



## About the project

**EMPOWER is about rewarding change.** We are researching how positive incentives can encourage citizens to reconsider their travel choices and reduce the extent to which they travel using conventionally fuelled vehicles (CFV's).

Rewarding change means rewarding a shift to travelling in off-peak hours, car sharing, and schemes to help people avoid travelling altogether. Our approach is 'human based' including a mix of social science experiments and 'Living Labs'. This involves micro-level studies with members of the public who will be offered new, technology based mobility solutions with a range of incentives.

A series of ambitious large-scale longer term, real-life implementations across Europe will follow.

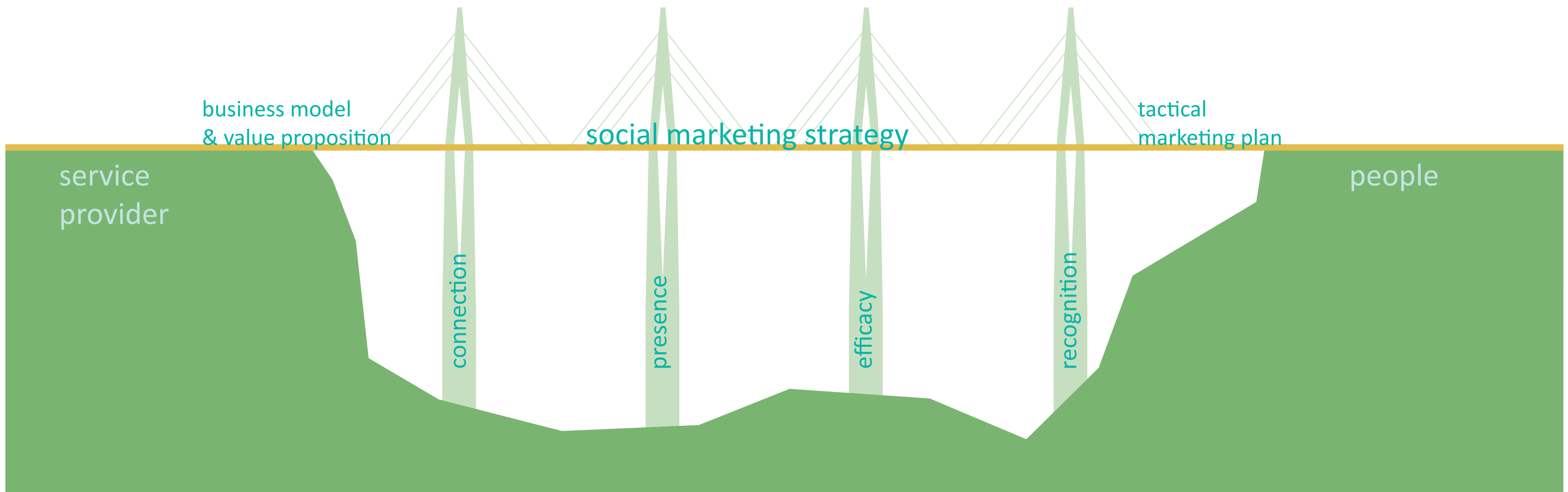
The EMPOWER project unites Lead-cities, corporations, app developers and research institutes. For reasons of clarity and generalization, we will refer here to the different parties that are united for a social behaviour change cause, as the "service provider".

## Business model and value proposition development

The EMPOWER project has been inspired by Osterwalder's Business Model Canvas (2010) in order to conduct a business modelling exercise for the Lead-cities.

| Building Blocks           |                                     | Example questions                                                                                                        |
|---------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Product                   | Value Proposition                   | E.g. what customer challenges is the EMPOWER solution helping to solve?                                                  |
|                           | Target Customers                    | E.g. Which user segments can be defined for the service in the Lead-city?                                                |
| User interface            | Distribution Channel                | E.g. Through which channels should the service be delivered to users?                                                    |
|                           | Relationship                        | E.g. Are there any existing CRM channels that could be utilised or improved?                                             |
| Infrastructure management | Core Processes, i.e. key activities | E.g. What Key Activities does the EMPOWER Solution require in the Lead-city?                                             |
|                           | Key Resources and Components        | E.g. What Key Resources does the EMPOWER Solution require in the Lead-city?                                              |
|                           | Value Network, i.e. key partners    | E.g. What Key Partners does the EMPOWER Solution require in the Lead-city?                                               |
| Financial aspects         | Cost Structure                      | E.g. What are the most inherent costs for the EMPOWER Solution require in the Lead-city?                                 |
|                           | Revenue Model                       | E.g. Who should pay? And for what?                                                                                       |
|                           | Profit                              | E.g. What is regarded as monetary, social and environmental profit when operating the EMPOWER Solution in the Lead-city? |

The business modelling approach in EMPOWER



Bridging the gap between service providers and people

## Tactical marketing plan

Consequently, tactical marketing plans are made to connect the strategy with actual marketing operation. A useful approach to creating such a plan, is by breaking the marketing process down in a few comprehensible steps. In EMPOWER we have focused on the steps pre-launch, awareness, interest, action, and growth.

| Step | Activity   | Activity description | Target group | Channel    | Message content | Expected reach | Expected cost | Expected time | Expected impact |
|------|------------|----------------------|--------------|------------|-----------------|----------------|---------------|---------------|-----------------|
| 1    | Pre-launch | Pre-launch           | Pre-launch   | Pre-launch | Pre-launch      | Pre-launch     | Pre-launch    | Pre-launch    | Pre-launch      |
| 2    | Awareness  | Awareness            | Awareness    | Awareness  | Awareness       | Awareness      | Awareness     | Awareness     | Awareness       |
| 3    | Interest   | Interest             | Interest     | Interest   | Interest        | Interest       | Interest      | Interest      | Interest        |
| 4    | Action     | Action               | Action       | Action     | Action          | Action         | Action        | Action        | Action          |
| 5    | Growth     | Growth               | Growth       | Growth     | Growth          | Growth         | Growth        | Growth        | Growth          |

|                    |                  |                  |                     |          |
|--------------------|------------------|------------------|---------------------|----------|
| Pre-launch         | Awareness        | Interest         | Action              | Growth   |
| Online             | Offline          | High cost        | Medium cost         | Low cost |
| *** CONNECTION *** | *** PRESENCE *** | *** EFFICACY *** | *** RECOGNITION *** |          |

impression of a tactical marketing plan

## Findings and recommendations so far

- Going from a business model and value proposition, to a social marketing strategy, to a tactical marketing plan, means working meticulously from an abstract concept, to very concrete and comprehensible marketing steps. Put simply, this approach bridges the gap between the goal of a service provider and the people that are to be reached, by addressing the "what" and then the "how". This ensures that an initiative is actually embedded in practice.
- A strategic approach to attracting participants, means time and resources are not wasted. For instance when dealing with publicity agencies or when marketing activities can be copied for other (related) initiatives such as other Lead-cities.
- Given the phase the project is currently in (pre-launch), actual figures on participant acquisition are not yet available.

|                                                                        | Connection                                                                                                                                                                        | Presence                                                                                                                                                                   | Efficacy                                                                                                                                                                                                                               | Recognition                                                                                                                                                                                                 |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pre-launch phase</b><br>Preparation (phase project is currently in) | Research the most important values in the target group and use this to develop an appropriate offer upon which the marketing is based.                                            | Tap into already ongoing initiatives. Create alliances with organizations that already have an established relationship with the target group.                             | Arrange for pre-sign up to attract "early adopters". (A "signing-up" is good for community feel and gathering relevant data!) Remove all perceived barriers for actually participating post-launch.                                    | Develop a campaign that ignites an interest in the service and a "need to participate" (use a peer ambassador, for instance). Use logos and visuals that you use throughout the campaign.                   |
| <b>Awareness phase</b><br>Get attention; broad reach                   | People have to relate the value proposition to their own context: how would changing my behaviour impact my daily life? Ask the question (eg online) or share examples of others. | Now check for relevant events, for instance the municipality's event calendar for a festival at which you can be present for promoting the cause.                          | Make explicit the step you want the reader (or listener, or...) to take: "sign up here, go here for more information", etc. And make explicit what will be expected ("take the bicycle ones a week") and of course what can be gained. | Diversify in the use of channels; online and offline. Do use the same logo and slogan, but vary in length and depth of the message.                                                                         |
| <b>Interest phase</b><br>Marketing effort is more targeted             | Focus on more specific values. For example focus on health in leaflets at gyms, focus on clean urban environment in community Facebook).                                          | Being present at relevant (life) events: for instance in info brochure for new inhabitants (through municipality), or take part in the health program of a large employer. | Make sign-up or participating easy, for instance, if an app is used, also through the app itself. Be clear on rules of the game.                                                                                                       | Use peers with comparable routines and habits, to show how new behaviour is incorporated in their lives. And now more in-depth stories can be used in media, on what the goals are and for who it is meant. |
| <b>Action phase</b><br>Promote actual behaviour change                 | Ask participants what outcome they prefer and energise them based on that ("this week you can save / have saved...")                                                              | Now personal messages can be sent (what are your goals for this week?). Make sure to keep in touch on a regular basis.                                                     | Give feedback on performance and of course congratulations if results are achieved.                                                                                                                                                    | Besides the personal messages, it is still stimulating to be part of a larger initiative. For instance, give an update on number of participants or first results in different media.                       |
| <b>Growth phase</b><br>Longer-term engagement and social spread        | People like to share: results, or actions. And humor or emotion may work well for viral (online) messages.                                                                        | The current participants are present at the places where likely new participants are. Support them to make others enthusiastic, e.g. with visual material.                 | Referral program: "earn extra points for signing up a friend".                                                                                                                                                                         | Create ambassadors and ask them to share their story, for instance testimonials or stories to use in new recruitment activities.                                                                            |