Emmendingen
Grenoble area	Commuters in Grésivaudan	Municipalities directly concerned by the commuters line, Municipalities Community (Le Grésivaudan)	Merchants and shopkeepers	Local associations	
Chieri school district	High school students	Neighboring municipalities, Traffic police, other schools of Chieri	Local Public Transport (GTT, Cavourese), Traders association ASCOM Chieri and Confesercenti	Students' families, teachers of the "Augusto Monti" High school, FIAB "Muoviti Chieri" Association, MontessoriLab Association – TechLab, Fridays for Future Chieri, "Pedale chierese" Association; "Camminare lentamente" Association, Legambiente local club	
Municipality of Koper	Scholars	Municipal administration, police, schools (Elementary schools, Secondary schools)			

	Elderly citizens	Municipal administration, police		Cycling associations	
	Workers	Municipal administration, police	Public transport providers, companies - large traffic generators (Luka Koper, Interevropa, Banka Koper)		
Bohinj area and Tržič	Tourists	Local communities in the region, local policy and decision-makers, local tourist boards, Triglav national park, office for the protection of nature	Transport companies	NGOs working in the field of mobility	Faculties dealing with co-creative methods, ICT, architectural solutions

Among the categories mentioned in the table, it emerges as *municipalities, public transport authorities and operators, trade unions and local, regional or national associations, car and bike-sharing companies, NGOs (more working in the field of mobility, universities are the categories of pilots' stakeholders involved more recurrently.*

Instead, some categories of stakeholders involved in the pilot projects are not commonly involved in mobility policies; among these in particular *office of protection of nature, savings banks, newspaper companies, hospitals.*

Map the stakeholders

Stakeholders should be classified according to their attributes to get a clear picture of conflicts, interests, or potential coalitions and to be able to better determine stakeholder clusters who may exhibit different levels of interest, capacities and influence in the issue in question.

Four major groups of attributes are important for a SA²:

- **relevance:** the level of relevance (interest and resources in the project) is a measure of the interest each stakeholder has in the project and its aims; relevance can be evaluated on a scale from *low* (low interest for the project and its aims) to *high* (high interest for the project and its aims);
- **influence:** the level of influence (power in decision making) they hold; is a measure of the relative power each stakeholder has on decision-making in the project, and influence on the decision-

² According to SEROI+ approach, <http://seroi.plus>.

making of other local stakeholders; influence can be evaluated on a scale from *low* (little power over decision-making) to *high* (high power over decision making);

- **motivation:** the source of motivation is to be evaluated from *intrinsic* (enjoyment and interest in taking part in the project activities) to *extrinsic* (material expectations in taking part in the project activities). Motivations can be explicitly stated by the stakeholders or inferred by the project partner compiling the mapping. Motivations are intimately linked to expectations from the project and can be a predictor of commitment in the project;
- **orientation:** is to be measured on a scale from *self-oriented* (the core of decisions from the stakeholder comes from internal sources) to *other-oriented*, (the core of decisions from the stakeholder comes from external sources). Orientations can be explicitly stated by the stakeholders or inferred by the project partner compiling the mapping.

These attributes can be identified through various data collection methods, through the knowledge of who performs it and through interviews with the actual stakeholders.

To organize the information on the attributes of the stakeholders, some grids on influence and relevance (which map stakeholders' influence against interest) and on motivation and orientation (which map stakeholders' orientation against motivation) can be used (Figure 2 and Annex 1 - Stakeholders' attributes grids templates).

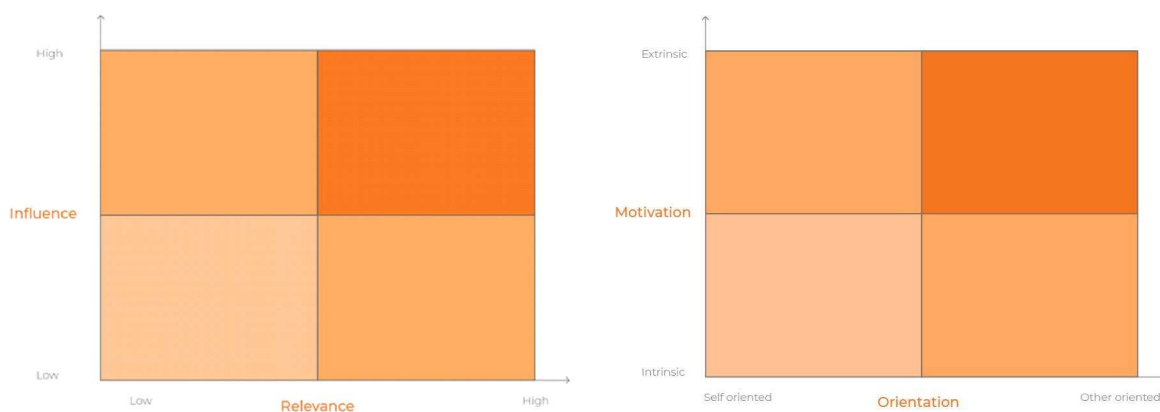


Figure 2. Stakeholders' attributes grids.

SaMBA stakeholders' mapping

The following table shows, by way of example, some of the results of stakeholders' attributes assessment for the SaMBA pilot cases.

Pilot case	Stakeholders	Relevance		Influence		Motivation		Orientation	
		Low	High	Low	High	Intrinsic	Extrinsic	Self-oriented	Other oriented
"Madre Teresa di Calcutta" Hospital of the Municipalities of Este and Monselice	Assoutenti	X			X	X		X	
	Busitalia Veneto		X		X	X		X	
CITY CYCLING+ at Landkreis Emmendingen	County Council Emmendingen		X		X		X		X
	Mayors in the County of Emmendingen	X			X		X	X	
	Citizen initiatives - Klimaschutz Waldkirch		X	X		X		X	
Chieri school district	Local Public Transport (GTT, Cavourese)	X			X	X			X
	FIAB "Muoviti Chieri" Association		X		X		X		X
	Traders Associations ASCOM Chieri and Confesercenti		X		X	X		X	
	Friday for future Chieri		X	X		X		X	

Stakeholder identification should be performed at the beginning of the planning process. However, it needs to be iteratively developed and revisited when scenarios and policy options become more concrete, and implications for stakeholders can be assessed more accurately. Even for some key actors, a re-assessment may turn out to be necessary as a consequence of changing circumstances.

Output: Stakeholder register

After having identified the most important stakeholders a register should be compiled containing, beyond the information already identified on their position against the policy, also details such as stakeholder names, contact information, designation. The information will be collected in the first columns of the “Stakeholder engagement plan” template as shown in the following figure. The template is provided in the Annex 2 - Stakeholder engagement plan template.

	IDENTIFICATION						LEVEL OF INTEREST		LEVEL OF INFLUENCE		MOTIVATION		ORIENTATION	
	Name	Surname	phone	email	Group name	Website	Low	High	Low	High	Intrinsic	Extrinsic	Self-oriented	Other-oriented
1														
2														
3														
4														
5														
6														
7														

Figure 3. Stakeholder register.

STEP 2 – STAKEHOLDER ENGAGEMENT

A Stakeholder Engagement Plan is a formal strategy to communicate with project stakeholders to achieve their support for the project. It is created at the beginning of the project and updated frequently, as stakeholder communication needs change.

Taking advantage of the SA previously performed, the engagement plan should cover engagement strategies, key design issues, associated tasks, responsibilities, resources and timelines of people who will be involved in running the engagement process – both from inside and outside the organisation who is promoting the new policy.

The final purpose of this activity is to ensure that the engagement process is well designed to meet its objectives and well managed to run smoothly.

Find the most appropriate way to engage the stakeholders

The SEROI+ methodology proposes the best ways to involve the stakeholders according to their position in the relevance/influence grid and the best motivators in the form of different rewards and types of inclusion to effectively involve the stakeholders according to their position in the motivation/orientation grid (Figure 4).

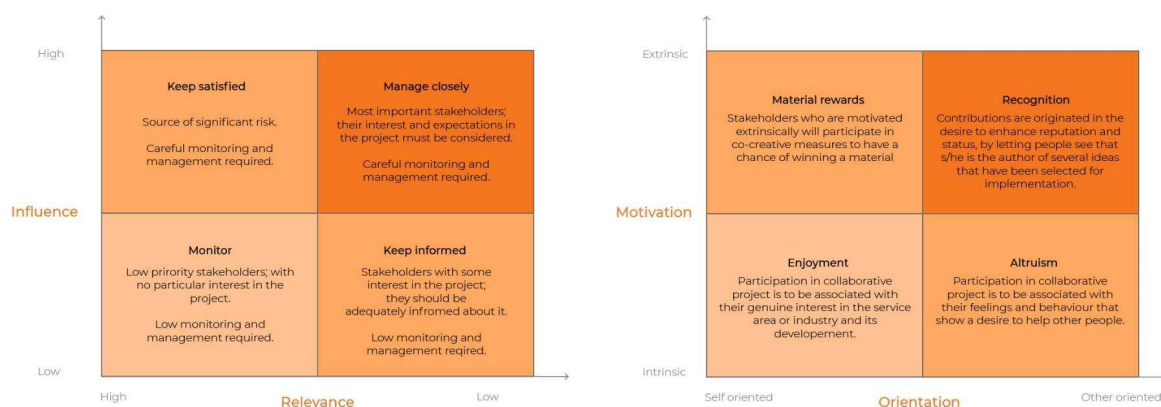


Figure 4. Stakeholders' best ways to involve (left side) and motivators (right side).

Four approaches of involvement concerning levels of relevance and influence are identified:

- **keep informed (inform):** stakeholders should be adequately updated with information on the project scope, the problem addressed, objectives and outcomes to promote the awareness of the problem, assess the available alternatives. Low monitoring and management required;

- **monitor (consult):** take care not to overwhelm stakeholders with information outside of their area of expertise/interest. Although no particular interest in the project, their feedback is important to the quality of project design. Low monitoring and management required;
- **keep satisfied (involve):** stakeholders should work directly with the project team throughout the project duration to ensure that their concerns and requirements are well understood, taken into consideration and, where appropriate, are satisfied through the project actions. Careful monitoring and management required;
- **manage closely (collaborate):** stakeholders should work in partnership with the project team, in relevant aspects of the decision making process. This includes inter alia any actions necessary for ensuring that these stakeholders remain fully satisfied, such as the development of alternative methods and the identification of preferred solutions or outcomes. Careful monitoring and management required.

About the **co-creation**, several engagement strategies have been listed and explained in the Chapter 2.3.3.2 “Useful Co-creation methods” of D.T3.2.1 “Co-creation of reward/pricing schemes: methodology”, one of the SaMBA project reports downloadable on the SaMBA Project website at the following link: https://www.alpine-space.eu/projects/samba/pdfs/samba_reward_pricing_co-creation_methodology_instructions.pdf.

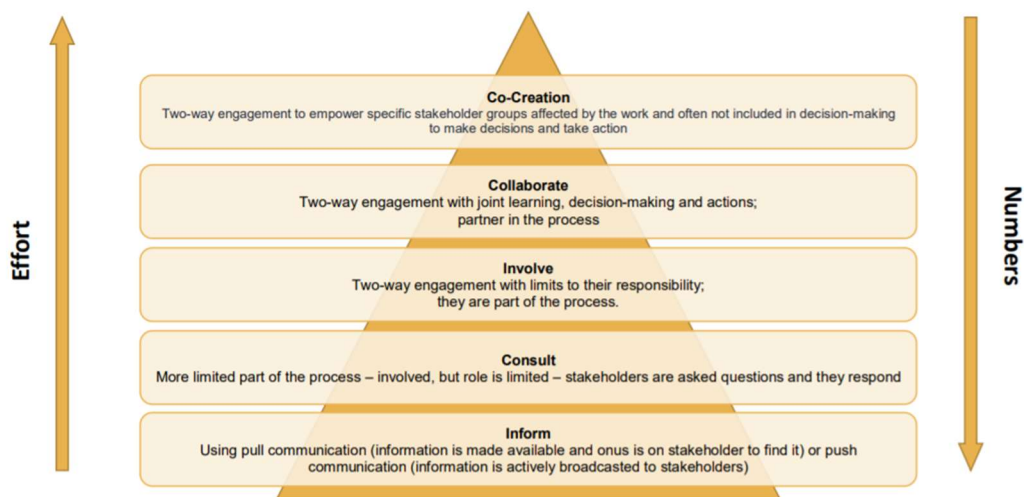


Figure 5. Levels of engagement³.

Four approaches of rewards about levels of motivation and orientation are identified:

³ International Association for Public Participation (2018), “Spectrum of Public Participation” <https://www.iap2.org/page/pillars>

- **material rewards:** stakeholders who are motivated extrinsically will participate in co-creative measures to have a chance of winning material rewards, such as goods, money and discounts;
- **recognition:** contributions in the desire to enhance reputation and status, by letting people see that s/he is the author of several ideals that have been selected for implementation;
- **enjoyment:** participation in collaborative projects to be associated with their genuine interest in the service area or industry and its development;
- **altruism:** participation in collaborative projects is to be associated with their feelings and behaviour that show a desire to help other people.

The following table shows which modes of rewards can be mainly used depending on the types of stakeholders and the expected source of motivation and orientation.

	Material reward	Recognition	Enjoyment	Altruism
Policy makers		x		x
Businesses and service providers	x	x		
Citizens and communities			x	x
Others		x	x	

Table 2. Rewarding modes according to stakeholders' types.

SaMBA stakeholders' levels of engagement and motivation

The following table shows, by way of example, some of the results of stakeholders' attributes assessment for the SaMBA pilot cases and the arising ways to involve and motivators according to the stakeholders' position in the relevance/influence grids and motivation/orientation grids.

Pilot case	Stakeholders	Ways to involve	Motivator
"Madre Teresa di Calcutta" Hospital of the Municipalities of Este and Monselice	Assoutenti	Keep satisfied	Enjoyment
	Busitalia Veneto	Manage closely	Enjoyment
	County Council Emmendingen	Manage closely	Recognition

CITY CYCLING+ at Landkreis Emmendingen	Mayors in the County of Emmendingen	Keep satisfied	Material rewards
	Citizen initiatives - Klimaschutz Waldkirch	Keep informed	Enjoyment
Chieri school district	Local Public Transport (GTT, Cavourese)	Keep satisfied	Altruism
	FIAB “Muoviti Chieri” Association	Manage closely	Enjoyment
	Traders Associations ASCOM Chieri and Confesercenti	Manage closely	Enjoyment
	Friday for future Chieri	Keep informed	Altruism

The stakeholders mapping exercise provided to SaMBA pilot cases a detailed understanding of the political, economic, and social impact of a policy on the interested groups, the hierarchy of authority and power among different groups and the actual perceptions of the policy among different groups, all of which are important for policy advocates to consider.

Plan the engagement and engage

This phase answers the questions of when and how to involve the stakeholders, making sure that this process is not improvised but rather structured following the objectives of policy development. At the end of this stage, it shall have established a way of engaging with relevant stakeholders as part of an ongoing process of management and deliberation around issues material to the policy’s success.

Many techniques can be explored, but the most common are, for example: one-to-one meetings and interviews, knowledge exchange groups including steering groups, advisory panels, multi-stakeholder forums, informal contact, workshops, focus groups, social events, conferences, talks or lectures, practical demonstrations, participatory events, field or laboratory visits to facilitate shared dialogue and understanding.

As an example, the following table shows which modes of involvement and communication are the most used depending on the types of stakeholders and the expected level of involvement.

	Keep informed	Monitor	Keep satisfied	Manage closely
Policy makers	Informative material Website Newsletters and email Press releases	Questionnaires and surveys Interviews	Workshops Project events Meetings	Networking activities Dissemination/diffusion of project results
Businesses and service providers	Informative material Website Social networks Newsletters and email	Questionnaires and surveys	Workshops Meetings	Training seminars Toolkit and platform

Citizens and communities	Informative material Website Social networks Newsletters and email Press releases	Questionnaires and surveys Interviews	Workshops Meetings	Training seminars Dissemination/diffusion of project results
Others	Informative material Website Social networks Newsletters and email	Interviews	Workshops Project events Meetings	Scientific reports Training seminars Toolkit and platform Networking activities Dissemination/diffusion of project results

Table 3. Modes of involvement according to the stakeholders' group.

Operationally, the policy promoter should identify the working group that will take care of developing involvement by clearly identifying outcomes to achieve and by assigning roles and responsibilities for follow-up on the activities.

Actual levels of engagement are likely to vary at different times throughout the lifecycle of the project, depending on the possible and actual contributions of stakeholders at different times. Most stakeholders are likely to be involved at discrete times throughout the project, rather than all the time. The involvement of all stakeholders throughout the whole project, from inception to dissemination of outcomes, would be costly in terms of time and resources, for both the project and the stakeholders. The involvement timing influences the extent to which a policy is likely to be perceived as relevant by the stakeholders potentially affected positively or negatively.

To maximise the benefits of stakeholder engagement, it is useful to consider the timing of the most-appropriate contributions that each stakeholder might make towards the policy. The desired contributions or roles that stakeholders are expected to play can be assigned to various stages of the project, keeping in mind that roles may vary as the project progresses. For example, stakeholders assisting in the early development of the policy will be involved at inception, whereas those involved with disseminating or using results will mainly be involved at a later stage.

In a simplified view, a public policy lifecycle develops through four stages:

- **recognition:** problems are identified and examined to profiling them and find possible solutions;
- **formulation:** development of an effective and acceptable policy, adopt new or amend existing policy;
- **implementation:** deliberate and sequential set of activities directed toward putting a policy into effect;
- **control:** evaluation for the success of a policy.

The following table summarizes the kinds of contributions or roles that stakeholders might make or take in each stage of a project.

	Recognition	Formulation	Implementation	Control
Policy makers	Identify mobility problems and their causes, review the context Define the policy concept Identify potential stakeholders and their possible role	Provision of resources, staff time Provision of data and information needed to define the policy Define, develop and help deliver knowledge exchange activities and publications Define policy plans, including stakeholders engagement planning	Publicly disseminate the policy Ensure the active participation of all stakeholders Monitor the policy Deliberate changes in the ongoing policy	Review policy success, including stakeholders engagements approach Ensure the sustainability of the policy in the long-term
Businesses and service providers	Help to define the policy concept and project design/research strategy, including identifying useful potential outcomes and common interests	Provision of data and information needed to define the policy including capturing new data Assist in defining and developing tools	Implementation of the policy Publicly disseminate the policy among customers	Provide feedback on policy success
Citizens and communities	Help to define the best governance approach for stakeholders engagements	Co-design and development of conflict resolution approaches	Awareness-raising	Provide feedback on policy success Ensure the usefulness and relevance of the policy Foster dissemination and adoption of the policy
Others	Advice on knowledge exchange requirements	Networking and awareness-raising with non-contributory stakeholders	Assist with training of other stakeholders to enhance delivery or participation	Publicity, promotion, via channels such as websites, academic materials, research reports, newsletters, books

Table 4. Contribution of the stakeholders in the policy life cycle.

How SaMBA pilot cases' stakeholders have been engaged?

The following table shows the main ways of involvement of SaMBA stakeholders.

Pilot case	Stakeholders involved
County of Dachau, Fürstenfeldbruck, Munich and Starnberg	Workshops and meetings. There were big workshops with a high number of participants (around 50 such as the kick-off workshop and the national workshops) and then there was also a smaller workshop with around 15 people (such as the co-creation workshops). The formats of the workshops were also very different.
Regional Natural Parc of Vercors	Focus groups and meetings. Different stakeholders have been engaged, according to target users to achieve. Focus groups with hosters and inhabitants have been organised, as well as specific meeting with festival organisers.
"Madre Teresa di Calcutta" Hospital of the Municipalities of Este and Monselice	Interviews and close cooperation. The type of engagement has been specified for each stakeholder. The main stakeholders have been involved in every step of policy definition and implementation while citizens have been constantly informed about the activities carried out as well as the consumer organisation.
Refurbishment and New building projects in Salzburg	Workshops and meetings. Additionally stakeholders have been involved thanks to the active participation in some communication events.
CITY CYCLING+ at Landkreis Emmendingen	Bilateral and multilateral meetings. Politicians of different scale levels have been closely informed from the beginning of the policy and invited to actively participate in the campaign to raise consensus, to motivate the local communities, and to promise visibility.
Grenoble area	Communication campaign and leaflet distribution. The involvement of stakeholders was considered as an ongoing process; the members of the project team, as well as the service providers, got in touch with the stakeholders (as Municipalities, associations, etc.) through a communication network and leaflets distribution and information about the project.
Chieri school district	Focus group and meetings. Some Stakeholders were involved in the project as observers, schools were involved in trough educational activities; 4 focus groups and 2 meetings were organized to explain the project accompanied by press communication and leaflet distribution.
Municipality of Koper	Workshops and web questionnaire They have implemented 2 big national workshops for different stakeholders (Workshops were implemented at the beginning and the end of the SUMP preparation) and develop a questionnaire on the municipality web-page.
Bohinj area and Tržič	Workshops, Meetings and communication campaigns. Different stakeholders were involved; both in Bohinj and Tržič, the public participation was stimulated through interviews, workshops, focus groups with inhabitants,

	business owners, public administration. Only in Bohinj were organized meetings with the representative of tourist boards and hosters.
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Output: Stakeholder engagement plan

At this point, the stakeholders' register should be updated including information on key interests of each group as well as communication vehicles chosen and frequency of contact foreseen (Figure 6 and Annex 2 - Stakeholder engagement plan template).

	IDENTIFICATION					LEVEL OF INTEREST		LEVEL OF INFLUENCE		MOTIVATION		ORIENTATION		LEVEL OF INVOLVEMENT				KEY INTERESTS AND ISSUES	COMMUNICATION VEHICLE	FREQUENCY	COMMENTS	
	Name	Surname	phone	email	Group name	Website	Low	High	Low	High	Intrinsic	Extrinsic	Self-oriented	Other-oriented	Involve	Inform	Collaborate					Consult
1																						
2																						
3																						
4																						
5																						
6																						
7																						
8																						
9																						
10																						
11																						

Figure 6. Stakeholder engagement plan.



STEP 3 – STAKEHOLDER ENGAGEMENT MONITORING

It is important to monitor and evaluate the effectiveness of stakeholders engagement activities, both to ensure that engagement activities are accomplishing their objectives, particularly concerning avoiding and addressing adverse impacts to stakeholders and to ensure that the resources are not being wasted through activities that are not well implemented or conceived. Therefore, stakeholder engagement should be periodically evaluated.

Monitoring, reporting and evaluating the stakeholder engagement

The methodology proposed⁴ covers three processes: monitoring, reporting and evaluating which need to take place following the engagement process itself (Table 5).

<p>Monitoring</p>	<p>The team who have been involved in the engagement process, and who can either take decisions on the next steps should meet to revisit the outcomes of the engagement and collate an overview of them.</p> <p>In doing this, the question to be answered is: Considering the engagement strategic objectives, what outcomes have we achieved?</p> <p>Moreover, when monitoring is also crucial to identify the next step(s) and to assign responsibilities for implementing and monitoring the follow-up activities; to make sure that information which could be of value to others within your organisation is appropriately communicated to them; to communicate back to stakeholders appropriately.</p>
<p>Reporting</p>	<p>Reporting is an integral part of stakeholder engagement processes both in terms of feedback to those directly involved in the engagement and as a mechanism of informing those that were not involved. There are numerous ways to report back to stakeholders that you have engaged with or want to engage with such as one-on-one conversations, follow-up telephone briefings, letters of thanks summarising results and next steps, as part of regular reporting activities.</p>
<p>Evaluating</p>	<p>Evaluating the engagement process is necessary to understand how it could be developed in the future. Parts of this process should ideally be undertaken during the engagement process itself. Questions to be answered, for example, are: has the stakeholder engagement be successful? Was it better or worse than expected? Why? Were targets realistic? Did unexpected incidents, problems happen? The objective is to try to find out what worked and what did not, and what can be done better next time.</p>

Table 5. Monitoring, reporting and evaluating the stakeholder engagement.

⁴ Based on AccountAbility, the United Nations Environment Programme, and Stakeholder Research Associates (2005) “Stakeholder Engagement Manual Volume 2: The Practitioner's Handbook on Stakeholder Engagement”, <http://www.unep.fr/shared/publications/pdf/webx0115xpa-sehandbooken.pdf>

Evaluation of SaMBA pilot cases' stakeholder engagement

The following table shows, by way of example, some of the results of stakeholders' engagement for the SaMBA pilot cases.

Pilot case	Evaluation of stakeholder engagement
County of Dachau, Fürstenfeldbruck, Munich and Starnberg	All the engagement activities performed achieved good results in terms of the number of participants and the interest of groups involved. One of the unexpected problems encountered during the project period was that county officials from two pilot counties changed their jobs and MVV was left with no clear contact person from counties' side who would participate in SaMBA activities for more than six months. This led to some of the project activities and workshops being postponed.
Regional Natural Parc of Vercors	The pilot expected to have three targets: tourists, inhabitant and event-goers. The involvement was immediately productive in the first and last case. As for the target of the inhabitants, however, two focus groups had to be organized after each other (one in June 2019 and the other in October 2019) because the first saw the involvement of only 4 people, while the second of 18 people. Given the disappointing results of the first phase of the engagement process, they changed the methodology to encourage people to use the app, by implementing data transfer from the app manager to the platform „Libravoo“, finding local rewards to offer through the platform, and targeted communication (to reach public and private institutions) through a virtual meeting done on 9th September 2019.
“Madre Teresa di Calcutta” Hospital of the Municipalities of Este and Monselice	The pilot did not experience any particular engagement problems. Two factors positively influenced the success of the involvement: the municipalities in which the pilot is located (Monselice and Este) have been involved since the proposal phase of the project itself and have subsequently been constantly informed. Secondly, the realization of the SA has made it possible to identify important players who would otherwise not have been involved.
Refurbishment and New building projects in Salzburg	Not yet identifiable.
CITY CYCLING+ at Landkreis Emmendingen	The involvement in the campaign design and promotion was successful. However, it turns out that stakeholder involvement should start even earlier. Campaign preparation could also have been even more focused if the head of the county had been brought on-board earlier and had not yet had to be convinced. Moreover, the approach to the companies was particularly successful. Here the personnel departments were the best contact persons. For them, the campaign offers not only aspects of health promotion but also an opportunity to increase company identification among the workforce through a company team. For schools, it is important to reach the right teachers. Addressing the school management can lead to the information being stuck there and not getting through to interested teachers. The participation of the public in the co-creation process is weak, except for some organized citizens' groups (associations). They play a more important role during the implementation phase of the campaign, where their active involvement and feedback is required. Surprisingly and inexplicably, the involvement of the cycling associations (e.g. ADFC and VCD) was unsuccessful.

Grenoble area	The pilot did not experience any particular engagement problems.
Chieri school district	The pilot did not encounter engagement problems also thanks to the fortunate involvement of some particularly motivated teachers. Local businesses, in large part, have also given their willingness to participate in the initiative as sponsors, both thanks to the value of the proposal and because of the real chance for a greater exposure in turn.
Municipality of Koper	The pilot did not experience any particular engagement problems. The policies have been focused on the city level but the mobility problems of the pilot depend on the wider territorial scale (daily commuting and seasonal migration for holidays). However, the Slovenian coast where Koper is located, even if it is only 45 km long, is fragmented administratively in 4 municipalities, which makes it more difficult to plan mobility behaviour change policies.
Bohinj area and Tržič	Not yet identifiable.

Some tips learned by SaMBA pilots on the stakeholder engagement

The earlier the better. Plan the early engagement of relevant stakeholders to guarantee their accountability during the policy definition and implementation. Even when it is not yet defined how to proceed, a suggestion is to establish at least a first contact, which should have a twofold objective: to communicate the aim of the policy and to preliminarily test the willingness to get involved. When possible it is advisable to carry out a pre-proposal scoping exercise to allow stakeholder input into policy outline development where possible.

Onboard the right people. When involving stakeholders it is important to get in touch with those who are known to be most active at the local level. The most active, are key individuals who may play a significant role in mobilising resources, creating alliances, etc. because of their skills and the recognition they receive among local actors. It is important to address the gatekeepers, key-stakeholders and decision-makers in the involved organisations who can carry on the policy with conviction even after the first implementation period.

Formalization of relationships. To ensure the sustainability of the implementation of a policy over time, a solution is to have interested parties, i.e. the entities involved, sign agreements or letters of intent. In this way, it will be easier to overcome the critical issues that can be encountered when people involved change roles or job positions.



Output: Stakeholder monitoring register

The stakeholder monitoring register is shown in Table 6 and provided in Annex 3.

ENGAGEMENT PROCESS	
Overall Engagement Assessment	
1	Process targets/signals of success Did you set any targets? (e.g. on attendance, progress, stakeholder satisfaction). List the targets below: To what extent did the engagement meet its process targets? (e.g. people participated, agreements reached, stakeholders happy with the process)
2	Engagement objectives What did you want to achieve? List the objectives below: To what extent did this engagement meet its process objectives
3	Overall how well did it go?
Practical Review	
4	What went according to plan?
5	What didn't go according to plan?
6	What would you do differently next time?
7	Did the engagement make an impact on stakeholders' views and/or behaviour?
8	Did the engagement make an impact on the policy implementation?

Table 6. Stakeholder monitoring register⁵.

⁵ The proposed methodology is taken from "Stakeholder Engagement Manual Volume 2: The Practitioner's Handbook on Stakeholder Engagement" edited by AccountAbility, the United Nations Environment Programme, and Stakeholder Research Associates.

Guidelines for communication and increased acceptance

Promoting sustainable mobility, especially active mobility to people, is of primary importance when it comes to tackling societal challenges such as quality of life issues and increasing sustainability in general. However, attitudes, behaviour patterns and information needs in target groups are very heterogeneous. The same holds for the perceived barriers of people against active mobility forms. Identifying these differences is important for developing communication strategies for changing mobility behaviour towards low energy modes⁶.

At the same time, action must be taken to increase the acceptance of new policies, understanding travellers' behaviour, and use this information as the basis for generating messages and recommendations that correspond to their needs and nudge travellers to make sustainable mobility choices⁷. The basis of any action aimed at creating acceptance on a new policy is the development of a **communication campaign**.

The following paragraphs provide simplified guidelines for the PAs who intends to start a communication campaign and need to answer questions such as:

- how to set an effective behavioural change communication campaign?
- what's the goal of the campaign? What the policy is trying to accomplish?
- who the policy is trying to achieve?
- what will be the message considering the audience will take notice, listen, and hopefully become supportive?
- how to reach the audience?
- who should communicate the message?
- how evaluate what worked and what didn't in the campaign?

The approach proposed in the SaMBA context takes its cue from numerous methodologies already widely spread. The methodological approach, which consists of 3 steps each corresponding to specific activities and outputs, as depicted in Figure 7.

⁶ BEHAVE 2016. 4th European Conference on Behaviour and Energy Efficiency Coimbra, 8-9 September 2016. Karin Markvica, Nadine Haufe, Alexandra Millonig. "Using Milieu-based Communication Strategies For Changing Mobility Behaviour Towards Low Energy Modes".

⁷ Journal of Intelligent Information Systems volume. Evangelia Anagnostopoulou, Jasna Urbančič, Efthimios Bothos, Babis Magoutas, Luka Bradesko, Johann Schrammel & Gregoris Mentzas. "From mobility patterns to behavioural change: leveraging travel behaviour and personality profiles to nudge for sustainable transportation". Published: 02 October 2018

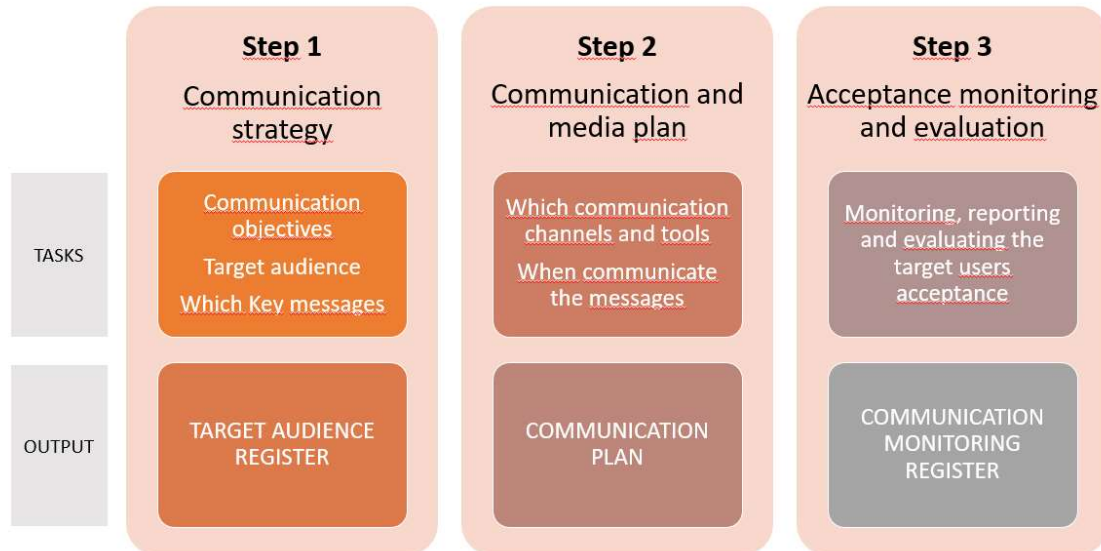


Figure 7. Communication methodological approach.

A 3-step methodology for the communication towards users

STEP 1 - COMMUNICATION STRATEGY

The most important and first thing to take into account when building the communication strategy is to be clear about what the communication should address using a simple language and editing content and tone appropriately for each target audience and each of the communication channels used.

A communication strategy helps to clearly define the audience(s) and consistently articulate the message, so that both people and stakeholders involved in the process can be on the same page about what the objectives/process/politics is about.

Setting up a good communication strategy means answering some questions in detail on why (which are the communication objectives), who (what is the target audience), what (which key messages), how (which communication channels and tools) and finally when (when communicating the message).

For each paragraph of the communication strategy methodology that follows, tables have been created which summarize the modes used by some of the SaMBA pilots to achieve the objectives.

Communication objectives

A good campaign requires focus. Therefore, before designing a campaign, it is necessary to reach an internal agreement, among the stakeholders involved in the new mobility policy design, on what should be accomplished. All parties involved in the campaign need to agree to the objectives upfront and it is important to be very clear about what the campaign wants to do: this starting point may seem obvious, but it's quite common for the campaign objective to be assumed rather than spelled out—and assumptions can lead to trouble.

The objectives should be S.M.A.R.T.⁸:

- Specific: the objectives should be direct, detailed and meaningful.
- Measurable: the objectives should be quantifiable and traceable to monitor progress or success.
- Achievable: the objectives should be designed according to capacity, economic resources and instruments at disposal.
- Realistic: the objectives should be concrete.
- Time-focused: the objectives should have a definite time frame and a completion date.

⁸ George T. Doran "There's a S.M.A.R.T. way to write management's goals and objectives". Paper, 1981

It is important to note that what the PA wants to communicate and what helps to change minds and behaviours may be two entirely different things: should the campaign educate the public about an issue? Change behaviour? Is it intended to communicate a specific policy?

Many researchers have studied the process of acceptance and adoption of new ideas and technologies as they are introduced into society. Several models have been used to assess various influencing factors examining people's acceptance of new technologies based on variables that directly correlate to how the end-user views the product. Borrowing the concept behind these models and adopting it on the acceptance of new policies implementation, the target users of a policy can be in one of the following levels of behavioural change:

- **awareness:** people have heard of the issue/problem addressed and of the new mobility policy designed; creating and/or raising awareness focuses on introducing the awareness campaign to the target users, via strategic advertising and public relations initiatives. Campaign goal is to promote community engagement and inspire a community-wide discussion about the value of the initiatives proposed by the policy;
- **knowledge:** people acquire a full understanding of the issue/problem addressed and of the new mobility policy designed; increasing knowledge is directly linked to communication. When the community has a higher knowledge about the issue/problem and of the new mobility policy, you can communicate better and convey the message in a way which is easily understood;
- **acceptance:** people accept the policy and their role in addressing the issue/problem; attitude and perception can affect communication in both positive and negative ways. Campaign goal is to try to stimulate target groups to accept the need for a better approach in sustainable mobility planning, show the good practice examples and make them realize that mobility doesn't have to rely upon a car, that there are plenty other, more sustainable options;
- **support/practice:** people are actively engaged by adopting the new mobility policy and changing their mobility behaviour as a result of a belief that there will be a positive outcome. The campaign goal is making the target audience test the new mobility policy and have them realize that they too can contribute to a more sustainable mobility goal by using such different form usual transportation options.

According to the previous classification could be useful to set communication objectives identifying the initial behaviour levels of the target users (for example through surveys at the project start) and monitoring the progress achieved in behavioural change during and after the stakeholders' engagement and the specific communication actions.

Evaluation of SaMBA pilot cases' communication objectives

The following table shows the main communication goals for the SaMBA pilot cases.

Pilot case	Communication objectives
County of Dachau, Fürstenfeldbruck, Munich and Starnberg	Given the already good availability of mobility services, the pilot focused on changing the mobility behaviour of citizens living in the entire MVV region by providing them the right information regarding local sustainable mobility offers. The pilot demonstrates that information can prove to be quite an effective tool for behaviour change when provided at the right time, in the right form and to the right people. For example information mobility packages have been designed and distributed to citizens.
Regional Natural Parc of Vercors	The starting point of the pilot is that incentives are not only based on economic value but also other incentives measures such as, among the others, information, communication, marketing. For example, a storytelling to promote holidays without a car developed with local travel agencies has been conceived.
"Madre Teresa di Calcutta" Hospital of the Municipalities of Este and Monselice	The main objective of the pilot is to increase the use of public transport, contextually reducing the use of private cars, among hospital users even though in the Hospital's area there is free car parking. Communication campaign involved the use of thematic flyers, as well as external liveries on the buses of the public transport, promoting the special public transport trial using the SaMBA logo.
Refurbishment and New building projects in Salzburg	The goal of the project is to foster sustainable mobility behaviour of the new citizens, to raise awareness of the benefits of sustainable travel; to communicate it, a mobility brochure for each sustainable mode of transportation and a digital and interactive Story Map was developed.
CITY CYCLING+ at Landkreis Emmendingen	The pilot is configured as a cycling campaign in the County of Emmendingen. To communicate the activities, pilot responsible deeply took care the communication for the campaign launch on all the media; advertising on the websites of the district, on the social media channels of the city of Emmendingen, through official journals and the distribution of print materials (flyers, posters, postcards).
Grenoble area	The goal of the pilot was to increase carpooling offer testing the concept of a line for carpooling in the Grésivaudan area. Pilot responsible involved the stakeholders through local communications to the municipalities using flyers distribution and information along the road to the drivers, and the equipment of the 3 pick-up points with visible elements along the carpooling line.
Chieri school district	The objectives of the pilot were to reduce the use of cars and the number of home-school trips by car through the experimentation of single users or community rewards (i.e. per class) managed by the MUV app to trace their daily routes. For a wide communication, pilot responsible published news on the local newspaper, created a web page of SaMBA project on Chieri's website and distribution of flyers to the students was planned.

Municipality of Koper	The pilot purpose was to implement initiatives to encourage change in travel habits, towards a more intensive use of sustainable modes of transport. All activities (focused on children, public administration officials and elderly persons) included reward systems for active participation and performance of activities under the goals. They communicate the project through local workshops, the use of the app TRAJ MOBY and contacting directly the kindergartens to propose the initiatives.
Bohinj area and Tržič	Communication activities have not yet been developed at the time of writing of the present document.

Target audience

After identifying the specific objectives of a new policy it becomes clear what is the target audience the policy is addressing. The question to be answered is: who is the policy trying to reach? Knowing who the audience makes it possible to plan the communication logically.

Marketing literature states that it will be needed different messages for different groups, and different channels and methods to reach each of those groups. This is because what works for a specific target audience not necessarily works for others and this is dependent on many factors, first the socio-economic profile (for example the age can determine a necessary physical capacity that precludes the change in mobility behaviour if it does not meet specific users' needs).

Moreover, it is important to note that the target audience of a mobility policy that intends to change a consolidated behaviour will likely consist of people who are on the fence or mildly unsupportive of the issue. A strong supporter will certainly adhere to a policy that meets its principles, but the behaviour of anyone undecided will not change. Therefore, the recommendation is to target the moveable middle, that is, those who do not currently support your issue, but may be persuaded given the right message.

The target audience can be narrowed identifying specific target groups or segmenting the population into definable homogeneous groups, respectively using travel behaviour, geographical-features, sociodemographic variables, attitude/value approaches depending on the change the policy aims to trigger.

There are many different ways to think about the audience and the ways they could best be contacted. For example, according to the age, the target audience can be divided into six “information types”⁹ that we have merged to their “generations”¹⁰ in such a way as to allow to easily categorize the communication tools that can be adopted for each age group of belonging:

- 1. Spontaneous – On the Go (mainly Generation Z: born 1995 onward).** Part of this group are mainly young and urban people which is very mobile, flexible and little determined by routines. Due to its affinity for digital innovations, these people rely on the internet and smartphones and are open towards new mobility concepts (e.g. sharing concepts) and innovations in the mobility domain. Arguments for an increased usage of more environmentally friendly modes have to address the **topics fun, creativity, flexibility and individuality** to get noticed. Therefore, **creative and gamified apps as well as funny and playful campaigns can be used.**
- 2. Highly Informed Sustainability (Generation Y: born 1981 - 1995).** This group is identifiable as ‘New Middle Class’. People assigned to this type are very ecology-minded, rather young and want to be comprehensively **informed anytime and anywhere.** This type collects information from more channels than any other. Information is therefore well received by digital as well as traditional media. **Apps with comprehensive information and environmental focus or campaigns targeting environmental responsibility could be very successful to reach this type.**
- 3. Efficiency-oriented Information Pickers (Generation Y: born 1981 - 1995).** These persons are extremely organised in the uptake of information and have a preference for the use of digital media. They tend to be car-lovers with a lack of interest in environmental protection and sustainability. As an initial step, information on public transport, cycling infrastructure and the combination of both in daily life could be provided to arouse interest in changing towards alternative modes. They can be **well reached by apps or campaigns.**
- 4. Interested Conservatives (Generation X: born 1961 - 1980).** People part of this type have more or less stable mobility routines and plan non-routine trips. Furthermore, this type has a mediocre need for information, is interested in environmental aspects but hesitant to use new tools for which reason printed information is favoured. Their current mobility behaviour strongly focuses on the car. Social aspects are important to them and therefore behaviour change can be encouraged by addressing the topics role models, social responsibility and health to some extent. Providing information on cycling infrastructure and public transport focussing on the social benefits and role model effect is a promising approach to increase their willingness to switch towards more sustainable transport modes. **They are no digital native. Therefore, apps are hardly**

⁹ Using Milieu-based Communication Strategies For Changing Mobility Behaviour Towards Low Energy Modes”, BEHAVE 2016. 4th European Conference on Behaviour and Energy Efficiency Coimbra, 8-9 September 2016, written by Karin Markvica, Nadine Haufe, Alexandra Millonig (case study carried out in Austria, in the provinces of Vienna, Gratz and Ried)

¹⁰ Definition by NHS Employers. “Reward Communications Guide”. 2018

used. Instead, **traditional campaigns targeting responsibility** and also fitness can arouse their interest.

5. **Low Demand (Baby boomers: born 1945-1960).** People related to this type are caught up in routines and show a rather old-fashioned approach to mobility. They have little interest in eco-friendly mobility solutions as well as new mobility services and **appreciate face-to-face contact** as an information source and **traditional channels** are most promising. Information on park and ride systems can be a starting point to motivate behaviour change towards low energy modes.
6. **Digital Illiterates (Baby boomers: born 1945-1960).** These people **prefer face-to-face contact** over written material to gain information. They are not very mobile and their mobility behaviour is characterised by routines. Since they do not use apps and have only limited access to information, campaigns are needed to target this type.

Target audience and information types in the SaMBA pilot cases

The table shows the correspondence between SaMBA target users and information types and generations identified by the study and the target users of the SaMBA pilot cases.

INFORMATION TYPES	Spontaneous – On the Go	Highly Informed Sustainability	Efficiency-oriented Information Pickers	Interested Conservatives	Low Demand	Digital Illiterates
GENERATION	<i>Generation Z - Born 1995 onward</i>	<i>Generation Y – Born 1981 - 1995</i>		<i>Generation X - Born 1961 - 1980</i>	<i>Baby boomers - Born 1945-1960</i>	
SaMBA TARGET USERS	INHABITANTS, CITIZENS, NEW RESIDENTS					
	TOURISTS					
	COUNTY OFFICIALS					
	EVENT-GOERS					
	HOSPITAL EMPLOYEES					
	DAILY VISITS' USERS					
	COMMUTERS					
	UNIVERSITY STUDENTS					
	HIGH SCHOOL STUDENTS					

According to each generation, but also considering the type of target user, different communication modes as well as different specific channels can be identified. The paragraph “Step 2- Communication campaign” provides a detail on communication methods and channels.

Which key messages

This part aims at defining the core messages you want your target audiences to hear and remember. With your audience in mind and focused on your objectives, you should work out in advance what you must say on the topic concerned.

If you are talking to people who are not like you, you will be more effective in reaching them if you can speak their language. You believe in your cause, but as part of your campaign, you will be talking to people who do not (yet) believe in it. Put simply, you will be talking to people who do not think as you do.

Therefore, effective messaging requires:

- **Use qualitative research to understand how the target audience thinks and why.** When developing the message it is important to understand how the target audience thinks, rather than trying to understand how to get their support. How do they think? What language or use of the word triggers their reaction? Learning how people think about the issue requires qualitative, not quantitative, research.
- **Develop messages for testing based on the research.** Develop some messages with different variants, trying not to replicate similar messages. Messages should be believable (supported with evidence), understood (reflect stakeholders’ understanding), distinctive (clear competitive awareness), agreed and coordinated (strategy agreed with all the actors involved in the co-creation of the policy - all should communicate the same message), interesting (distinguished by novelty and attractiveness), avoid negativity, enhance positiveness¹¹. Key messages must be clear about what you want to communicate (simple language, avoid using jargon and abbreviations, using images).
- **Test the messages to ensure they work.** The only way to know if your messages will do what you need them to do is to test them. You can test your messages qualitatively or quantitatively. While qualitative message testing gives your insight into how people respond to your messages and why

¹¹ CP Communication, “How to develop effective key messages”,

it does not give you any assurance that your broader target audience will respond in the same way.

- **Refine the messages and develop the creative.** After the "testing" phase of the previous points, you can now refine the message. The content is already defined; starting from the format identified (also graphic), you can test some creative models (storyboards, slogans), change images or colours. A different single image could change the impact on the audience. Test the result on some users before publishing it. Finally use the brand, logo, image chosen for the project.

Key messages and watchwords in SaMBA pilot cases

The following table shows the main communication *watchword* for the SaMBA pilot cases.

Pilot case	Communication key messages- watchwords
County of Dachau, Fürstenfeldbruck, Munich and Starnberg	Gamification, Competition & Rewarding - A chance to win
Regional Natural Parc of Vercors	Incentives for carpoolers - Holidays without my car
"Madre Teresa di Calcutta" Hospital of the Municipalities of Este and Monselice	PT service & fare modification - You spend less and the environment benefits
Refurbishment and New building projects in Salzburg	Life Change Moments - Switch from short car journeys to more biking and walking
CITY CYCLING+ at Landkreis Emmendingen	Cycling for a better climate - Cycle for more climate protection and quality of life
Grenoble area	Gamification and incentives - Restrictions towards solo driving, go with carpooling
Chieri school district	Home-school-home - Walk, bike and bus, from "Newbie" to "Star"
Municipality of Koper	Cool kids walk to kindergarten - Game, draw and win
Bohinj area and Tržič	Change the behavior of inhabitants and visitors for change in local community policy

Output: Target audience register

After having identified the target audience a register should be compiled containing, in light of the general objective, details such as the generation associate, the specific communication objectives and key messages (Figure 8 and Annex 4 – Communication plan).

	TARGET AUDIENCE	GENERATION				SPECIFIC COMMUNICATION OBJECTIVES	COMMUNICATION MESSAGES
		<i>Generation Z - Born 1995 onward</i>	<i>Generation Y – Born 1981 - 1995</i>	<i>Generation X - Born 1961 - 1980</i>	<i>Baby boomers - Born 1945-1960</i>		
1							
2							
3							

Figure 8. Target audience register.

STEP 2 – COMMUNICATION AND MEDIA PLAN

Effective communications campaigns need a communication and media plan which is meant to outline how to get the message across. The communications and media plan should link to the overall campaign objective defined within the communication strategy and consists of a set of communications and actions intended to facilitate a clear understanding of the message.

A communication plan may target different audiences for different purposes as already previously explained, and may include things like targeted communications to people affected by the new policy and broad communications to raise awareness of an issue and/or a policy.

Which communication channels and tools

Communication and media plan therefore may include, for example, the following channels and tools:

- direct dissemination to policy users (for example through letters, e-mails, targeted meetings before policy release to raise awareness of any new requirement);
- development and dissemination of training or education materials to policy users (such as operating procedures, information packages, user guides);
- broad dissemination of policy to the local community (for example through local media, newspapers, radio);
- dissemination through the involvement of individuals to champion a policy (for example policy owners and leaders who can announce and explain the policy) and validators (for example local respected stakeholders who can lend support to the policy);
- communication materials for consistent messaging of policy (for example through a press release and press conferences, fact sheets, posters, flyers and brochures);
- launching event, presentations or presence at local events and local and national conferences, fairs;
- social media (possibly including an own hashtag for the campaign – depending on target group);
- public demonstrations.

A communication and media plan allows balancing the budget looking for the most cost-effective tools to reach the target audience, with enough frequency to ensure that the message is heard. For example try to find the optimal mix of tools (some of the tools reach many people, but come at a high price, others are more target focused and may cost less) looking also on the number of people that could be reached according to each channel.

When communicate the messages

A communication and media plan requires that aspects such as the timing are clarified for each activity: when will the campaign run, is there a deadline such as the starting of the new mobility service? How often and for how long the communication activities should run?

Some important points should be kept in mind:

- starting of the communication activities and number of weeks of running;
- coordination of the release of a policy with other events or actions (is the policy being released simultaneously with another policy, action, meeting, or event, particularly one that affects a broad or different audience?)
- repetition of the key messages: marketing research shows that on average, people don't remember communication unless they see or hear it three or more times. In this sense, it is better off reaching 100,000 people three times than 300,000 people only once.

Output: Communication plan

At this point, the target audience's register should be updated including information on channels chosen and on timing (Figure 9 and Annex 4 - Communication plan).

	TARGET AUDIENCE	GENERATION				SPECIFIC COMMUNICATION OBJECTIVES	COMMUNICATION MESSAGES	CHANNEL	TIMING
		Generation Z - Born 1995 onward	Generation Y - Born 1981 - 1995	Generation X - Born 1961 - 1980	Baby boomers - Born 1945-1960				
1									
2									
3									

Figure 9. Communication plan.

STEP 3 – ACCEPTANCE MONITORING AND EVALUATION

The impact of the campaign on the target group needs to be assessed. Was it successful? Was it able to attract interest and involve the target group? The possibility to measure progress and evaluate the results allows us to produce more and more effective content in the course of the campaign, thanks to the constant analysis of the target group's reactions. In addition, it examines the usefulness of the campaign to achieve the general objective, collecting feedback and elements from use in the next steps.

Monitoring, reporting and evaluating the target users acceptance

Monitoring and evaluation should focus on:

- **activities:** evaluating the results of what has been done based on the communication campaign;
- **content:** check that the messages transmitted by the campaign have reached the target audience (e.g. number of readers of an article or visitors to a site, number of visitors to an exhibition or comments collected during the discussion group);
- **reactions:** check that the target users have understood the message of the campaign (through qualitative research, surveys, or interviews). What the users have understood is more important than the meaning of the message itself;
- **results:** assess the effects: what progress has been made in changing public opinion and behaviour as a result of the efforts made during the campaign, significant changes that have contributed to achieving the campaign's objectives;
- **impact:** the effects of the campaign on the programmes, systems, or attitudes it was intended to change.

Some tips learned by SaMBA pilots on communication and increased acceptance

Communication is at the heart of behaviour change. Communication helps to achieve the behavioural change the proposed policy aims to bring about in the pilot area leading people who are undecided with the order: to be aware, to know, to accept and finally to support the policy. SaMBA pilots have experienced that advertising campaigns have the power to raise awareness on users and be an effective tool for behaviour change, instead of just using financial leverages as moral suasion. Nevertheless, to achieve a large-scale audience it could be useful a mix policy, which comprises both informative and financial actions.

Nudging target audience. When communicating a reward/pricing policy the key messages should take into consideration the “nudging” tools and insights coming from behavioural economics. Cognitive psychology offers a rationale of how nudges work, but when it comes to practical

implementation, it becomes clear that the 'Nudgee's' personal attributes and social circumstances can result in a range of context-specific outcomes for the same tool. Thus, the effectiveness and acceptability of economic interventions and demand management measures to change travel behaviour may be enhanced if more consideration and emphasis is given to the design of the information context. In particular, carefully framing how information and incentives are presented to individuals, as well as considering when such interventions should occur, can have a significant impact on the travel choices they make. A comprehensive report on "NUDGE: behavioural changes in public transport" can be consulted here: <https://www.alpine-space.eu/projects/samba/en/project-results>.

Target the moveable middle. Experiences of the pilot cases have shown that very often those who adhere to new sustainable mobility initiatives, which involve some sort of rewarding, are the same who already support and practice that type of mobility. The aim of the communication campaigns is instead to "shift" the behaviour of those who are undecided, the moveable middle. Preliminary analysis aimed at understanding who they are and why they do not support the issue, are therefore useful for reaching them effectively.

Communicate at the right time. For the communication of the new policy/programme of the pilot implementation that is going to be launched to be successful, it is good to start the "publicity" of the event a few days before the actual launch; especially if it is a reward/pricing policy, it is necessary to propose it immediately on the various communication channels chosen. Although doing so too early is not useful, giving to the people involved a chance to read and understand the rewards on offer and how the program works is essential to get the support from the start.

Coordinated and shared communication among all stakeholders. The branding chosen to represent a new policy, as well as key messages and watchwords, should be agreed among all the stakeholders involved in the creation of the policy and therefore then transmitted in a coordinated and homogeneous way by all of them.



Output: Communication monitoring register

The stakeholder monitoring register is shown in Table 7 and provided in Annex 5.

Monitoring activities of the communication plan	
Communication campaign - Channels	
1	<p>Media (web site; web TV, social media; radio) Did you communicate through media? List the media used below:</p> <p>- -</p> <p>No. of visitors, download files, posting, follow up (How many? Did the company work? Access statistics? Has the communication campaign had a sufficient return? Have there been many posts?)</p> <p>- -</p>
2	<p>Press (e.g. local newspapers) Did you communicate through the press? List the press used below:</p> <p>- -</p> <p>No. of published articles (were they sufficient? Did the article have correct and effective information?)</p> <p>- -</p>
3	<p>Publishing (e.g. brochure, leaflet) Did you communicate through published material? List the publishing used below:</p> <p>- -</p> <p>No. of copies produced and distributed (were enough copies produced and distributed? Has distribution been successful?)</p> <p>- -</p>
4	<p>Materials (e.g. posters, gadget) Did you communicate through materials? List the materials used below:</p> <p>- -</p> <p>No. of copies produced and distributed (were enough copies produced and distributed? Has distribution been successful?)</p> <p>- -</p>
5	<p>Gamification Did you communicate through games? List the games used below:</p> <p>- -</p> <p>“Games” related to the pilot project (No. distributed copies or games downloaded; was it successful? Did the people like it?)</p> <p>- -</p>
6	<p>Events (e.g. meetings, conferences, workshops, seminars, demonstrations) Did you organise events? List the events organised below:</p> <p>- -</p>

	No. of event participants (expected and actual) - -
7	Trials (e.g. bus passes, free tickets, bike cards) Did you communicate through trials? List the trials used below: - - (e.g.) The distribution of passes has increased the use of the vehicle? Did they work? - -
Outcomes (Behaviour and Attitude Change)	
8	Measures whether or not behaviours or attitudes changed because of the campaign. Requires dedicated surveys or polling. Has there been any change in mobility attitudes and behaviours? - -

Table 7. Communication monitoring register.

Annexes

Annex 1 “Stakeholders’ attributes grids templates”

Annex 2 “Stakeholder engagement plan template”

Annex 3 “Stakeholder monitoring register”

Annex 4 “Communication plan template”

Annex 5 “Communication monitoring register”