



HEIDELBERG PR CAMPAIGN ANALYSIS & RECOMMENDATIONS

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1. EXECUTIVE SUMMARY

1.1 – OVERVIEW OF FINDINGS

The Heidelberg campaign has clearly been successful in targeting citizens and stakeholders and driving awareness of energy, climate and environmental behaviours in the city. During the period evaluated, May 2007-November 2008, a total of **486** citizens and stakeholders participated in the poster campaign and **289** posters were produced and displayed throughout the city, each featuring their personal testimonials¹. **9,710** people attended the campaign's various events and the campaign's website achieved **20,785** page impressions. The campaign generated **56** press articles, all of which reported the campaign positively.

The biggest strengths of the campaign lie in its creative visual approach and engagement. In particular, the innovative use of multiple communications channels and "more than media" approach, which deployed creative tactics such as stunts and events alongside traditional media relations. In tandem with this, the combination of high-level stakeholder engagement and support for the campaign and the highly visible citizen engagement, gave the campaign real traction.

Giving participants the freedom to choose personal testimonials in keeping with their own lifestyles was a positive step towards influencing behaviour change - and this resulted in authentic posters showing strong 'social proof', which served to encourage others to sign up to the campaign. Based on these factors, the Heidelberg campaign has strong foundations to build on and there are many successes from this that can be replicated.

Different areas for development were identified. Building on the successes of the Heidelberg campaign, future ENGAGE campaigns need to be measurable to demonstrate success and - ideally - behaviour change.

In addition to introducing carbon calculators that measure participants' individual energy and carbon savings, the communications aspect needs to be more measurable too. A measurement framework should be agreed at the start of each campaign in order to assess how well messages, tactics and the overall campaign have reached the audiences. To do this, audiences must be carefully segmented and specific citizen and stakeholder groups focused on. Creating a separate strategy to target people who are sceptical about climate change is also necessary to move beyond 'preaching to the converted'.

Asking for participants' opinions before and after the campaign is essential to gauge if their perceptions have changed towards the desired behaviour. It is also important to offer participants regular feedback on their behaviour at regular intervals throughout the campaign.

Participants' data needs to be captured so that follow-up communication can be undertaken. This will help the twelve ENGAGE cities measure whether the campaign has really changed audiences' behaviours and enable sustained communications and consistent messaging among them.

¹ N.B. The reason that the number of participants is greater than the number of posters is because some posters feature more than one participant.



The balance of diverse communications channels - events, movies, stakeholder roundtables, printed leaflets etc. - used by Heidelberg was exemplar. To build on this further, it is recommended that the cities develop a distinct social media campaign to underpin the main campaign. It is understood that there are restrictions around this due to public servants not always being able to access social media channels, so some recommendations have been included to overcome this.

To achieve an even greater behaviour change impact, it is recommended that the forthcoming ENGAGE campaigns paint a positive vision of what a sustainable future looks like to inspire and motivate citizens and stakeholders further, so they can see the goal that they are working towards.



2. INTRODUCTION

2.1 BACKGROUND

The ENGAGE project

ENGAGE is a pan-European communications initiative that seeks to engage citizens and stakeholders at a local level to play their part in building a sustainable energy future. The project aims to drive local environmentally positive action through strong communications, to ultimately meet EU energy and climate policies - in particular the common European Union “3x20” objectives, which state that by 2020, the EU should reduce its greenhouse gas emissions by 20%, reduce its energy use by 20% and achieve 20% of renewable energy in its energy supply.

Initially, a core group of 12 cities from 12 different European countries is pioneering the project; these are all signatories to the Covenant of Mayors. The cities' local administrations face the challenge of facilitating communications - which need to render participation both feasible and desirable - to mobilise its municipal departments and as many of its stakeholders and citizens as possible so that the objectives are jointly achieved through a grassroots bottom-up process. The resulting success of the cities' actions should serve to inspire an additional 150 European local authorities to participate in the next phase of the project.

The approach of the ENGAGE project is to develop and implement an efficient participative communications campaign, which leads to tangible energy savings. The campaign needs to be ultimately measurable and deliver quantifiable results. Posters have been chosen as the core communications channel to raise awareness of the campaign; a ready-to-use online tool containing a template will be provided for local authorities to create bespoke posters. In addition, the cities will host a synchronised local ENGAGE day event. These activities will be supported by each city's independent PR campaign programmes.

One key performance indicator to gauge the success of the campaign is to recruit at least 3,300 stakeholders and citizens to feature in the posters across the 12 cities.



2.2 THE CITY OF HEIDELBERG

Why Heidelberg?

The ENGAGE project model has been inspired by a recent communications initiative conducted by the German city of Heidelberg, which carried out a local PR campaign to promote “Klimasuchtschutz” - climate protection.

The City of Heidelberg is already well-known for its forward-thinking energy policy and its ability to engage local stakeholders and citizens. Its climate protection communications campaign took this one step further by inviting stakeholders and citizens to become actively involved in shaping the future of their city. Heidelberg’s campaign proved successful in recruiting 486 participants. The core activity of this campaign took place between May 2007 and November 2008, which is the timeframe that this evaluation has focused on. Heidelberg has since conducted further climate protection communications activities, which are not included in this evaluation as they are still running.

As Heidelberg’s formula worked so well in engaging stakeholders and citizens, the ENGAGE project aims to push the boundaries further by running this initiative across its 12 pioneer cities.

The mechanic

Heidelberg’s stakeholders and citizens were asked if they would like to feature in Heidelberg’s poster campaign and to do this, they were required to make a personal energy-saving testimonial and attend a photo shoot. The resulting posters featured them alongside their testimonial stating how they would reduce their energy consumption. The posters were disseminated throughout the city with the objective of engaging others to sign up to the campaign.

Simultaneously, the City of Heidelberg coordinated a range of awareness-raising PR activities and events across the city to recruit more stakeholders and citizens to participate in the poster campaign.

Target audiences

For this analysis of the Heidelberg campaign and for the wider ENGAGE project, the target audiences were divided into two main groups: stakeholders and citizens. These are defined as follows:

- **Stakeholders** –
 - Business networks and commercial enterprises, such as banks
 - Collective professional groups and federations, such as architects, craftsmen, urban planners and environmental engineers
 - Institutions, such as schools and universities
 - Factories
 - Local associations of renters
 - Home owners
 - NGOs
 - Utilities - energy service companies
- **Citizens** –
 - All Inhabitants of the city or ‘consumers’:
 - Men, women and children
 - All age groups
 - All social demographics



Timeline

The core activity of Heidelberg's "Klimasuchtschutz" climate protection poster campaign took place in the eighteen months between May 2007 and November 2008. This is the time period that has been evaluated in this analysis. For further information on the timeline and the activities that took place, please refer to **Appendix 3 and 4** towards the end of this document.

How it looked

In the following pages, visual examples are shown of the different elements of the Heidelberg communications campaign:

Figure 1.	Poster showing a Heidelberg stakeholder alongside his testimonial (page 13)
Figure 2.	Poster showing Heidelberg citizens alongside their testimonial (page 14)
Figure 3.	Example of invitation to Heidelberg's citizens to attend photo shoots (page 15)
Figure 4.	Press coverage: Heidelberg ice stunt (page 18)
Figure 5.	Press coverage: Heidelberg's climate protection poster campaign (page 19)
Figure 6.	Press coverage: Heidelberg Energy Week (page 20)
Figure 7.	Press advertisement (paid for): Energy Day 22.09.07 (page 21)
Figure 8.	Example of reciprocity: flyer communicating the prizes offered in Heidelberg's ice competition. (page 23)
Figure 9.	Press coverage showing photography taken of Heidelberg's ice block stunt. (page 24)
Figure 10.	Printed information on energy saving light bulbs, their benefits and local suppliers (page 26)
Figure 11.	Printed information on energy advisors (page 28)
Figure 12.	Table of channels used to communicate the campaign (page 30)
Figure 13.	Example of a message grid (page 45)



2.3 FUTERRA SUSTAINABILITY COMMUNICATIONS

Why Futerra?

Futerra is a sustainability communications and PR specialist. It was appointed by Energy Cities to offer advice on strategic direction and to ensure a seamless framework and common European communications identity for the ENGAGE project. The initial part of Futerra's role is to conduct this detailed analysis and impact assessment of the City of Heidelberg's climate protection poster campaign.

The objective

The purpose of this analysis is to draw out the strengths of the City of Heidelberg's campaign and identify possible weaknesses. It will enable us to build on the successes of the campaign and develop a highly effective common European approach and identity, which can be deployed across the twelve partner cities.

This analysis is designed to create a set of recommendations, which will help meet the ENGAGE project objectives outlined below:

- Increase stakeholder and citizen participation in - and commitment to - the campaign
- Increase the level of high-level stakeholder support
- Make the campaign more visible
- Ensure that the qualitative and quantitative impacts can be measured

The brief

In this analysis, Futerra is required to draw on its sustainable communications expertise to:

- Provide examples of methodologies and tools for assessing the impact of a PR campaign
- Present a qualitative and quantitative evaluation of Heidelberg's PR campaign
- Provide feedback on potential difficulties
- Suggest solutions to overcome any problems highlighted
- Draw general conclusions
- Make recommendations for the forthcoming ENGAGE project
- Suggest effective ways to make communication and dissemination more efficient in European local authorities.
- Feed back on an appropriate methodology for quantifying CO₂ reduction results, which is able to tie in with a communications evaluation.

In-depth analysis

Futerra's task includes looking at the Heidelberg PR campaign in detail to:

- Analyse the quality of the city's pre-campaign preparation, such as the choice of its communications messaging, target groups and channels
- Assess the campaign's implementation and roll-out
- Evaluate the levels of stakeholder and citizen participation
- Assess the impact of the communications on these target audiences².

² N.B. Futerra's brief included a request to analyse consumer research, however as the City of Heidelberg did not conduct any surveys or market research among its participants, Futerra was not provided with the information so was unable to analyse it.



2.4 ENERGY CITIES

What is Energy Cities?

Energy Cities is the European Association of local authorities inventing their energy future. Since 20 years, it is active in sharing its experience and know-how with its 1000 from 30 Member States of which nearly 200 have individually joined Energy Cities.

Energy Cities' vision for tomorrow: The low energy city with a high quality of life for all. Energy Cities as developed the concept in the framework of IMAGINE, the open platform involving a large panel of public and private stakeholders.

Energy Cities plays an active part in the Covenant of Mayors. On the one side it is leading the Covenant of Mayors Office together with other city networks and, on the other side it provides assistance to signatories as one of the official Supporting Structures.

Its main activities and the objectives of its numerous own initiatives are:

- Fostering exchange of experiences in the field of integrated energy management (incl. promotion of renewable energy, energy efficiency and energy diversification) amongst European municipalities, incl. in New Member States and Candidate Countries
- Disseminating information on EU energy policies and launching campaigns for their implementation at the local level (e.g. for the Energy Performance of Buildings Directive- EPBD)
- Organising conferences, seminars, working groups and training courses with local authority representatives on a broad range of energy issues
- Finding new ways to positively communicate current energy issues with an increasing utilisation of ICT (newsletters, blogs, forums, on-line editors, etc.) and share them with its members
- Analysing and disseminating good practice in the field of sustainable energy
- Networking with municipalities engaged in sustainable energy initiatives and projects
- Energy Cities is steered by an interdisciplinary team of 19 people from 7 nationalities working in the offices located in Besançon, Brussels, Freiburg and Paris. Its current President is the city of Heidelberg (DE).

How is Energy Cities involved in ENGAGE?

As project leader, Energy Cities provides the overall coordination & management and ensures contact with the European Commission-EACI.

Energy Cities is also in charge of:

- monitoring and evaluation of project results,
- communication and dissemination activities to other European local authorities,
- the development of the on-line poster tool, which is the main component of the participative PR campaign strategy.



3. THE MEASURE OF SUCCESS

Methodology

The campaign has been evaluated using a range of qualitative and quantitative tools.

3.1 SUSTAINABILITY IMPACT EVALUATION

At the heart of these tools, is Futerra's new *Sustainability impact evaluation tool*, which now enables communications campaigns to be benchmarked to assess their impact on sustainable development itself.

The tool incorporates a rigorous checklist, which uses qualitative analysis to measure a project's behaviour change impact. Alongside this, quantitative, tactical measures, such as participation in the campaign and hits to the website, have been evaluated where possible³.

Please refer to the accompanying Powerpoint document, which is the *Sustainability impact evaluation tool*.

3.2 BEHAVIOUR CHANGE EVALUATION

In this document, the campaign has been measured using a suite of its own behaviour change principles. These include the "Rules of the Game", "New Rules, New Game", "Greenwash Guide" and "Sizzle, the new climate message"⁴. A detailed analysis and commentary has been provided in the sections which follow. The behaviour change principles that are highlighted in this evaluation are written *in pink* with quotation marks for quick reference.

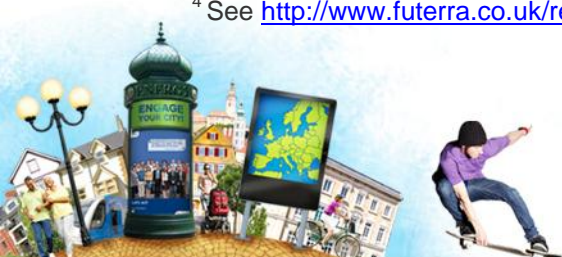
3.3 PR EVALUATION

The approach to this PR evaluation is strategic and designed to assess how effective the communications campaign has been, rather than merely how prolific the media coverage is; a qualitative and quantitative approach is taken.

As well as measuring the potential for behaviour change, Futerra analyses PR campaigns using the following industry-standard PR evaluation techniques:

³ N.B. Futerra was only able to measure data from the information provided by the City of Heidelberg. There was a significant amount of data that the City of Heidelberg did not capture throughout the campaign, such as the official readership figures of local press, which rendered it impossible for Futerra to evaluate with its standard PR evaluation methods.

⁴ See http://www.futerra.co.uk/revolution/leading_thinking for further information.



Message penetration

Here Futerra would evaluate all media coverage using the key messages that were set out at the start of the campaign. This gives clear feedback on how effectively the messages reached the target audiences.

Tone of coverage

Here Futerra would evaluate whether the coverage is positive, negative or neutral in tone. When this has been determined, Futerra revisits the objectives and determine whether this has met the brief.

Opportunities to see

Here Futerra would evaluate the total reach of the press coverage – e.g.: how many people read, saw or heard about the campaign.

However, for the Heidelberg campaign, these elements - message penetration, tone of coverage and opportunities to see - proved the most challenging to evaluate as some of the detailed information needed was not available to measure:

- To be able to measure the Heidelberg campaign's **message penetration**, Futerra would need to cross-reference the messages that were drawn up prior to the campaign against whether the resulting press articles communicated them accurately and positively. In this case, it was not possible to measure this element because message grids containing the campaign's key messages and tailored messages for each audience were not drawn up prior to the campaign.
- To be able to assess whether the **tone of coverage**, is positive and accurate, specific communications objectives and a communications brief need to have been set prior to the start of the campaign to be able to refer back to at the end of the campaign.
- To measure **opportunities to see**, the City of Heidelberg would have needed to have kept a record of the circulation or readership figures of all the press where the press articles featured, ie. 'Heidelberg Stadtblatt, circulation: 200,000'; or monthly unique user figures for websites where coverage on the campaign appeared; or for TV or radio, viewer or listenership figures. At the end of the campaign, these figures would then be added up to calculate how many people in total had the opportunity to see, read or hear about the campaign.

For this reason, Futerra's campaign evaluation does include a small PR evaluation on the limited information that was sent by the City of Heidelberg (see Fast Figures section). However, as this was a behaviour change campaign, this evaluation focuses primarily on the behaviour change part of the analysis.

Going forwards, to enable the twelve cities to measure the PR impact of their ENGAGE campaigns, Futerra has created a **PR impact evaluation tool** (see separate Excel spreadsheet) that can be used to capture the necessary data. This is explained in more detail in **point 7.1.3**.



4. FAST FIGURES

Statistics and facts

For a brief snapshot of how the campaign performed quantitatively, Futerra has rounded up the Heidelberg campaign in numbers:

Description	Numbers
CITIZEN ENGAGEMENT:	
Total no. of stakeholders and citizens who participated in the poster campaign	486
Total no. of posters produced, each with a different testimonial <i>N.B. The no. of posters is lower than the no. of participants because on some posters, more than one participant was photographed under the same testimonial.</i>	289
No. of email enquiries sent by citizens and stakeholders	15 per week; 1,170 in total
Total no. of events held	33
Total no. of event attendees	9,710
Website hits: total page impressions received throughout the campaign http://klimasuchtschutz.heidelberg.de	20,785
Page impressions: poster gallery http://www.heidelberg.de/servlet/PB/menu/1198008/index.html	832
Page impressions: the energy savings tip page http://www.heidelberg.de/servlet/PB/menu/1165656/index.html	1,781
Page impressions: the subsidy programmes page http://www.heidelberg.de/servlet/PB/menu/1081449/index.html	18,173
MEDIA ENGAGEMENT:	
Total no. of press releases issued	21
Total no. of press articles published	56
Opportunities to see (i.e. total circulation figures of media outlets)	<i>Figures unavailable</i>
INFORMATION:	
No. of promotional items given out (<i>See Appendix 5 for further details</i>)	7,650
No. of information leaflets created (<i>See Appendix 2 for further details</i>)	11



5. WHAT WORKED WELL

Introduction

Numerous aspects of Heidelberg's campaign worked very well. This section highlights these positives so that they can be repeated in the forthcoming ENGAGE campaign. This section is split into two parts and looks at behaviour change impact and PR separately.

Methodology

In the narrative below, each positive element of the campaign is taken point by point, explaining what worked well and why. The pink colour-coding refers to the principles expressed in Futerra's thought leadership on how to do sustainability communications well (The Rules of the Game, Sizzle etc)⁵. The Heidelberg campaign has been evaluated accordingly, cross-referencing the strategy, channels and tactics against these sustainability communications 'rules' to assess the effectiveness of the campaign.

⁵ See Futerra's thought leadership here: http://www.futerra.co.uk/revolution/leading_thinking



5.1 BEHAVIOUR CHANGE EVALUATION

5.1.1 MAKE IT LOCAL

*'The vision must be as local as possible...Refer to places and spaces where you are.'*⁶

The Heidelberg campaign's vision was local, involving the citizens and stakeholders of Heidelberg and the actions that they could take to reduce their energy consumption at home and across their own city. The local infrastructure was available for them to be able to change their behaviour. This was a very positive aspect of Heidelberg's campaign.

5.1.2 KEEP IT PERSONAL

*'Societal change is essential, but people's individual circumstances still matter. Once you've made behaviours 'socially acceptable', you'll need to make those behaviours relevant to individuals. Make your messages as personalised as possible. Create climate messages about 'my region, my town, my street, my house, me'.'*⁷

Choosing to feature everyday Heidelberg citizens and stakeholders in the posters - rather than professional models - made the campaign personal and convincing. The personal element was reinforced by the posters showing the personalised environmental testimonials made by each citizen. As all Heidelberg residents could openly see public promises made by their fellow citizens and stakeholder on the posters, the campaign contained a strong element of social proof, which is one of the key principles of behaviour change.

5.1.3 TARGET SPECIFIC GROUPS

*'A classic marketing rule, and one not always followed by climate change communications from government and other sources.'*⁸

Communications campaigns always work best the more targeted they are because they are more strategic and results can thus be measured more effectively. This approach worked well for Heidelberg as the stakeholder audiences were targeted group by group through various networks: building companies, energy adviser networks, sports clubs, 'HD Kreis Klimaschutz & Energie' network, architects, schools, craftsmen etc. This approach clearly worked very well as of the stakeholders invited to participate in the campaign, 50% accepted.

⁶ Source: Futerra's Sizzle – the new climate message, p.4

⁷ Source: Futerra's New Rules: New Game – Who are you talking to? Rule.1

⁸ Source: Futerra's The Rules of the Game- Audience Principles. Rule.15



5.1.4 MAKE IT VISUAL

'Create pictures in 'the mind's eye'. What will a low carbon economy look like? A useful trick- could someone easily draw a picture of what you said? Or take a short cut- actually use pictures.'⁹

Posters

Posters containing visuals of diverse Heidelberg citizens and stakeholders - together with the campaign's strapline, branding and the individuals' personal statements - formed the focal point of the campaign. Around 400 were posted up and made visible at different locations across the city, which provided the opportunity for the majority of Heidelberg's residents to see the posters and become aware of the campaign.

Ice block stunt

Another strong visual element of Heidelberg's campaign was an attention-grabbing stunt, where an ice block, housed in a mini insulated house (Passivhaus), was placed in Heidelberg city centre for a period of three weeks during summer. Citizens were invited to a launch event to guess how much water would melt in that period; they were then invited to a final event where the amount of melt water was measured and the winning guess announced. At these events, where there were information desks, and via the associated press coverage, citizens were invited to participate in the poster campaign.

⁹ Source: Futerra's Sizzle – Break it down, p.12



Figure 1. Poster showing a Heidelberg stakeholder alongside his testimonial

*„Ab jetzt schreibe ich
mehr E-Mails und
mache weniger
Business-Trips.“*

Jim Wells
Heidelberger Klimaschützer



klima sucht schutz
in heidelberg



... auch bei dir!

 **Stadt
Heidelberg**

klimasuchtschutz.heidelberg.de



Figure 2. Poster showing Heidelberg citizens alongside their testimonial

**„Wir nutzen für unsere Einkäufe Bus
und Bahn oder fahren mit dem Rad.“**

Familie Dietenberger
Heidelberger Klimaschützer



klima sucht schutz
in heidelberg



... auch bei dir!

 **Stadt
Heidelberg**

klimasuchtschutz.heidelberg.de



Figure 3. Example of invitation to Heidelberg's citizens to attend photo shoots

Klima sucht Schutz in Heidelberg ...auch bei dir!

Werden Sie Heidelberger Klimaschützer! Machen Sie mit bei der Klimaschutzkampagne! Wer als „Kopf“ auf einem Plakat, in Zeitungen oder im Internet erscheinen und seinen persönlichen Klimaschutzbeitrag nennen möchte, ist zu einem der folgenden Fototermine eingeladen:

Freitag, 25. Mai, 12-16 Uhr, Bismarckplatz

Mittwoch, 30. Mai, 12-16 Uhr, Bismarckplatz

Samstag, 9. Juni, 12-16 Uhr, Bismarckplatz

Freitag, 15. Juni, 12-16 Uhr, Bismarckplatz

Sonntag, 17. Juni, 13-17 Uhr, Neckarwiese („Lebendiger Neckar“)



5.1.5 PERSONAL PAYBACK

*'Always, always, always answer 'what's in it for me?''.*¹⁰

In this section, the aspects of the Heidelberg campaign involving *Personal payback* that worked well are analysed; in section 6.1.7, the elements of the campaign that could be improved in terms of *Personal payback* are analysed separately.

Heidelberg provided several benefits to participants, which was very positive.

- A subsidy programme for making houses more environmentally friendly was offered. This included installing energy-saving appliances and retrofitting houses, which proved popular with citizens as it was a benefit to them – saving them money. Heidelberg citizens' and stakeholders' interest was demonstrated by the high number of email enquiries that Heidelberg received, i.e. 15 a day, the majority of which were enquiries about the subsidy programmes available. The subsidy programmes formed part of the infrastructure that enabled many of the participants of the poster campaign to fulfil their testimonial pledges, i.e. for those who pledged to retrofit their house, they were able to find a supplier, purchase it and therefore keep to their personal testimonial commitment.
- Citizens could collect a free energy saving light bulb if they returned an old or broken light bulb. This was popular, although it was not possible to evaluate its success as no figures were captured as evidence.
- Good prizes were offered to those who participated in the ice block competition.
- 'Freebie' promotional items were offered to participants: drinking bottles, USB keys, thermometers, t-shirts, balloons, sweets and thermal packs.

Tip: Futerra would like to add that care needs to be taken when sourcing promotional items as criticism may occur if they are considered to be wasteful unnecessary or unsustainable.

5.1.6 NOT ALL MESSENGERS ARE EQUAL

*'Egg-head scientists are important messengers: they have authority, and reassure people that someone understands the complicated issue of climate change. But we need common-sense and likeable intermediaries as well, to translate the opaque pronouncements of scientists into practical and obvious advice'.*¹¹

As Heidelberg chose for everyday citizens - as well as senior public and private sector stakeholder figures - to front their campaign as it's 'messengers' by appearing in the posters, this was very positive in terms of social proof. As all Heidelberg residents were invited to feature in the campaign, this meant that a diverse selection of citizens and stakeholders volunteered to be photographed and give their testimonial statement; young and old, men and women, teenagers, students, office and manual workers, wearing work and casual clothing etc. This is good from a communications perspective as most sections of society were represented so that other Heidelberg residents seeing the posters would be able to identify with the different individuals.

¹⁰ Source: Futerra's Sizzle – Break it down, p.13

¹¹ Source: Futerra's New Rules: New Game – Picking the right messenger. Rule 8.



5.1.7 REMIND, REMIND, REMIND

*'Marketers use 'retrieval cues' remind shoppers in supermarkets about the adverts they saw on TV the night before. If you're trying to change habits, it's no good convincing someone just once. You need to remind them exactly when they're talking the action you want to change.'*¹²

Heidelberg citizens and stakeholders were given many opportunities throughout the campaign to sign up through the various activities, events, exhibitions and press coverage they had the opportunity to see. As these communications unfolded fairly consistently over a period of eighteen months, they served as a constant reminder, giving people many chances to become involved with it.

5.1.8 PLEDGES HAVE PARAMETERS

*'There are some tricks to pledges. First, people need to promise to someone, not just to a website or to themselves. And second, people need to believe that the pledge means something to the person they're promising to. Commitment works, but only when personal and meaningful; otherwise 'pledge' might not really mean 'promise'.'*¹³

The Heidelberg campaign scores very well here. Firstly, because the citizens and stakeholders were free to choose their own pledge (testimonial), something that would be personal and fit in with their lifestyle. There were no restrictions on the pledges. And most importantly, because the public display of the posters meant that each citizen's pledge was publically visible for all to see, which would encourage them to keep to their promise.

¹² Source: Futerra's New Rules: New Game – How to reach people. Rule 10.

¹³ Source: Futerra's New Rules: New Game – How to reach people. Rule 11.



5.2 PR EVALUATION

5.2.1 EXAMPLES OF POSITIVE EDITORIAL PRESS COVERAGE GENERATED BY THE CAMPAIGN

Figure 4. Press coverage: Heidelberg ice stunt



Figure 5. Press coverage: Heidelberg's climate protection poster campaign



Figure 6. Press coverage: Heidelberg Energy Week

„Klimaschutz geht jeden an“

Heidelberger Woche der Energie: Gewinne des Kreuzworträtsels wurden übergeben

Ganz im Zeichen des Klimaschutzes stand die Stadt Heidelberg in der Woche vom 8. bis 13. September: Im Rahmen der städtischen Kampagne „Klima sucht Schutz in Heidelberg – auch bei dir!“ fanden in Kooperation mit vielen Partnern zahlreiche Veranstaltungen und Angebote während der „Heidelberger Woche der Energie“ statt, getreu dem Motto: „Klimaschutz geht jeden an“.

Dieses Motto war auch das Lösungswort des Klimaschutz-Kreuzworträtsels, an dem sich alle Bürgerinnen und Bürger beteiligen konnten. 413 Knobler hatten die korrekte Antwort an das Amt für Umweltschutz, Gewerbeaufsicht und Energie der Stadt geschickt.

Jetzt wurden die Gewinner der ersten 15 Preise im Rahmen einer kleinen Feier ausgelost: Über eine Jahreskarte der RNV GmbH für das gesamte VRN-Gebiet im Wert von rund 780 Euro kann sich Julia Zander aus Heidelberg

freuen. Eine Punktlandung schaffte Glücksfee Sabine Lachenicht vom Umweltamt, die die Gewinner zog, mit dem zweiten Preis: Über eine Jahreskarte für den Heidelberger Zoo freut sich Katrin Koschmieder, die mit ihrem neun Monate alten Sohn Alexander im Rathaus anwesend war. „Ich habe tatsächlich nur wegen der

nicht persönlich ihren Preis in Empfang nehmen konnten, werden in Kürze vom Umweltamt schriftlich benachrichtigt. Die Stadt Heidelberg dankt den Sponsoren, die einen Preis für das Gewinnspiel gestiftet haben: der Rhein-Neckar-Verkehr GmbH, dem Zoo Heidelberg, den Heidelberger Stadtwerken, Stadtmobil Car-

Sharing, der Sparkasse Heidelberg, den Energieberatern Sebastian Acker, Dariusz Matin und Erhardt Papp, der Firma Bierther GmbH, der Firma Linse GmbH, der Firma Winterbauer GmbH, der Heidelberger Solar-

schiffahrts-Gesellschaft mbH und der Klimaschutz- und Energie-Beratungsagentur Heidelberg-Nachbargemeinden (KliBA).

klima sucht schutz
in heidelberg

... auch bei dir!

Jahreskarte am Kreuzworträtsel teilgenommen“, jubelte die Heidelbergerin bei der Überreichung des Gutscheins.

Der dritte Preis, ein Ökostrom-Gutschein der Heidelberger Stadtwerke, wird Ursula Friedrich aus Schriesheim-Altenbach zugeschickt.

Alle weiteren Gewinnerinnen und Gewinnern, die

Infos zum Klimaschutz

Weitere Informationen und Tipps, wie man das Klima nicht weiter aufheizt, gibt es im Internet unter www.heidelberg.de/umwelt sowie unter www.klimasuchtschutz.heidelberg.de.

Stadt blatt

29.10.08



5.2.2 EXAMPLE OF PAID-FOR ADVERTISING CREATED FOR THE CAMPAIGN

Figure 7. Press advertisement (paid for): Energy Day 22.09.07

31.4 RNT 20.09.07 ANZEIGE

klima sucht schutz in heidelberg

... auch bei dir!

**Energietag Baden-Württemberg.
Zukunft erleben.**

22.09.07 Klimaschutzkampagne Stadt Heidelberg
Programm im und rund um das Klimaschutzzelt
auf der Neckarwiese, 14 – 18 Uhr

- Infostände im Klimaschutzzelt**
Verbraucher erhalten im Klimaschutzzelt jede Menge Tipps zum Energiesparen und Informationen zu erneuerbaren Energien. Sie finden Anbieter von Solaranlagen, Ökostrom, Hersteller von Fotovoltaikanlagen, Energiesparlampen. Im Klimaschutzzelt wird Haus- und Wohnungsbesitzern gezeigt, wie sie ihre Heiz- und Stromkosten senken können. Unternehmen, Energieberater, Architekten, Innungen und städtisches Umweltamt stellen hier ihre Angebote zum Energiesparen aus und beraten über Fördermöglichkeiten.
- Klimaschutzombola**
Unter dem Motto „Klimasuchtschutz – jedes Los gewinnt“ können Sie bei der Klimaschutzombola Lose für einen Euro kaufen. Als Hauptgewinne winken ein von der evangelischen Stiftung Pflege Schönau gespendetes Wellnesswochenende im Schwarzwald, ein Flachbildschirm, Gutscheine der Elektroinnung, Musiceintrittskarten, Energiesparlampen von Philips und Osram uvm.
- Torwandschießen auf Waschmaschinen**
Beim Torwandschießen auf alte Waschmaschinen unter dem Motto „Energiefresser zum Abschuss freigeben“ erhalten Sie Informationen, was Sie beim Kauf einer neuen Waschmaschine beachten sollten und was das Energielabel A+ bedeutet.
- Energieinfomobil**
Im Energieinfomobil des Umweltamtes können Kinder selbst aktiv werden und hautnah erleben, wie viel (Körper-)Energie nötig ist, um beispielsweise einen CD-Player oder Energiesparlampen anzutreiben.
- Plakat-Ausstellung Heidelberger Klimaschützer**
Gespendet wird der Ertrag der Klimaschutzombola an das Luise-Scheppeler-Heim.

23.09.07 im Klimaschutzzelt auf der Neckarwiese

- interaktives Kindertheaterstück**
Um 13 und um 15 Uhr zeigt das Umwelttheater Unverpackt im Klimaschutzzelt das interaktive Kindertheaterstück „Wackelkontakt im Kabelsalat“ zu den Themen Energiesparen und Klimaschutz.

Partner:

Architekturbüro & Energieberatung, Architektinnenbüro Heidelberg, BAUER UMWELT- UND ENERGIEKONZEPT, EVANGELISCHE STIFTUNG PFLEGE SCHÖNAU, ISOVER, KIBBA, KRÄMER HAUSTECHNIK, Marriott HEIDELBERG, NÄHER, OSRAM, PHILIPS, Sparkasse Heidelberg, Stadt Heidelberg, Amt für Umweltschutz, Gewerbeaufsicht und Energie, SWH Stadtwerke Heidelberg AG, Strom GRÜN

Stadt Heidelberg

5.2.3 SUCCESSFUL COMMUNICATIONS TACTICS

In communications terms, the ice block stunt was successful on many levels:

- **The Unexpected** – seeing an ice block in the city centre in the height of summer is the last thing Heidelberg citizens would expect to see. Through the rare nature of this activity, Heidelberg stimulated excitement and intrigue and this provided the press with material for a great visual story
- **A one-off** – there is nothing more compelling for the public than enticing them to see a spectacle that may only happen once. Whatever the stunt, curiosity alone will always draw people in.
- **Location, location, location** – Heidelberg's main square in the city square was an excellent choice of location. All citizens and stakeholders know where it is and many people walk through it each day, so a spectacle located there is bound to attract attention from people who plan to visit the spectacle as well as those who just happen to be walking through. Recognisable and attractive central locations are also popular with press photographers.

In addition, educational information about how to save energy was clearly displayed beside the eye-catching ice block spectacle, so was a clever way of attracting the public to read more and the proximity made it easy for citizens to find this information.

- **Call to action** – a core element of any good communications campaign is engaging the target audience by asking them to participate. Heidelberg used the attention roused by the ice stunt to the campaign's advantage by asking citizens to enter a competition to guess how much of the ice would melt in three weeks. 486 stakeholders and citizens entered, so this initiative proved a success.
- **Reciprocity** – another principle of engaging citizens and stakeholders positively through communications is incentivising them by giving something back in return for their engagement.
 - *Subsidy programmes* – the majority of email enquiries that Heidelberg received were from citizens and stakeholders enquiring about subsidies available.
 - *Information* - Heidelberg provided interesting information for free, which is attractive for citizens and stakeholders as they didn't need to pay to enter an exhibition.
 - *Prizes* - Heidelberg did this well by offering citizens prizes as an incentive to encourage them to enter the competition. Prizes included: a journey on the Glacier Express and a trip to Berlin. These incentives were well communicated in Heidelberg's press releases and were reflected in the resulting press coverage.



Figure 8.

Example of reciprocity: flyer communicating the prizes offered in Heidelberg's ice competition.

Heidelberger Eisblockwette – Wetten Sie mit!

Vom 25. Mai bis 15. Juni auf dem Bismarckplatz – attraktive Preise zu gewinnen

Was kann gute Dämmung leisten? Die „Heidelberger Eisblockwette“ wird es Ihnen zeigen. Am 25. Mai wird ein Kubikmeter Eis in ein nach Passivhaus-Standard gedämmtes Holzhaus auf dem Bismarckplatz eingeschlossen. Oberbürgermeister Dr. Eckart Würzner wird die Eisblockwette am 25. Mai um 13 Uhr symbolisch „anschieben“. Drei Wochen später wird das Haus geöffnet.

Schätzen Sie selbst:

Wie viel Prozent des Eisblocks bleiben übrig, wenn er drei Wochen lang ungekühlt im gedämmten Aktionshaus der Firma „Isover“ auf dem Bismarckplatz steht?

Gelüftet wird das Geheimnis am Freitag, 15. Juni, um 14 Uhr. Dann wird das Schmelzwasser im Haus gemessen und berechnet, wie viel Prozent des Eisblocks übrig geblieben sind.

Geben auch Sie Ihren Tipp auf der Wettkarte ab!

Wer richtig schätzt, hat Chancen, als „Wettkönig“ eine Reise mit dem schweizerischen Glacier-Express zu gewinnen.

Die „Heidelberger Eisblockwette“ wird getragen von:



Klimaschutz- und
Energie-
Beratungsagentur
Heidelberg-Nachbargemeinden
gGmbH



Amt für Umweltschutz,
Gewerbeaufsicht und Energie

Die Gewinne

1. Preis

Reise mit dem Glacier-Express in der Schweiz für zwei Personen inclusive Übernachtung (Stadt Heidelberg)

2. Preis

Baustoff-Gutschein im Wert von 500 Euro (Firma Näher Baustoffe)

3. Preis

Zweimal je ein Energieausweis für Gebäude im Wert von je 300 Euro (KIIBA, Kraus Immobilien)

4. Preis

Dreimal je eine Energieberatung (Architektenkammer)



5.2.4 PHOTOGRAPHY

For any visual PR stunt, photography is essential in order to communicate what took place. Photographs often speak louder than words and can serve to engage a wider audience and give the 'wow factor'. This is important for the campaign's evaluation to demonstrate visual evidence of its success.

Heidelberg hired a professional photographer and also invited press photographers to capture this event, which translated into strong press coverage.

Figure 9. Press coverage showing photography taken of Heidelberg's ice block stunt.



Tip: Futerra recommends that the other ENGAGE cities follow Heidelberg's example by issuing an official 'photo call' notice to picture editors of the local media; this is a newsflash press release inviting press photographers to come to a specific place at an agreed time all together. This helps to ensure that all press are aware of the stunt and means that you can plan for local celebrities or key opinion formers, such as the city's mayor to be present for the photo shoot. **Refer to Appendix 8 to see Heidelberg's press release inviting press to witness the unveiling of the ice stunt.**



5.2.5 INFORMATION

Information desks

Heidelberg provided a comprehensive array of educational information to show citizens and stakeholders the many different ways in which they could undertake the desired behaviour of reducing their energy consumption. Equipping people with the knowledge they need to be able to take part in the campaign is essential and Heidelberg did this very well. A helpdesk was installed next to the ice stunt providing information about the following energy saving tips and services and how they can be used:

See Appendix 1 for further information

Information leaflets

Heidelberg produced a comprehensive range of leaflets and printed materials, which gave citizens and stakeholders the information and suppliers they needed in order to be able to act on their testimonial pledges. These included brochures about the whole climate protection campaign, local energy advisers, energy-saving light bulbs and energy efficient building and plumbing.

See Appendix 2 for further information



Figure 10. Printed information on energy saving light bulbs, their benefits and local suppliers



**Stadt
Heidelberg**



**klima sucht
schutz
in heidelberg**



**ENERGIESPARLAMPEN
LÖSEN GELDER**



Deutsche Umwelthilfe



Energiesparlampen:

wertvoll für den Klimaschutz – **zu wertvoll** für den Müll!





Seit März 2006 müssen Energiesparlampen und Leuchtstoffröhren per Gesetz getrennt entsorgt werden. Energiesparlampen und Leuchtstoffröhren sind effiziente Dauerbrenner – sie schaffen viel Licht mit wenig Energie, sie sparen Strom und dadurch – über die Lebensdauer gerechnet – viel Geld!

Es gibt viele gute Gründe für Energiesparlampen:

Energiesparlampen sind nicht teuer.
Nicht, wenn man den gesamten Lebenszyklus betrachtet. In der Anschaffung sind die Energiesparlampen zwar etwas teurer, aber das gleichen sie in ihrer Lebenszeit wieder aus – und mehr als das: Zum Beispiel kann eine vierköpfige Familie durch den kompletten Austausch stromfressender Glühbirnen gegen stromsparende Energiesparlampen jährlich 78 Euro einsparen.

Energiesparlampen schonen die Umwelt, nicht nur den Geldbeutel.
Die Ökobilanzen von Energiesparlampen besagen, dass 90 bis 95 Prozent der Umweltbelastungen aus der Nutzungsphase resultieren. Die Herstellungs- bzw. Entsorgungsphase haben dagegen eine nur untergeordnete Bedeutung.

Durch die wesentlich längere Haltbarkeit spart die Produktion einer einzigen Energiesparlampe also nicht nur Energie während der Nutzungsphase, sondern auch die Herstellung und den Müll von sechs bis zwölf herkömmlichen Glühbirnen! Jede Energiesparlampe spart somit Energie und Geld, die höheren Anschaffungskosten machen sich über die Lebensdauer bezahlt.

Durch häufiges An- und Ausschalten wird die Lebensdauer von Energiesparlampen nicht mehr verkürzt.
Hier machen sich insbesondere die Qualitätsprodukte bezahlt. Hochqualitativen Lampen, mit elektronischem Vorschaltgerät und Vorheizfunktion, machen häufige Schaltzyklen nichts mehr aus. Auch bei vielmaligem An- und Ausschalten liegen die Lebenszeiten bei über 10.000 Stunden.

Das Licht von Energiesparlampen ist hell und angenehm.
Früher gab es Energiesparlampen nur mit einem recht kalten Licht. Mittlerweile besitzen die meisten Modelle jedoch Lichtfarben mit der Bezeichnung warmweiß oder extra-warmweiß und sind damit vom Licht einer Glühbirne fast nicht mehr zu unterscheiden.



www.citiesengage.eu

Heidelberg PR campaign analysis & recommendations - 29

Printed information on energy saving light bulbs, their benefits and local suppliers (back)



Energiesparlampen lassen sich auch dimmen.

Es gibt spezielle Energiesparlampen, die sich auch dimmen lassen. Diese sind speziell gekennzeichnet.

Energiesparlampen sind nicht giftig.

Energiesparlampen enthalten zwar geringe Mengen Quecksilber, dieses wird jedoch nur freigesetzt, wenn die Lampe zerbrechen sollte. Im Normalbetrieb sind Energiesparlampen völlig ungiftig. Damit das Quecksilber am Ende aber nicht in die Umwelt gelangt, müssen die Lampen unbedingt getrennt von anderen Abfällen und bruchstark gesammelt werden. Nur dann kann das Quecksilber kontrolliert entfernt und das Glas verwertet werden.

Energiesparlampen sehen gut aus.

Den ersten Generationen sah man auf den ersten Blick an, dass es sich um kompakte Leuchtstoffröhren handelte. Mittlerweile gibt es die unterschiedlichsten Modelle auf dem Markt, die nur bei genauem Hinsehen von einer Glühbirne zu unterscheiden sind. Für alle Anwendungsbereiche sind Alternativen erhältlich: von der klassischen Glühbirnenform über die kleine Kerzenform bis hin zu Strahlern, Reflektoren und sogar Halogenstrahlern.

Aufgrund des geringen Quecksilberinhaltes der Energiesparlampen und Leuchtstoffröhren ist es dennoch ganz entscheidend, dass ausgediente Lampen nicht im Hausmüll entsorgt, sondern getrennt gesammelt werden. Auf diese Weise werden sie fachgerecht recycelt, so dass das Quecksilber nicht in die Umwelt gelangt, sondern wie fast alle anderen Materialien der Lampen wiederverwendet werden kann.



Ersetzen Sie Ihre alten Glühbirnen durch moderne Energiesparlampen!

Mit nur einer ausgetauschten 60-Watt-Glühbirne, die durch eine gleich helle 11-Watt-Energiesparlampe ersetzt wird, sparen Sie im Jahr 30,4 Kilogramm CO₂. Somit kann eine Familie, die mehrere Lampen austauscht, schnell und einfach einen großen Beitrag zum Klimaschutz leisten.

Ausrangierte Energiesparlampen und Leuchtstoffröhren gehören weder in den Restmüll noch in die gelbe Tonne, sondern müssen separat gesammelt und entsorgt werden!



Energiesparlampen und Leuchtstoffröhren können Sie in Heidelberg an folgenden Sammelstellen abgeben:

- Abfallentsorgungsanlage Wieblingen, Kompostwerk/Mittelgewannweg 2a, Heidelberg-Wieblingen; Telefon: 06221 848610
- Heidelberger Stadtwerke GmbH, Kurfürsten-Anlage 42-50, Heidelberg-Bergheim; Telefon: 06221 5130
- Hornbach Baumarkt AG, Eppelheimer Str. 80, Heidelberg-Pfaffengrund; Telefon: 06221 138190
- Praktiker Baumärkte GmbH, Englerstr. 8-12, Heidelberg-Rohrbach; Telefon: 06221 363250
- Recyclinghof Oftersheimer Weg, Am Oftersheimer Weg 1, Heidelberg-Pfaffengrund; Telefon: 06221 141052
- Wohnland Breitwieser GmbH, Hertzstr. 8, Heidelberg-Rohrbach; Telefon: 06221 31220
- Für Gewerbe: Marso Umwelt GmbH, Am Oftersheimer Weg 1, Heidelberg-Pfaffengrund; Telefon: 06221 7506662

Weitere Informationen unter www.klimaschutzschutzhelberg.de/abfall und www.duh.de/energiesparlampe.html.



Fotos: © Lightcycle, Öram; gedruckt auf 100 % Recyclingpapier



Figure 11. Printed information on energy advisors

**Förderprogramm
»Rationelle Energie-
verwendung«**

Mehr Wärmedämmung, mehr Klimaschutz und damit noch Geld sparen: Durch das Förderprogramm »Rationelle Energieverwendung« will die Stadt Heidelberg energetische Akzente setzen und CO₂-Emissionen von Gebäuden reduzieren. Die Stadt Heidelberg hat dabei strengere Richtlinien festgelegt, als von Bund und Land vorgegeben sind.

Gefördert werden die Altbausanierung und der Neubau von Passivhäusern. Bei Bestandsgebäuden kann die energetische Sanierung der gesamten Gebäudehülle bezuschusst werden, aber auch Einzelmaßnahmen wie beispielsweise die Dämmung von Gebäudeteilen, der Luftdichtheitstest (nur in Verbindung mit Sanierungsmaßnahmen) oder der Einbau von Lüftungsanlagen mit Wärmerückgewinnung.

**Förderprogramm
»Rationelle Energieverwendung«**
Heidelberger Förderprogramm für energieeffizientes Bauen und Sanieren

- Die Stadt Heidelberg bewacht:
- ✓ Außenwändämmung
- ✓ Dachdämmung
- ✓ Kellerwändämmung
- ✓ Fenster
- ✓ Lüftungsanlagen mit Wärmerückgewinnung
- ✓ Lüftungsanlagen
- ✓ Heizkörper

Stadthaus Heidelberg

Die Förderprogramm-Broschüre gibt es beim Amt für Umweltschutz, Gewerbeaufsicht und Energie, beim Technischen Bürgeramt sowie in allen Bürgerämtern. Das Förderprogramm sowie alle Antragsformulare sind auch im Internet unter www.heidelberg.de/foerderprogramm abrufbar.

„Wir sind in ein klimafreundliches, energieeffizientes Haus gezogen. Durch die optimale Dämmung haben wir im Sommer eine angenehme kühle Wohnung und im Winter keine Heizkosten.“
Heide Riedel
klima sucht schutz in heidelberg ... auch bei dir!

„Entfernt ihr heute die Milchkühe von der Dämmung, dann werdet ihr das Haus verlassen lassen, das ihr heute die Außenwände dämmt.“
Heide Riedel
klima sucht schutz in heidelberg ... auch bei dir!

**Adressen &
Informationen**

Kontaktieren Sie uns: Den Energieberater in Ihrer Nähe können Sie der beiliegenden Liste oder der Internet-Datenbank unter www.heidelberg.de/energieberatung entnehmen. Hier finden Sie auch weiterführende Informationen zu Energieausweisen, Sanierung und Neubau.

Nähere Informationen zu energiesparendem Bauen und Wohnen und die Fördermöglichkeiten der Stadt Heidelberg finden Sie im Internet unter www.heidelberg.de/foerderprogramm.

Wissenswertes rund um die Klimaschutz-Kampagne der Stadt Heidelberg gibt es unter <http://klimaschutz.heidelberg.de>.

klima sucht schutz in heidelberg ... auch bei dir!

Ihre Energieberaterinnen und Energieberater stellen sich vor

**Heidelberger
Netzwerk
Energieberatung**

Herausgeber Amt für Umweltschutz, Gewerbeaufsicht und Energie der Stadt Heidelberg
Prinz-Carl, Kornmarkt 1
69117 Heidelberg
Telefon 06221 58-18000
umweltamt.heidelberg@heidelberg.de

**Stadt
Heidelberg**

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Printed information on energy advisors (back)



Liebe BürgerInnen, liebe Bürger,

die Stadt Heidelberg setzt sich seit vielen Jahren gemeinsam mit zahlreichen Kooperationspartnern engagiert für den Klimaschutz ein. Die Gründung des Netzwerk Energieberatung als Schulterschluss der Energieberater in Heidelberg symbolisiert den gemeinsamen Wunsch, die Möglichkeiten der Energieeffizienz noch bekannter zu machen. Qualifizierte Informationen sind die Grundlage für die gleichzeitig energiesparende und wirtschaftliche Sanierung von Gebäuden. Energieberater bieten diese Informationen, entwickeln Energiekonzepte und erstellen die erforderlichen Energieausweise.

Egal ob Eigenheimbesitzer, Eigentümergemeinschaft oder Wohnbaugesellschaft: Nutzen Sie das Know-how des Heidelberger Beraterkreises. Auch für Ihr Anliegen findet sich im Netzwerk Energieberatung der richtige Ansprechpartner – kompetent und vor Ort!

Eckart Würzner
Dr. Eckart Würzner
Oberbürgermeister

Wer wir sind

Unser Beraterkreis bündelt die Kompetenz von Heidelberger Fachleuten aus der Baubranche. Mit dabei sind:

- Ingenieure
- Architekten
- Energieberater
- Handwerker

- Gründung des Netzwerks Im Februar 2008
- bisher rund 30 Mitglieder Im Stadtgebiet Heidelberg
- Zusammenarbeit als Kooperationspartner

Unser Ziel

- Orientierung: Wer bietet in Heidelberg welche Beratungsleistungen an?
- Service: kompetente und umfassende Energieberatung vor Ort
- Innovation: regelmäßiger Austausch untereinander, um energiesparendes Bauen gemeinsam weiterzuentwickeln

Unser Service

Haben Sie Fragen zum Energieausweis? Wollen Sie eine Energieberatung in Anspruch nehmen? Profitieren Sie von unserem Know-how. Wir helfen Ihnen gerne weiter!

Kontaktieren Sie uns – die beiliegende Liste gibt Ihnen einen Überblick über die möglichen Ansprechpartner mit ihren jeweiligen Kompetenzen.

Unsere Zielgruppe

- Bauherren
- private Hausbauer und -sanierer
- Wohnbaugesellschaften
- Wohneigentümergemeinschaften
- Immobilienmakler

Energieberatung rechnet sich!

Die Energiekosten steigen ständig. Nutzen Sie deshalb die Energiesparpotenziale Ihrer eigenen vier Wände!

Sie schonen damit nicht nur ihr Portemonnaie, sondern darüber hinaus auch das Klima. Steigern und optimieren Sie die Energieeffizienz durch gute, ganzheitliche Konzepte:

- bei der Wärmedämmung von Außenwänden, Dächern, Fußböden und Fenstern
- bei der Heiztechnik
- bei der Gebäudelüftung
- beim Einsatz erneuerbarer Energien

Wir beraten Sie gezielt zur rationellen Energieverwendung in Wohngebäuden und Nicht-Wohngebäuden.

Der Energieausweis

Mit Hilfe des Energieausweises können Gebäude energetisch miteinander verglichen werden. Der Energieausweis nach der Energieeinsparverordnung (EnEV 2007) ist ein Einstieg in die Modernisierung Ihres Gebäudes und zeigt Ihnen, wie die energetische Qualität des Hauses verbessert werden kann.

Viele Mitglieder des »Heidelberger Netzwerk Energieberatung« sind als Aussteller zertifiziert. Sie beraten Sie bei allen Fragen rund um den Energieausweis.



5.2.6 DIVERSE CHANNELS

The variety of channels used to communicate the campaign was another positive aspect because it had the potential to reach diverse citizen groups. Again, many sectors of society had the chance to sign up to feature on a poster. The diverse channels used included the following:

Figure 12. Table of channels used to communicate the campaign

Channels	Description of activity
EVENTS	
Round Tables	A series of stakeholder round tables were held.
Stunt	An ice block was constructed in town centre for over a three week period. Many events were held in association with this.
Information desks	By the ice block offering different energy saving advice, over a period of three weeks; with each day featuring a different aspect of energy saving.
Exhibitions	Various exhibitions took place of the campaign posters throughout the campaign; In public buildings, high street banks, and an adult education centre.
Solar Boat	Free rides on the Solar Boat for schools.
Car Free Day	Public event with photo shoot, campaign poster exhibition.
Energy Day	Public events where citizens were recruited for the campaign.
Energy Week	Events - a series of different events for different target groups, where energy advisers available and press present.
	Cinema - earth-themed movies shown in the cinemas and posters exhibited.
	Telephone helpline – six people were available for citizens to call with questions about energy saving; they provided advice and supplier details.
	Exhibitions – local architects showcased their projects
	Excursions – were organised to show citizens successful energy projects
	Competitions - Sponsored crossword puzzles in local paper offering prizes, such as a year's free green electricity and trips on the Solar Boat
	Hunt for the oldest refrigerator, to win a new A++ energy-saving fridge
	Educational lectures – aboard the Solar Boat
	Car sharing scheme
	Free energy advice –in public buildings, from local architects and energy advisers.
MEDIA	



Press Articles	Appeared regularly over a period of months.
Special Editorial Feature	Commissioned in local newspaper on ice stunt.
Educational Seminar	Event specifically for craftsmen.
PRINTED MATERIALS	
Campaign Posters	Public photo shoots for campaign posters were used to raise awareness.
Information leaflets	i.e. About the campaign, energy advisers, energy-saving lightbulbs etc. See Appendix 2 for further details.
GENERAL INFRASTRUCTURE	
Campaign website	The Heidelberg website included a microsite on the campaign (klimaschutz.heidelberg.de). This included weekly energy saving tips.
Emails	Email was used to respond to queries from stakeholders and citizens



6. AREAS FOR IMPROVEMENT

Introduction

In this section, Futerra looks at how Heidelberg's PR campaign could be developed and enhanced for future use. For the areas that were weak, improvements and alternatives are suggested to show how these could reach their true potential to reach the objectives of having a strong impact on behaviour change and raised awareness. Again, this is split into two parts, a behaviour change evaluation and a PR evaluation.

Methodology

As with the previous section, Futerra takes each element of the campaign that could be built on and measured these against each of Futerra's behaviour change rules¹⁴. Again, the points in pink refer to Futerra's thought leadership principles on which ingredients are needed to create a good sustainability communications campaign.

¹⁴ See http://www.futerra.co.uk/revolution/leading_thinking for further information.



6.1 6.1 BEHAVIOUR CHANGE EVALUATION

6.1.1 VISION ALWAYS FIRST

*'Order matters. Open with the positive vision and you win the right to people's attention. Close with the vision and you'll lose them before you reach it.'*¹⁵

Inspiring Heidelberg citizens and stakeholders with a positive vision of the future will encourage participants and motivate others to sign up to the campaign. Heidelberg's campaign did not paint a positive vision of the future in any of its channels. This could be communicated via the poster, website, social media or press releases. Futerra will recommend how this can be achieved for the forthcoming ENGAGE project when it examines the European communications identity.

6.1.2 LINK THE PROBLEM AND THE SOLUTION

*'This might sound obvious, but be clear about the linkage between problem and solution...'*¹⁶

In this campaign, it was assumed that the stakeholders and citizens of Heidelberg understood the problem already and participants were simply offered the solutions via the information desks, printed materials etc. Without conducting a survey amongst your target audience prior to the campaign, it is unclear whether all of Heidelberg's citizens and stakeholders knew about the problem already. The posters did not convey the problem – and may not be the best channel for doing so - however the website and other communications channels, such as live broadcast interviews on local radio would be a good way of doing this whilst keeping messaging positive.

Good example:

Leicester's *One Leicester: One Planet* campaign

- Leicester created posters, which included positive environmental messages showing the link between people's actions and their habits; it also linked with media partners to run a series of supplements. Leicester's solution to one of the problems is to 'plan for people, not cars', so the city offered its citizens a tangible solution by making physical infrastructure available by installing new charging points at a local shopping complex.

¹⁵ Source: Futerra's Sizzle – Break it down, p.12

¹⁶ Source: Futerra's Sizzle – Break it down, p.12



6.1.3 USE NUMBERS

*'Numbers might kill a vision, but they sizzle in a specific programme. If you're promoting specific policies, initiatives or schemes then don't be afraid of detail. How many homes will be insulated? How much will the energy meter costs? Exactly when will the community turbine start paying back? Embrace the numbers.'*¹⁷

Numbers aren't always appropriate to use and in this campaign, numbers weren't mentioned. However, they could be used to motivate the audiences in the right context. For example, Twitter updates could announce the numbers of people signing up to the campaign every week/month, which would be encouraging; the website could convey the results in numbers – i.e. the percentage reduction in carbon emissions year on year. Obviously, numbers need to be backed up by a credible source and evidence.

Good example:

Pamplona's *E2Democracy* campaign

- The campaign's objective had a clear numerical goal; for citizens and stakeholders to reduce their CO₂ emissions by 10% in 2 years. A total of 400 citizen and stakeholder volunteers were approached to pilot the scheme over a two year period. This campaign was measurable from the outset with a clear goal and a clear timeline.
- For some, the 10% figure may have seemed a difficult and intangible concept to grasp initially and participants may have wondered what this means for them, however, Pamplona overcame this by providing the necessary infrastructure – an online CO₂ calculator, which enabled participants' emissions to be measured accurately and compared and contrasted with the emissions of other participants.
- In addition, one of the ways that participants were recruited was by a telephone survey, which was a good way of finding out about their perceptions on the desired behaviour.

¹⁷ Source: Futerra's Sizzle – Break it down, p.12



6.1.4 MAKE IT SIZZLE

'Spice it up. If the vision isn't more desirable than what we've got now, then why bother reaching for it? Think about what your audience wants (not what you want them to want) and then show how the vision will make that happen'.¹⁸

What does sizzle mean?

When Futerra talks about sizzle, it is referring to a campaign that is fresh, innovative, exciting and creates a positive vision. Sustainability communications campaigns that 'sizzle' are ones that capture people's imaginations, inspire and delight. The 'sizzle' is what attracts people's attention. It is once you have their attention that you can then talk about the real issues and ask them to change their behaviour. Please read about 'sizzle' in more depth in Futerra's thought leadership publication, **Sizzle: the new climate message¹⁹**.

The Heidelberg ice stunt event 'sizzled'; it was exciting, original and unexpected. However, the campaign's ultimate vision was not expressed through the poster, website or any of the channels. People need to imagine what a more positive future could look like if they are going to feel very inspired to help reach the collective target. What could the future of Heidelberg look like in a few years' time if this goal was met?

Good examples:

Helsinki's *Green Fingerprint* campaign 'sizzled'.

- *Mechanic*: this national (rather than local) initiative was based on two cyclists, who cycled all the way from Kilpisjärvi to Helsinki, "powered" by energy testimonials. Citizens nationwide were challenged to make a testimonial pledge to reduce their energy consumption; for each pledge made, the cyclists would travel a further 100 metres. Because so many pledges were made, they were able to complete their journey in three weeks. Associated events included an energy-inspired music concert. The campaign achieved widespread media coverage. (This campaign was carried out mainly by Helsingin Energia, a city-owned energy producer and distributor.)
- *Why it 'sizzled'*: this campaign had the 'sizzle' factor for several reasons. Firstly, because the two cyclists involved were celebrities, which is very newsworthy; and this would have also engaged citizens beyond environmentalists. Secondly, because the idea was unique, innovative and had never been done before. Thirdly, because it contained intrigue as there was a goal to be reached, which gave people a story to follow over a limited period of time; it was a one-off, which included a build-up and 'snowball' effect, which created excitement and buzz in the media. And finally, it had the potential to reach a wider group of non-environmentalist citizens through a cultural channel; the music concert.

¹⁸ Source: Futerra's Sizzle – Break it down, p.12

¹⁹ Source: 'Sizzle: the new climate message' can be downloaded from Futerra's website: <http://www.futerra.co.uk/downloads/Sellthesizzle.pdf>



6.1.5 DIRECT LINK TO HEAVEN

*'Give everyone something to do. But make sure there is a direct link to the vision. Show how every positive step brings us closer to the goal.'*²⁰

The information desk, leaflets and printed materials were positive as they offered solutions to enable people to reach the goal, but they weren't linked to an overarching vision of the future. People need to see how their small steps will contribute to make a big difference. Stakeholders and citizens need to be encouraged and motivated each step of the way to achieve this. Futerra will provide recommendations of how this could be achieved for the forthcoming ENGAGE project when the European common communications identity is looked at.

6.1.6 GO BEYOND THE USUAL SUSPECTS

*'We all like talking to people with the same interests, outlooks and even clothes as us: the usual suspects open to climate-friendly behaviours and the 'seekers', 'pioneers' and 'ethical consumers' who are already changing. But there's been less success changing the behaviours of the people who think, feel and even dress differently from those usual suspects. Go find 'em.'*²¹

It is a good idea to segment your audience on the basis of their beliefs and current behaviours rather than simply by their occupation. It is likely that a campaign targeting environmental behaviours will engage those who are already interested and active in finding ways to save energy. Even "green" language, such as 'environment', 'carbon' or 'climate change' could be a turn-off for people who are not open to environmental behaviours, so the tactic you would use would be different such as inviting people to enter a competition to win a prize, such as a bicycle or free wall insulation to save money off their energy bills.

Whilst the Heidelberg campaign did include a variety of elements that possibly did engage citizens 'beyond the usual suspects' by chance, what is important for the forthcoming ENGAGE campaign is a more strategic and planned approach to targeting these "non-eco" audiences from the planning stage of the campaign. Again, if these audience objectives are specified at the beginning of the campaign or key performance indicators are specified, this can be measured when it comes to the post-campaign evaluation. For example, in conjunction with an audience survey, this could produce a result along the lines of '35% of Heidelberg citizens have converted to using public transport or bicycles over driving their cars to work' etc. It is at this point that you have the authority to make the link between 'opinion' result from the survey with the energy consumption analysis.

²⁰ Source: Futerra's Sizzle – Break it down, p.13

²¹ Source: Futerra's New Rules: New Game – Remember. Pg 2.



6.1.7 PERSONAL PAYBACK

*'Always, always, always answer 'what's in it for me?''.*²²

What worked well in the Heidelberg campaign in terms of Personal payback has already been addressed in section 5.1.5. This section looks at how this area could be improved.

Showing the benefits to the target audiences to them personally is fundamental in a behaviour change communications campaign. If people can see that they will benefit from the behaviours they are being asked to undertake, they are far more likely to engage. Typical benefits that are likely to resonate with different consumers might include:

- **Improvement to health** – riding bikes to work
- **Cost-savings** – lower heating bills from wall insulation
- **A prize** – anything for free will appeal, from a product to train tickets
- **Status** – from being 'the first' on their street to install a wind turbine/solar panel
- **Glory** – from appearing on a public poster
- **Consensus** – starting/following an emerging trend

The Heidelberg campaign performed well in many of these areas: cost savings were mentioned in the printed materials, prize incentives were communicated in the press releases and at the ice stunt event, and citizens and stakeholders would have found the prospect of appearing in a public poster appealing.

However, the Heidelberg campaign could be improved if the core communication channel - the posters - conveyed some benefits to the audiences. For the forthcoming ENGAGE campaign, the posters could be used as a channel to communicate the benefits to inspire and motivate more citizens to engage.

Alternatively the website and other channels can be used. These ideas will be investigated at the next as Futerra advises on the European common identity and approach (WP2: 2.2).

Good example:

Liège's *Mobility Day*

- To engage its citizens to participate, Liège offered free eco driving lessons and free folding bikes. All citizens like freebies and this tactic offered enjoyable activities, which would otherwise cost a lot of money to do. Using cars and bikes would have been an attractive prospect to environmentally-aware and non-environmental citizens alike.

²² Source: Futerra's Sizzle – Break it down, p.13



6.1.8 MAKE CLEAR DIRECT REQUESTS

*'This is the principle of 'please do not walk on the grass'. It's important to be very clear and specific about the behaviours that help us tackle climate change. Take care to integrate other messages and behaviour change tactics, but don't forget to ask for what you want.'*²³

Citizens are more likely to engage with a campaign if they are actively asked to do something. This is known as a 'Call To Action'. Heidelberg did well at making 'clear, direct requests' to citizens to actively participate in the poster photo shoots when they spoke to them at the various events that were held.

However, for citizens who did not attend these events, the posters themselves did not convey a 'Call To Action'. This was a fundamental weakness of the campaign because the posters were supposed to be the core channel of the communications strategy. Although the website address was visible on the poster and on information flyers (with a contact email address showing), no 'clear, direct request' was made to go and visit it.

This could be improved by giving citizens a reason to visit the website, such as asking them to read more about an interesting piece of information. Or, to incentivise citizens to participate in the campaign by offering something free in return. Or by using the poster channel to publicise the next photo shoot, making it into an invitation with a time, place and date – where free food & drink will be available for example.

On the other hand, the press replicated a 'call to action' to attend the photo shoots in their articles, using information gathered from the press releases that were sent to them by the City of Heidelberg's press office, which was positive. The announcements of the photo shoot dates and timings were also provided in Heidelberg's 'climate protection' website area.

As a general comment, the website would benefit from being much more engaging and interactive. For example, by hosting competitions or including a live forum for dialogue and space for Questions & Answers.

²³ Source: Futerra's New Rules: New Game – The right messenger. Rule.3



6.1.9 FEEDBACK IS CRUCIAL

*'If you don't give feedback, thank people and acknowledge the progress made, then how can people be sure they're doing the right things? Feedback reduces anxiety, helps to reinforce behaviour and increases the belief that action makes a difference.'*²⁴

To keep your target audiences motivated and encouraged and to inspire them to go further, offering them feedback is essential. 'Feedback' in this context ranges from thanking people to following up to find out how they are getting on. Read more about thanking people in the section below. Feedback and follow-up will help participants feel more responsible for their actions, especially if they know that everyone participating in the campaign is being made accountable for their actions too.

Aside from speaking to citizens and stakeholders informally at events, there was no official planned feedback, which was a large weakness in Heidelberg's campaign in terms of its ability to achieve behaviour change or measure its true impact.

Regular, consistent feedback is advisable, especially for an eighteen month campaign. At the very least, feedback should definitely be given at the end of any behaviour change campaign. Here are some suggestions of what feedback looks like and which channels it can be communicated through:

Saying thank you

In a behaviour change communications campaign, there is no better way to encourage and inspire people to continue doing their good work than by publicly thanking them. The mayor and civil servants of Heidelberg did thank participants verbally at the public events that were held, which was very good, but there was no formal way of thanking Heidelberg's poster stars visually beyond these events, which was a weakness of the campaign.

There are several ways of thanking people that we would recommend:

- Saying thank you is crucial as feedback. Citizens can be thanked via posters, the website, e-newsletter and social media. A simple 'Thank you for [energy saving action]...' is sufficient. This could tie in with the progress update communication. However, a thank you is not newsworthy enough for a press release, which would need to include the progress update statistics and facts.
- The promotional materials that Heidelberg produced could have been used to thank people by including a simple message on the drinking bottles or balloons.

²⁴ Source: Futerra's New Rules: New Game – The right messenger. Rule.7



Good example:

Växjö's *Thank You* campaign:

- When Växjö won the award for being the Greenest City in Europe, it actively thanked its citizens for all the hard work they did. This encouraging feedback publicly reinforced the citizens' positive behaviours, which was a clever behaviour change tactic.

Channels

- **Posters** – as the core communications channel of the campaign, it is recommended that feedback – in the form of a 'thank you' should definitely be offered through this channel; 'thank you' can also be communicated through other channels, such as the website and on promotional materials. This would include a tangible result, to communicate a message, such as: 'Thanks to your actions, Heidelberg has successfully reduced its energy consumption by 10% this year'. This could be communicated at the end of the campaign as soon as the carbon calculator results are available.
- **Press releases** – to demonstrate the success of a campaign, it is important to keep the media informed of progress too, i.e. a press release communicating a story, such as: 'A record 200 Heidelberg citizens sign up to solar panel subsidy programme'. The media are analytical and generally sceptical, so they would need to be provided with hard evidence, facts and statistics to back up any claims you are making. However, you should only supply them with positive evidence of course!
- **E-newsletters** – this cost-effective, instant and direct form of communication is great for updating and motivating your core campaign participants on their progress. This could be news, such as '100 more people sign up to Heidelberg's energy saving campaign' or announcing that a local celebrity has signed up. This would be sent to the poster campaign participants whose email addresses you captured (asking participants to provide contact details was good forward-thinking from Heidelberg). In a similar way to press releases, it is important to plan ahead so that communications via e-newsletter are scheduled to be regular throughout the campaign, perhaps once every two months. For example, once a week is probably too often and means that you risk people deleting them if they receive too many updates.
- **Website** – for any news on local progress and results that you communicate, this also needs to be announced on your local ENGAGE website. Including a forum space on your website is strongly recommended for stakeholders and citizens to be able to have dialogue with you and with each other; where they can share their own progress and experiences, which will serve to spread the campaign awareness further. It was good that Heidelberg's website included a new energy saving tip every week.
- **Social media** – Twitter and Facebook are excellent portals for raising awareness of progress and updates and directing people via hyperlinks to the stories you have posted on your website – and they are free to use. Consumer citizens now expect communications campaigns to be buzzing in the social media sphere and if they are not, they will appear to be backward and old fashioned.
- **Survey** – Or, simply contact the participants directly by email or telephone to ask them how they are getting on and find out whether they need any further information, whether they are keeping to their testimonial etc.



6.1.10 THE COMMUNICATIONS MUST BE SUSTAINED OVER TIME

'All the most successful public awareness campaigns have been sustained consistently over many years'.²⁵

Between May to July 2007, communications were very regular and consistent around the activity spikes, such as the ice stunt events. They became less regular from July – November 2007, but this was sufficient as some communications took place in September. From November 2007 – June 2008, however, there was a noticeable gap where no communications appeared to take place.

It is important to keep communications flowing throughout the year, so for the forthcoming ENGAGE campaigns, it is recommended that activities are staggered. For example, during the quieter times of year, the press offices can keep the communications active by releasing updates on the progress of the campaign for example; or the website forums can remain open for citizens to communicate with each other. **See Appendix 3 and Appendix 4 for the detailed timelines of Heidelberg's campaign.**

Good example:

Växjö's *Climate Idols* campaign

- Växjö challenged seven local celebrities to become role models for the Greenest City in Europe by trying out a different sustainable behaviour each month, which was related to energy, food, consumption or transport. They were asked to compete against each other and their employees. As well as being an excellent example of a campaign that had excitement and 'sizzle', this campaign was effective in that it sustained communications over a period of time. By setting a new task each month, this would have kept the media and citizens engaged and interested in the campaign over an extended period of time.

²⁵ Source: Futerra's The Rules of the Game- Effective management. Rule.19



6.1.11 LABEL PEOPLE

*'If someone undertakes a climate-friendly behaviour (whether they intended to or not), you should say "thanks, you're clearly someone who cares about the climate". Next time you want something, say "if you care about the climate you should...". They'll be more likely to pay attention, because they've started wearing a mental badge that says 'I care about the climate'.'*²⁶

People feel encouraged and supported if their actions are rewarded and if they feel valued. The testimonial element of Heidelberg's poster campaign served well at 'labelling' its stakeholders and citizens positively, so Futerra supports the approach to continue this strategy in the forthcoming ENGAGE campaign across Europe.

In addition, the behaviour change tactic of 'labelling people' could be further enhanced by communicating this affirming message through other communications channels:

- Designing the promotional t-shirts with a slogan that expresses the notion of, 'I care about the climate', 'I'm an energy hero'.
- The website can also be updated as more people sign up to the campaign communicating these messages.
- These messages should also be included in every press release that is sent to journalists so that they hopefully translate into press coverage.

²⁶ Source: Futerra's New Rules: New Game – Tactics for change. Rule.22



6.2 PR EVALUATION

6.2.1 KNOWING YOUR AUDIENCE

Your 'audience' simply refers to the people who you are aiming to influence, so in this case the audience was the citizens of Heidelberg. To be able to evaluate the effectiveness of a PR campaign - particularly a behaviour change campaign - audience knowledge pre- and post-campaign is essential.

An understanding is needed of citizens' behaviours and of their perceptions towards the desired behaviour at the beginning of the campaign. This also needs to be assessed at the end of the campaign to see whether these elements have changed as a result of the campaign. Without this knowledge, measuring the outcome of the campaign's impact is not going to be accurate or credible externally. For example, if energy usage in the city happens to reduce during the course of the campaign, it is difficult to tell whether this is a direct result of the campaign's activity or another external influence or factor.

So, when evaluating your campaign, it helps to produce evidence to demonstrate changed perceptions, such as the results of a consumer survey or opinion poll. This is a compelling way of linking a local campaign's effectiveness to the tangible energy savings achieved across the city.

Perceived or assumed audience knowledge is not sufficient when formally measuring the results of a communications campaign because there is no proof of achievement in terms of behaviour change or figures available to back up claims that the campaign had an impact in real terms. The Heidelberg campaign did not conduct any market research or segment the audience groups by perceptions and behaviour, nor was feedback gathered from participants during the campaign, which was a weakness. This meant that the great work done during the campaign could not be reflected as well as it could have been in the evaluation and measurement process as without this necessary information, it was not possible to determine whether actual behaviour change had been achieved.

6.2.2 MARKET RESEARCH

No formal or informal market research was carried out to assess what stage the Heidelberg citizens were at with their energy saving habits or to find out what their views were regarding environmental practices prior to the start of the campaign or afterwards.

To gather audience knowledge for the forthcoming campaign, there are different ways that market research can be conducted:

- *Outsourced* - appointing a professional market research company is highly recommended, if budget is available, as they can target specific audience groups and direct questions to specific social demographics by age, gender and income for example. They will also ensure that as many people as possible are surveyed. These results can be independently verified, so they can be used to generate editorial media coverage as well, which can add another element to the campaign's press coverage by raising awareness.
- *In-house* - another valid and cost-effective approach is to conduct the research yourselves. This can be done by creating a survey and interviewing members of the public in the town centre, by telephoning people or by emailing people survey questions. A tool we recommend is [surveymonkey.com](https://www.surveymonkey.com), a free service which can be used to design your own survey; it provides a link, which directs people to complete their own survey. If emailing people, it is a



good idea to incentivise them to respond by offering something free in return, such as a ride on the Solar Boat, a pack of energy saving light bulbs or an energy consultation.

Poster research

One of the benefits of conducting a survey among your target audiences post-campaign would be to find out what they thought about the design and messaging on the posters. Did it speak to them? What did they like or dislike etc? This feedback would then be incorporated into the design brief for the following campaign. Without gathering some form of feedback, it is difficult to assess what sort of impression the posters have made on citizens and whether they were instrumental to them signing up to the campaign.

Another effective way of organising market research to gather feedback on the posters is to organise independent consumer focus groups. This can be carried out in-house or outsourced.

6.2.3 AUDIENCE SEGMENTATION

Whilst the targeted stakeholder audience group approach worked well, Heidelberg's mainstream citizens were not recruited as strategically. Of all the stakeholders approached to participate in the campaign, half signed up, but of all the citizens approached, only around 20% volunteered to take part²⁷. See the rule: **Target specific groups**²⁸. The discrepancy between the two target groups could also have been due to the City of Heidelberg's existing strong relationships with its stakeholders, which had been nurtured over time prior to the campaign.

For the campaign to have even more impact next time, we would recommend segmenting your consumer audience groups further by tapping into your audience knowledge as mentioned above and dividing citizens within these groups according to their behaviour traits and perceptions. For example, one craftsman might already be environmentally aware and active with solar panels already on his roof, whereas another craftsman might not believe in climate change or think that he can have a personal impact. A very different approach is needed to engage these two types of citizens: the former may be self-motivated enough to sign up to the campaign following reading a newspaper article about it, whereas the latter may need to see a personal benefit or incentive, such as free public transport or winning a prize (see section 5.2.3 to read more about prize incentives that Heidelberg offered citizens).

²⁷ These figures were provided by Heidelberg; the total no. of citizens and stakeholders approached was not provided.

²⁸ Source: Futerra's The Rules of the Game- Audience Principles. Rule.15
http://www.futerra.co.uk/revolution/leading_thinking



6.2.4 MESSAGING

Drawing up key messages at the beginning of a communications campaign is crucial. Key messages are used as a reference point throughout the campaign to ensure that press releases, media interviews, printed materials, website copy etc are all 'on message' and that communications are seamless and all convey the same messaging in line with your strategy.

Although Heidelberg welcomed everyone to participate in the campaign, which was clear in the press releases and the resulting press coverage, no 'official' key message grids were drawn up for the Heidelberg campaign, which was a weak point as it made it hard to measure the campaign's messaging. For the forthcoming campaign, we recommend that you draw up message grids at the planning stage. Please find an example below:

Figure 13. Example of a message grid

	Message example 1	Message example 2
Principle	It's easy to get involved in the ENGAGE campaign and we're encouraging all citizens of (name of city) to sign up.	Citizens of (city name) can help save xxxx tonnes of CO ₂ , by signing up to the ENGAGE campaign.
Call-to-action	Visit our site at www.ENGAGEcityname.com to find out more and get involved.	Visit www.ENGAGEcityname.com to make your own poster testimonial.
Proof points	Over xxx citizens have already signed up to the campaign.	If everyone in (city name) pledged to do (xxx energy saving measure), we would save xxx tonnes of CO ₂ .



6.2.5 EVALUATION

To effectively measure the success of a communications campaign, tangible goals need to be set before the campaign activity starts. These need to be realistic and as specific as possible. The reason for doing this is to create a framework of reference so that targets can be aimed for throughout the course of the campaign and cross-referenced against the final results at the end of the campaign.

Timeline

For a PR campaign to be measurable, a specific timeline needs to be set; it needs to have a beginning and end date. This will also help measure future campaigns, which can then be cross-referenced against past campaigns to see if, for example, there was an increased level of press coverage or **opportunities to see** over a six-month period.

Example: the ice block stunt

Although this concept worked very well and attracted the attention of citizens and press, there are ways that it could have worked even better in terms of measurement.

- **Measuring footfall** - For any event, counting the number of attendees – even to the nearest hundred – is an important measure to determine how many citizens had the ‘Opportunity To See’ the campaign. This is the kind of figure that will look impressive in the final campaign evaluation to prove that the campaign had an impact.
- **Using data capture** - For citizens who participated in the competition and submitted their details on a postcard, using the contact information that you captured would have provided the perfect opportunity to continue communicating with your audiences. This allows direct contact rather than meeting them by chance on the street. In contacting them by email, citizens could have received updates on the campaign’s progress through e-newsletters or virals, or have been asked for feedback on their own progress throughout the campaign. Their details could now be used to invite them to participate in future campaigns.

N.B. When gathering citizens’ details through data capture, it is usually a legal requirement to ask participants for their permission to contact them with information and offers in future by including a tick box on the form.



7. TOP RECOMMENDATIONS

Out of the recommendations we have made throughout the evaluation, we have highlighted the following key recommendations, which we consider particularly important and believe should be top priority for the next ENGAGE campaign.

7.1 MAKE IT MEASURABLE

The top tip for the forthcoming ENGAGE campaigns is to make each aspect of the communications campaign measurable from the start. For example,

- Outline a clear communications strategy and brief up front
- Draw up a set of key messages in advance
- Decide your tangible key performance indicators prior to the start, such as:
 - o No. of website hits you expect to see
 - o No. of press articles desired
- Make a list of specific media targets – i.e. do you want to see the majority of coverage on local radio due to its high listener figures? For newspapers, which ones do you want to see your campaign featured in?

This gives you a framework to measure the success of your campaign against your initial aspirations at the end. You can see whether you exceeded your own expectations in some areas and whether there are areas that need more work. Using this structured methodology helps when evaluating similar campaigns year on year.

7.1.1 CARBON CALCULATOR TOOLS

In behaviour change terms, a very weak part of the Heidelberg campaign was that there was no infrastructure in place to measure participants' individual energy savings. Although the energy consumption of the whole city was being consistently monitored by a carbon calculator, the problem with this was that there was no direct link to prove that consumption levels were changing as a result of the campaign itself.

Measuring participants' energy savings is crucial in the short-term for participants to be able to see how they are progressing to motivate them to continue - and for long-term behaviour change as citizens and stakeholders will need to see what sort of a positive impact they are making. If they cannot see the fruit of their labours, they will lose their enthusiasm and may not stick to their testimonial pledge.

The forthcoming ENGAGE campaign could be far more effective for behaviour change if the cities employ carbon calculators that the participants' individual energy savings data can be entered into. Professionals could supervise how participants enter their data to avoid any mistakes.

It is understood that since this campaign finished, the City of Heidelberg now has a carbon calculator tool that could be used for the forthcoming ENGAGE campaign.



7.1.2 SUSTAINABILITY IMPACT MEASUREMENT TOOL

In the separate Powerpoint presentation, Futerra has used its own evaluation tool to measure the behaviour change impact of Heidelberg's campaign. Currently, as this tool is still new and in development, it is only available for Futerra's use for its clients and is not ready to be used externally. *N.B. However, if any of the ENGAGE cities wishes for Futerra to conduct and evaluation of their campaigns using this tool, this could be carried out as a separate additional project; it is not included in the current ENGAGE project work packages.*

7.1.3 PR IMPACT MEASUREMENT TOOL

To help the ENGAGE cities measure the PR impact of their campaigns independently, a *PR impact measurement tool* has been included in a separate Excel spreadsheet. This template is for the specific purpose of analysing the press coverage generated by the campaign; it includes qualitative and quantitative measurement tools. It is for capturing data throughout the campaign and analysing this at the end of the campaign. Information and figures need to be entered manually (which the cities can then translate into graphs, pie charts and visuals as required²⁹). The aspects of the campaign media coverage that the tool measures are:

- ✓ **Opportunities To See (OTS)** = the number of people the campaign reached
- ✓ **Media type** = the variety of press the campaign was featured in
- ✓ **Campaign activity split** = which communications channels were mentioned in the articles
- ✓ **Message penetration** = this measures the number of key messages (from the campaign's pre-planned 'message grids') that were reflected in the press coverage as well as the tone of each message, i.e. whether the journalist reported about the campaign in a positive, negative or neutral way.
- ✓ **Photography** = the number of photographs of the campaign that were included in the press articles.
- ✓ **Advertising Value Equivalent (AVE)** =

Why: this is a more traditional measurement method, which calculates how much the equivalent value of the PR coverage would have cost had it been paid for in advertising space. This method works best for evaluating the value of the printed press coverage that has been generated by the campaign; it does not work as well for online coverage.

How: To do this, the size of the article needs to be physically measured to see how much space it takes up on the page; the advertising department of the media outlet needs to be contacted to establish how much a page would cost. Then the value of the space that your campaign is worth is calculated.

- ✓ **PR value** = this is the real value of the PR campaign. Mathematically speaking, this is the AVE x 3. So if your coverage was worth £3,000 in advertising, then it would be worth £9,000 in PR value. The reason that PR value is so much higher than advertising value is because campaign messages conveyed through the objective opinion of a journalist is far more powerful to citizens and stakeholders than a paid-for advert, which will be biased.

²⁹ N.B. ENGAGE cities would need to create their own graphs and charts to display these figures visually; this tool does not provide an additional template for this purpose.



7.2 PAINT A VISION

Create a clear project vision from the outset. This will help to create long-term behaviour change impact by demonstrating long-term thinking and inspiring people positively about what potential lies ahead, should they choose to change their behaviour. It is necessary for people to see what their little action can achieve as part of the bigger picture of how many small actions can make a big difference. Otherwise, they may feel daunted. Sell a new vision of a 'low carbon heaven' and open all communications with the promise of heaven. This idea can be summarised in just one sentence describing a desirable and descriptive mental picture of a low carbon future. The idea is to capture people's imaginations and tap into their emotions: give hope, a sense of progress and excitement about tomorrow. Setting the vision will win you the right to hold people's attention long enough to get to and motivate the call for action.

7.3 USE SOCIAL PROOF

Continue to include a large number and wide variety of different citizens and stakeholders in the poster campaign as this element of social proof worked very well. Showing diverse citizens making personal testimonials on the posters and making environmental behaviours socially acceptable is very compelling for other citizens and should inspire them to follow suit simply because others are behaving this way. The desire to want to emulate the behaviour of others may even influence those who are not interested in environmental issues.

7.4 KEEP DIVERSE CHANNELS

As posters are not able to fulfil every objective alone, we recommend that you continue to use a variety of channels and expand these. The events, stunt, information desks and round tables were an excellent way of attracting new people to the campaign. To add to this, we recommend that you enhance or develop these channels:

- **The website:** create a forum space for an online community for stakeholders and citizens to be able to share their experiences, challenges, success stories and local supplier details.
- **Social media:** create a Facebook group, Twitter feed and Linked In group to update target audiences on the progress of the campaign, i.e. the latest no. of people to join the campaign, any results etc. Although public sector workers are often unable to access social media, the majority of your target audiences will, so this is important to consider and an option could be to outsource this to an external communications agency to manage.

7.5 PROVIDE FEEDBACK

Sustain momentum by following up with participants. This will reinforce behaviour, reduce anxiety and increase the belief that every small action makes a difference. If you don't give feedback, thank people and acknowledge the progress made, then how can people be sure they're doing the right thing?



8. APPENDIX

Appendix 1: Table of advice offered by information desks by ice stunt

Information desk - advice offered
Construction in communities, including specific information on energy standards.
Renewable energies, with information about technologies available, the different subsidy programmes to choose from and details of suppliers
Green electricity, with details of local suppliers
Cavity wall insulation, with details of local suppliers
Energy saving advice and solutions from the Chamber of Architects
Energy utilities and PV- systems
Insulation materials, with details of local suppliers and advice on subsidies available
Energy and financial advice for renovating and constructing passive houses, with details of financial support available
Energy advice services available



Appendix 2: Table showing the content of printed information and leaflets

Printed materials	No. of leaflets produced
<p>“Klimasuchtschutz”</p> <p><i>Information about the campaign</i></p>	5,000
<p>“Energiesparlampen” Info 1</p> <p><i>Information about energy saving light bulbs</i></p>	120,000
<p>“Energiesparlampen” Info 2</p> <p><i>Information about energy saving light bulbs</i></p>	7,000
<p>“Besonders sparsame Haushaltsgeräte”</p> <p><i>Information about energy efficient household devices</i></p>	8,000
<p>“Rationelle Energieverwendung”</p> <p><i>Information about how to conserve energy</i></p>	3,000
<p>“Energieeffizientes Bauen und Sanieren”</p> <p><i>Information about energy efficient building and plumbing in Heidelberg</i></p>	7,500
<p>“Climate protection commitment Heidelberg”</p>	500
<p>“Netzwerk Energieberater”</p> <p><i>Details of the network of energy advisors</i></p>	30,000
<p>“Energieberateraktion”</p> <p><i>Details of energy advisor initiatives</i></p>	300
<p>“Heizspiegel Heidelberg”</p> <p><i>Information about solar panels</i></p>	6,000



Appendix 3: Detailed timeline of campaign activity

Date	Description of activity
May 2007	A series of stakeholder round tables were held.
May 2007- November 2008	Press coverage appeared regularly over a period of months
10 th May 2007	Public photo shoots for campaign posters were used to raise awareness
22 nd May 2007	Ice block launch press release
25 th May - 15 th June 2007	An ice block was constructed in town centre for over a three week period
13 th June 2007	Free rides on the Solar Boat for schools.
17 th June 2007	Car Free Day
17 th June - 7 th August 2007	Poster exhibition in public buildings, banks and adult education centre
12 th July 2007	Announcement of winner of ice block bet and prize giving
22 nd September 2007	Energy Day
14 th November 2007	Passive house seminar
15 th June 2008	Car Free Sunday
8-13 th September 2008	Energy Week
November 2008	Seminar for craftsmen



Activities	2007	May	June	July	August	September	October	November	December	2008	January	February	March	April	May	June	July
Round Tables																	
Press Articles																	
Poster Campaign Launch																	
Ice Block Launch																	
Ice Block Stunt																	
Solar Boat																	
Car Free Day																	
Poster Exhibition																	
Ice Block Bet Winner Announced																	
Energy Day																	
Passive House Seminar																	
Car Free Day																	
Energy Week																	
Seminar for Craftsmen																	

Appendix 4: Gantt chart of Heidelberg PR campaign timeline



Appendix 5: Promotional items

Number	Promotional item
500	Heidelberg "Klimasuchtschutz" branded drinking bottles
300	Heidelberg "Klimasuchtschutz" branded USB sticks
4,200	Heidelberg "Klimasuchtschutz" branded thermometers
850	Heidelberg "Klimasuchtschutz" branded T-shirts
500	Heidelberg "Klimasuchtschutz" branded balloons
1,000	Heidelberg "Klimasuchtschutz" branded sweets
300	Heidelberg "Klimasuchtschutz" branded thermal packs



Appendix 6: Schedule of press releases issued by Heidelberg

Date	News story
22 nd May 2007	"Klima sucht Schutz in Heidelberg!" - Heidelberg "Klimasuchtschutz" campaign launch and ice stunt competition launch
8 th June 2007	"Eisblockwette bleibt spannend" - Ice block competition progress and prizes to be won
12 th June 2007	"Presseeinladung: Klimaschutz-Kampagne: Auflösung der Eisblockwette" – <i>Invitation to press to attend the unveiling of the ice block stunt</i>
15 th June 2007	"Heidelberger Eisblockwette ist aufgelöst: 213 Liter Eis sind geschmolzen" - <i>Announcement of result of ice competition</i>
27 th June 2007	"Heidelberg Klimaschützer jetzt im Internet" - <i>Announcement of the posters going live on the website</i>
10 th July 2007	"Eisblockwette: Preisübergabe an 'Wettkönige'" - <i>Invitation to press to attend the prize-giving ceremony of ice stunt winner</i>
15 th August 2007	"Foto-Austellung: 400 Gesichter für den Klimaschutz" - <i>Announcement of poster exhibition</i>
18 th September 2007	"Klimaschutz als Erlebnis beim 'Energietag Baden-Württemberg'" - <i>Announcement of Energy Day</i>
13 th May 2008	"400 Gesichter für den Klimaschutz – Ausstellung in der Heidelberger Volkshochschule" <i>Announcement of poster exhibition launch at the local school and press invitation</i>
11 th August 2008	"Heidelberger Woche der Energie im September" - <i>Announcement of Energy Week</i>
3 rd September 2008	"Heute schon das Klima geschützt? Heidelberger Woche der Energie" informiert über Energiesparen und Klimaschutz / 8. bis 13. September / Schwerpunkt: Energetisches Sanieren" <i>Announcement of Heidelberg Energy Week</i>



Heidelberg, 22. Mai 2007

Klima sucht Schutz in Heidelberg!

Stadt startet Klimaschutzkampagne am 25. Mai – Eisblockwette auf dem Bismarckplatz

„Klima sucht Schutz in Heidelberg“ ist der Slogan einer stadtweiten Kampagne, mit der die Stadt Heidelberg ab 25. Mai alle Bürgerinnen und Bürger aufruft, sich aktiv am Klimaschutz zu beteiligen. Ziel ist es, den Ausstoß von CO₂ in Heidelberg bis zum Jahr 2015 um 20 Prozent zu verringern. Oberbürgermeister Dr. Eckart Würzner: „Wir wollen die Heidelbergerinnen und Heidelberger motivieren, durch viele kleine Verhaltensänderungen im Alltag Einfluss auf die drohenden Klimaveränderungen zu nehmen.“

Die Kampagne startet am Freitag, 25. Mai, um 13 Uhr mit der Eisblockwette auf dem Bismarckplatz. Dort wird ein Kubikmeter Eis in ein nach Passivhaus-Standard gedämmtes Holzhaus auf dem Bismarckplatz eingeschlossen. Oberbürgermeister Dr. Eckart Würzner wird die Eisblockwette um 13 Uhr symbolisch „anschieben“. Drei Wochen lang dürfen sich die Heidelberger dann den Kopf zerbrechen, wie viel Eis beim Öffnen des Hauses am 15. Juni noch übrig ist. Wer richtig schätzt, hat Chancen, als „Wettkönig“ eine Reise mit dem schweizerischen Glacier-Express zu gewinnen. Rund um das Aktionshaus gibt es in der Zeit der Eisblockwette zahlreiche Infostände von Handwerk, Umweltschutzverbänden, KliBA und Umweltamt.

Für aktiven Klimaschutz werben ab 25. Mai auch eine Reihe von Heidelberger „Köpfen“, die als „Heidelberger Klimaschützer“ auf Plakaten, in Zeitungen und im Internet mit einem kurzen Statement ihren persönlichen Beitrag zum Klimaschutz erläutern. Wer als Heidelberger Klimaschützer ebenfalls von einem Plakat lachen will, ist bei den Foto-Shootings am Bismarckplatz eingeladen, sich mit seinem persönlichen Klimaschutzbeitrag zu „outen“.

Anlass für die Heidelberger Kampagne ist die alarmierende Entwicklung des CO₂-Ausstoßes in den vergangenen Jahren. Obwohl sich Heidelberg seit 1992 bundesweit mit beispielhaften Maßnahmen für den Klimaschutz eine Vorreiterrolle erobert hat, stieg der Kohlendioxid-Ausstoß um sechs Prozent. OB Würzner: „Das zeigt, dass wir unsere Klimaschutzaktivitäten auf eine breitere Basis stellen und deutlich mehr Partner gewinnen müssen.“ Die sucht die Stadt jetzt nicht nur im Kreis von Industrie, Handwerk, Universität und anderen großen Einrichtungen, sondern auch in der Heidelberger Bürgerschaft. Denn Klima schützen geht ganz einfach – mit der Einkaufsfahrt auf dem Rad, dem Kauf heimischer Äpfel oder dem Stromspar-Check im eigenen Haus. Ziel der Kampagne soll es sein, den Heidelbergern zu zeigen, dass Klimaschutz nichts mit Einschränkung oder Verlust an Lebensqualität zu tun haben muss.

Informationen zum Klimaschutz und zur Kampagne gibt es ab 25. Mai im Internet unter <http://klimasuchtschutz.heidelberg.de>



Heidelberg, 12. Juni 2007

Presseeinladung:

Klimaschutz-Kampagne: Auflösung der Eisblockwette

Der Countdown läuft: Seit dem 25. Mai ist ein Kubikmeter Eis auf dem Bismarckplatz in ein nach Passivhaus-Standard gedämmtes Holzhaus eingeschlossen. Wie viel Prozent des ungekühlten Eisblocks, der drei Wochen lang sommerlichen Temperaturen ausgesetzt war, sind noch übrig? Mit der

Öffnung des Aktionshauses

am Freitag, 15. Juni, um 14 Uhr

auf dem Bismarckplatz

löst sich das Geheimnis um die Eisblockwette, die die Stadt Heidelberg im Rahmen der Klimaschutz-Kampagne „Klima sucht Schutz in Heidelberg“ veranstaltet. Dr. Hans-Wolf Zirkwitz, Leiter des Amtes für Umweltschutz, Gewerbeaufsicht und Energie, öffnet das Haus gemeinsam mit den Kooperationspartnern.

Anhand des Schmelzwassers lässt sich berechnen, wie viel Eis übrig geblieben ist. Nach der Messung werden die Gewinner ausgelost: Bis zum 14. Juni besteht noch die Möglichkeit zu schätzen, wie viel Eis sich ungekühlt bei sommerlichen Temperaturen hält. Mit dem richtigen Tipp auf der Wettkarte und etwas Glück winken tolle Preise: eine Reise mit dem schweizerischen Glacier-Express, ein Baustoff-Gutschein im Wert von 500 Euro, zwei Energieausweise für Gebäude im Wert von je 300 Euro, Energieberatungen durch die Architektenkammer Heidelberg, Freikarten für das Solarschiff und die Bergbahn und vieles mehr.

Rund um die Veranstaltung gibt es Aktionen und Informationen zum Thema Klimaschutz: Am Solar-Eismobil des BUND wird Speiseeis verteilt und das Umweltamt stellt von 14 bis 16 Uhr das Energieförderprogramm der Stadt Heidelberg vor. Von 12 bis 16 Uhr sind Interessierte eingeladen, sich an der Aktion „Gesicht zeigen für den Klimaschutz“ zu beteiligen: Über Hundert Menschen haben sich bereits fotografieren lassen und ihren persönlichen Beitrag zum Klimaschutz genannt. Die „Heidelberger Klimaschützer“ erscheinen auf Plakaten, in Zeitungen, im Internet und bei einer Ausstellung am 17. Juni von 13 bis 17 Uhr an der Neckarwiese im Rahmen der Veranstaltung „Lebendiger Neckar“.

Die Eisblockwette wird veranstaltet von der Stadt Heidelberg, der Klimaschutz- und Energie-Beratungsagentur Heidelberg-Nachbargemeinden (KliBA) und den Firmen Näher Baustoffe und Isover. Oberbürgermeister Dr. Eckart Würzner gab mit der Wette den Startschuss für die stadtweite Kampagne „Klima sucht Schutz in Heidelberg“, mit der die Stadt alle Bürgerinnen und Bürger aufruft, sich aktiv am Klimaschutz zu beteiligen. Ziel ist es, den Ausstoß von CO₂ in Heidelberg bis zum Jahr 2015 um 20 Prozent zu verringern.

Nähere Informationen zur Eisblockwette und zur Klimaschutz-Kampagne gibt es im Internet unter <http://klimasuchtschutz.heidelberg.de>.

Wichtiger Hinweis an die Redaktionen:

Bitte verstehen Sie den obigen Presstext zugleich als **Einladung**, die

Auflösung der Eisblockwette

am Freitag, 15. Juni, 14 Uhr

auf dem Heidelberger Bismarckplatz

zu begleiten und darüber in Wort und Bild zu berichten. Wir freuen uns auf Ihr Kommen!

