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 vehicels (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".

Challenge & method

In social change programs, people are often asked to change behaviour that is rooted in daily patterns and habits. The desired behaviour change should thus be brought as an appealing value proposition. Further, people have to actually be reached and motivated to adapt and maintain new behaviour over the longer term. However, often the initiating service provider(s) does not necessarily have a close relationship with the intended target group. Moreover, expertise on customer acquisition often does not reside with the parties that initiate programs for social change. Here we have explained the steps we have taken in EMPOWER to deal with these challenges and bridge the gap between the service provider and the intended target population.

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.

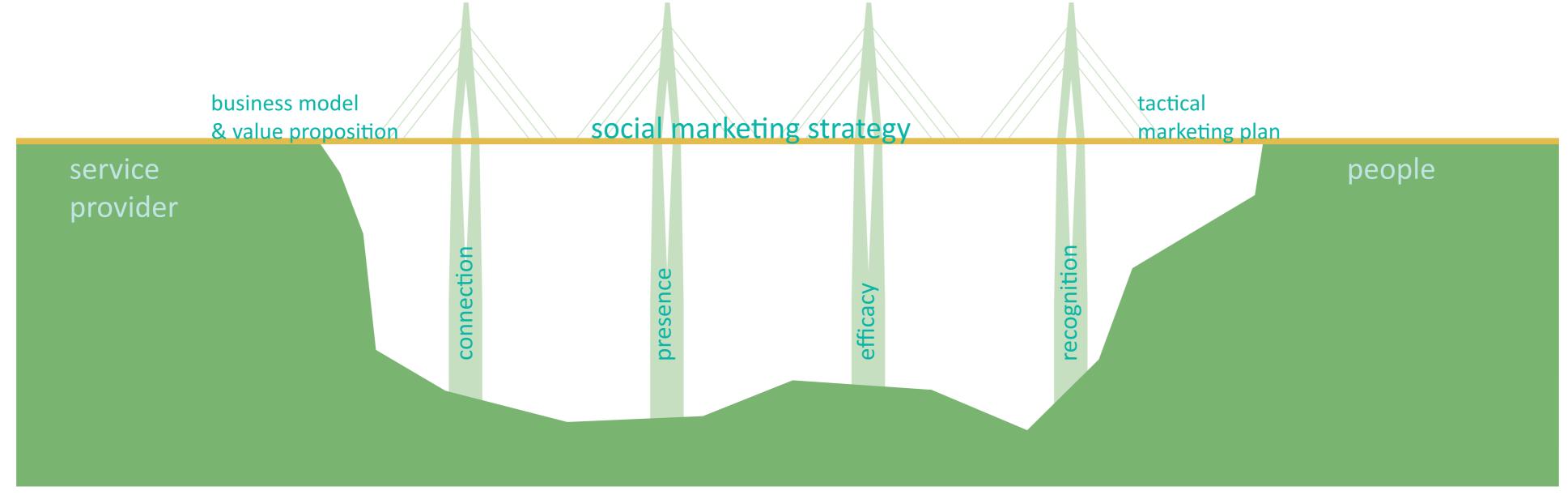
Building Blocks		Example questions	
Product	Value Proposition	E.g. what customer challenges is the EMPOWER solution helping to solve?	
User interface	Target Customers	E.g. Which user segments can be defined for the service in the Lead-city?	
	Distribution Channel	E.g. Through which channels should the 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 amd 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

Social marketing strategy

Next, fundamental (social) marketing theory has been applied alongside the latest insights in digital marketing. This has led to a social marketing strategy that supports making decisions on how to proceed in practice with the marketing effort. The strategy encompasses four pillars:

- **Connection.** This means resonating with what the intended target group values in life and in relation to the desired behaviour. If people value the health benefits of cycling more than reducing air pollution, then health is a surer guess in the marketing strategy, shaping activities such as communication and prioritising activities.
- **Presence** is being there, either physically or digitally, at relevant occurrences in the lives of people. For instance, when an employer moves location; or dropping leaflets at the local gym (the latter example is related to "health" values mentioned above).
- **Efficacy** is about simplicity and defining easily executable actions; the target population has to feel no barrier to conduct the desired behaviour. For instance "download the app" or "take the bicycle once this week" is a lot easier than asking people to completely abandon their car.
- Recognition: a recurring message and recognisable features (role models or trusted peer ambassadors, for example) help to plant the idea in people's head and create interest as it becomes more familiar. Also, participants have to be motivated to maintain new behaviour, for it to become habitual.



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.





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
Pre-launch phase 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.
Awareness phase 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 calender 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.
Interest phase 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.
Action phase 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 tips on how to improve 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.
Growth phase 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 tbeir story, for instance testimonials or sto- ries to use in new recruitment activities.















f /EmpowerH2020



