



CiViTAS
Cleaner and better transport in cities

VANGUARD
.....

**Proceedings and evaluation
Training
Communicating with the
Citizen
LEUVEN, 8-9 February 2010**

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THE CIVITAS INITIATIVE
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Executive Summary

This report gives an overview of the second CIVITAS VANGUARD Training on 8 and 9 February 2010 in Leuven, organised in cooperation with CIVITAS MIMOSA. All PowerPoint presentations, as well as this report, can be downloaded from the [CIVITAS website](http://www.civitas.eu)¹.

Proceedings

Ivo Cré (POLIS) delivered a short introduction to the training, explaining that it is part of the CIVITAS VANGUARD Training programme. It is based upon a concrete need, expressed by different target groups, and fits with conclusions of the previous training event in Ghent, November 2009.

Amy Johnson discussed the importance of launching a communications effort based on a solid and well-planned foundation. Sustainable transport communications have to compete with any other product, service or issue that is competing for consumer “mind space.” She also discussed the explosion in recent years in the concept of sustainability, particularly as a news topic. Next, she reviewed the six common steps to planning, from defining your objectives to evaluating success and sharing information. Communication objectives are not the same as overall programme objectives. The acronym “**SMART**” is a convenient way to remind you of criteria to consider when developing communications objectives. **S**: Are your plans Specific? **M**: Measurable? **A**: Attainable? **R**: Realistic? **T**: Timely (are your plans connected to an achievable implementation timetable?)

Amy Johnson also explained the need for target group definition. An overall “general public” does not exist. We need to define precisely which part of the general public we want to reach, and why we want to reach this segment. This gives us the ability to define which media they read, listen to or watch. Knowing this, we can determine how the desired segment can be influenced. Your message or event content also needs to be adapted to the participants. Changing behaviour is a long-term seven-step process: awareness of the problem, accepting responsibility, perception and evaluation of options, making a choice, experimental behaviour and finally habitual behaviour. Communicators must identify where in the process the target group is before starting a campaign.

Gustav Friis (City of Aalborg) focused on the value in gathering stakeholders to discuss a specific measure and how to select the audience. Creativity and engagement were the goals as Aalborg invited selected stakeholders to have a say in the development of a new cycling route from the City Centre to the University. The participants represented a broad range of groups engaged in bicycle matters; from the students that bike to the university on a daily basis to the traffic police. The engaging discussions during the workshop resulted in the development of several new ideas and valuable input to the improvement of existing ideas for the cycle motorway.

Amy Johnson presented a set of guidelines to develop a convincing message. Your message must be appealing and should be repeated over and over again. Keep the message clear

¹ <http://www.civitas.eu/downloadcenter.phtml?lan=en>

and compact and when communicating with the citizen, avoid using abstract words such as “sustainable”, “urban”, and “mobility.” Collect proof points: facts and figures to substantiate your message. Do research on existing opinions. Examples are needed to support messages, and there are cities with good facts and figures. If your objectives are measurable, evaluation should be possible.

John Porter (Interactions Ltd.) started by giving an example he encountered in the Tapestry project, focusing on bus vandalism in Dublin. All brands have a personality. This is why they have to be kept up to date, as they also project certain values, for certain audiences. Brand strength is based around powerful and emotional symbolism and so a brand should try to fit into the lifestyle of the audience.

As a concrete example, Lucia Cristea (Fit Consulting) presented the activities of CIVITAS RENAISSANCE city Perugia, Italy, in branding their mobility services. The branding activities in Perugia start with linking all the many mobility elements to create a brand to make people aware of public transport options in the city. The measures have been categorised into “EASY” – “SAFE” – “CLEAN”, and this has become the basics of the brand. The next step was to bring together all the various actors in the sector operating in the city to create a single access ticket for all services from bus to regional train. Research has been essential and the experience of Perugia leads to the conclusion that collaborating with a specialist is a very sensible investment. Professional branding is expensive, but it can help you be more efficient.

The second training day was chaired by Colombe Warin (Mostra). She explained the purpose, benefits and risks of giveaways and provided practical hints for selecting appropriate gadgets. Giveaways are a way to brand a project and make people remember your initiative. Many examples can be given from CIVITAS. A giveaway can also be used as an incentive, e.g. to complete an evaluation form. When selecting a giveaway, it is important to carefully consider who your target groups are (age, culture...).

Sarah Martens (Mobiel 21) presented an example of a very successful case of branding, namely the yearly anti-drinking and driving campaign Bob of the Belgian Road Safety Institute (BIVV-IBSR). Its main gadget, the BOB key ring, is a huge success. In 1996, the Bob key ring was introduced to be distributed during police controls as a reward for responsible drivers.

Greg Spencer (REC Hungary) presented the initiative in Donostia – San Sebastian where 170 bicycles were given away through a scratch-and-win lottery with the aim to encourage shopping by bike.

Amy Johnson began the discussion on successful event organisation by reviewing three strategic considerations to event planning: 1) Who do you want to reach? 2) What do you want to achieve? 3) What is the most effective channel to communicate? Advanced planning and organisation is critical to event success, as is identifying clear content and messages. For any event, organisers should be able to name three precise things they want participants to learn/remember. Creating an attractive “theme” for an event is also essential, and organisers should keep their target audience in mind when developing the name for their event. Different types of promotion ideas and types of events were presented.

Lidija Pavic-Rogosic (ODRAZ-Sustainable Community Development) presented the CIVITAS ELAN Info-point in Zagreb, a refurbished and redecorated tram vehicle located in the middle of the ELAN demonstration corridor. Its purpose is giving visibility to, providing information on and getting feedback on the ELAN project. It has proved to be a very good outreach tool.

Greg Spencer (REC Hungary) and Kostas Mastakas (Mostra) explained that the media are a commercial operation, not a charity. The target of a journalist is selling a newspaper and/or reaching as large an audience as possible. Dissemination managers in cities have to address the local media with stories with big local impact and with some drama. Reporters collect news both actively (contacts, seek news, hearings, other media...) and passively (press releases, press conferences, e-mail). Press releases should show the personal benefits of measures, should be credible and without professional jargon. You should create a hook for your story (link to other popular themes) and you should ask yourself how your story is timely. Measures take a long time, so you need to stress why it is newsworthy now. Greg Spencer presented a checklist of aspects of a successful and of an unsuccessful news story. He advised to establish personalised relations within the media: call them, meet them, e-mail them, so the story that you send has a face for the journalist. A press kit consists of all essential material on your news, your measure, your project; some visual stuff is needed. This can be costly.

Patty Delanghe (Ghent City Council) presented a specific measure in Ghent: security enforcement in Public Transport (drivers and passengers). Actions included the installation of cameras, security and a “3 days – 3 steps” interactive project for youngsters between 14 and 16 years old. With its media strategy, the municipality tried to put the whole CIVITAS project in the picture. It combined a weak media story (CIVITAS ELAN consortium meeting) with a strong one (refurbishment of a bus for interactive school project).

Caroline Maerten (Mostra) explained the definition and the characteristics of Social Media. Social Media encompasses all the online platforms where internet users can create, publish and share original content. Social Media fulfil a fundamental human need: to connect with each other, with “people like me”. Fast evolving technologies combined with increasing amounts of connected people make this phenomenon very powerful. The popularity of each platform varies from country to country. Institutions should leverage this phenomenon and integrate those platforms to their communication strategy. This presentation outlined the strategic approach they should be following while showing multiple illustrations of existing sustainable transport projects developed by cities and spread via Social Media platforms. Most of the examples however are examples from citizens. Cities are still far behind to exploit the potential of social media. They should join forces with citizens to develop it and open up their data to the citizens.

After a presentation of the European Mobility Week initiative (Peter Staelens, Eurocities), the participants were divided into four groups. Their task was to create a viable news angle for a given measure linked to the European Mobility Week 2010.

Planning and evaluation

The promotion for this second CIVITAS VANGUARD Training was primarily done via the CIVITAS-website (www.CIVITAS.eu) and the internal CIVITAS Plus newsletter. Participants could register on the CIVITAS-website via a registration tool, which was available three months before the training. Registration was closed 1.5 week before the training.

Competences (e.g. background) and expectations of participants towards the training were scanned before the training and summarised for the speakers and moderator.

11 out of 25 CIVITAS Plus demonstration cities were represented on this training. Also 4 CIVITAS non-demo cities were present (out of 110). 5 secondary sellers and 3 non-CIVITAS cities attended.

Every participant had an evaluation form in his or her resource pack, the results of which were compared to the results of the pre-training quick scan. The overall evaluation of this training was positive. There were of course some lessons learned for the VANGUARD consortium:

- Have enough practical examples, and perhaps pay attention to how to solve difficult situations.
- Learning by doing is appreciated.

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1. Introduction

This report gives an overview of the second CIVITAS VANGUARD Training on 8 and 9 February 2010 in Leuven, organised in cooperation with CIVITAS MIMOSA. The training was dedicated to the subject of communicating with the citizen, in order to support CIVITAS Plus cities. The training provided relevant theoretical background and good practice examples. A practical exercise and plenty of opportunity for questions and discussion gave the participants the necessary support for local actions.

In the following chapter, we include the proceedings of the training sessions. The last chapter contains a practical description and an evaluation of the training.

2. Proceedings

2.1 Day 1

2.1.1 Programme

Moderator: Amy Johnson

12h00	Informal Lunch Arrivals and Registration
13h00	Opening Session
13h20	COMMUNICATIONS OVERVIEW The Essentials Communicating about Sustainability Defining a Communications Plan: Objectives, Audience, Messages, Tools, Evaluation
13h45	DEFINING YOUR TARGET AUDIENCE Audience Prioritisation and Mapping
14h15	🎤 Spotlight on CIVITAS: Target Audiences – Aalborg, DK (ARCHIMEDES)
14h40	COFFEE BREAK
15h00	MESSAGE DEVELOPMENT Balancing what you want to say with what your audience wants to hear
15h35	BRANDING Analysing, creating and defining brands
16h20	🎤 Spotlight on CIVITAS: Branding – Perugia, IT (RENAISSANCE)
16h40	Closing remarks

17h00 Museum Tour

18h00 DAY ONE CONCLUDES

19h30 Dinner

All PowerPoint presentations can be downloaded from the [Civitas website](#)². Photographs of the event can be viewed on the website as well. In the annex of this report, a short bio of each presenter is included.

2.1.2 Opening Session

Ivo Cré – Polis, Belgium; and Kostas Mastakas – Mostra, Belgium

Ivo Cré delivered a short introduction to the training, explaining that it is part of the CIVITAS VANGUARD Training programme. It is based upon a concrete need, expressed by different target groups, and fits with conclusions of the previous training event in Ghent, November 2009.

2.1.3 Communications Overview

Amy Johnson

Amy Johnson discussed the importance of launching a communications effort based on a solid and well-planned foundation. After defining consumer communication (the positioning and promotion of a product, service or issue to a potential customer or citizen), participants were reminded that their “competition” is not necessarily private transportation – it is any other product, service or issue that is competing for consumer “mind space.” She also discussed the explosion in recent years in the concept of sustainability, particularly as a news topic. Participants spent five minutes reviewing a large collection of newspapers and magazines and were challenged to find one that did *not* include a single mention of environmental concerns/ sustainable energy/ and/or urban mobility. No one succeeded.

Next, she reviewed the six common steps to planning which are summarised as follows: 1) Define your objectives. 2) Determine your audience. 3) Create your messages. 4) Select your tools and channels. 5) Plan and activate your programme. 6) Evaluate success and share information.

Specifying communications objectives is not always obvious and usually not easy, and communication objectives are not the same as overall programme objectives. The acronym “**SMART**” is a convenient way to remind you of criteria to consider when developing communications objectives. **S**: Are your plans Specific? **M**: Measurable? **A**: Attainable? **R**: Realistic? **T**: Timely (are your plans connected to an achievable implementation timetable?)

2.1.4 Defining your target audience

Amy Johnson

² <http://www.civitas.eu/downloadcenter.phtml?lan=en>

Amy Johnson explained the need for target group definition. As for mobility measures, also the communication needs to be targeted at specific societal groups. An overall “general public” does not exist. We need to define precisely which part of the general public we want to reach, and why we want to reach this segment. This gives us the ability to define which media they read, listen to or watch. Knowing this, we can determine how the desired segment can be influenced. Will our news interest them, and what kind of announcements will they find newsworthy?

Amy introduced an exercise on this topic. Two event descriptions were shared, and the audience defined who would be attracted to attend each event. The goal of the discussion was to remind participants of the importance of specifically adapting messages and event content to the participants. Attitudes, levels of understanding, backgrounds and approaches to communications and business will differ.

Changing behaviour is not a one-step, nor a quick, process. Communicators must identify where in the process the target group is before starting a campaign. The seven-step process begins with an individual’s Awareness of the problem... then moves to Accepting responsibility... then Perception and Evaluation of options... Making a choice... Experimental behaviour... and finally Habitual behaviour.

In conclusion participants conducted an exercise where they defined target audiences relevant to their city’s project, and then mapped each priority audience based on their influence/power, and whether they were positively or negatively predisposed to sustainable urban mobility. The creation of this map was designed to help participants understand which of their target audiences demands top attention.

2.1.5 Spotlight on CIVITAS: Target Audiences – Aalborg, DK (ARCHIMEDES)

Gustav Friis – City of Aalborg, Denmark

The Commuter Cycle Route in Aalborg.

On the 28th of September 2009, local stakeholders were invited to a workshop on the planning of a new cycling route from the City Centre of Aalborg to the University. Gustav Friis’ presentation focused on the value in gathering stakeholders to discuss a specific measure and how to select the audience.

Creativity and engagement were the goals as Aalborg invited selected stakeholders to have a say in choosing which initiatives would be developed for the cycle motorway. The purpose of the workshop was to develop new ideas for the stretch and to get the input of bicycle users on existing ideas for the stretch. The participants represented a broad range of groups engaged in bicycle matters; from the students that bike to the university on a daily basis to the traffic police. The ideas were tested because of the variety of the participants. The engaging discussions during the workshop resulted in the development of several new ideas for the cycle motorway. In addition, the participants had valuable inputs to the improvement of some of the initiatives already discussed for the cycle motorway. The available toolkits were used, and it was tried also to address non-cyclists in the debate.

Discussion/Questions

- *How have neighbourhoods been involved?*

Most of the neighbourhoods have good organized representative community groups, who even have their own websites etc. They were easy to track.

- Bologna (a MIMOSA partner) has successfully implemented branding techniques, thanks to the experience of John Porter. The objective is to shape the mentality of citizens and stakeholders, and gather them around a common public approach of local transport.

2.1.6 Message development

Amy Johnson

Balancing what you want to say with what your audience wants to hear.

Amy Johnson presented a set of guidelines to develop a convincing message. The first is to repeat your message continuously. The consumer is exposed to an immense amount messages every day (± 1600), but they remember very little of these (± 80), and take action on even less (± 12). Your message must be appealing and break out of the clutter. There is no limit to how often you can repeat your message. Keep going until your citizens are habitual users of your service. The content of your message can change, depending on the progress that is being made.

Keep the message clear and compact and when communicating with the citizen, avoid using abstract words such as “sustainable”, “urban”, and “mobility.”

Collect proof points: facts and figures to substantiate your message. Make a claim – cite a fact – (boost with statistics) – give an example.

To make sure that your message is accurate and will be well received, and if time and budget allow, do research. There can be many opinions across a target audience and you need to be aware of these. Research gives you the chance to prioritise. Be as specific as possible.

The participants of the municipality of Ghent, Belgium, made the observation that in their work, though there is a comprehensive mobility dialogue, they do not have the financial resources that, for example, car companies do. As a result they try to debunk commonly held myths, such as that the car is king. They do this by transmitting messages, such as cycling is sexy for the 15-25 age group. But this only works when you have a well-defined target audience. For older people, messages might focus on the fact that cycling helps gets you out; you can still be mobile with electric bikes. For politicians, cycling is part of the overall transport solution.

Examples are needed to support messages, and there are cities with good facts and figures. If your objectives are measurable, evaluation should be possible.

2.1.7 Branding

John Porter – Interactions Ltd., Ireland

Analysing and creating and defining brands.

John Porter started by giving an example he encountered in the Tapestry project, focusing on bus vandalism in Dublin. In disadvantaged areas, youths had taken to throwing bricks and burning busses. The effect on the public was a reduction of the bus service and a reduction in the use of the bus service especially by women. Their mindset was one of fear.

Before starting to build the brand, they explored the mindset of these children and focus groups revealed that children felt that no-one noticed them. As a result, one of the key messages of the branding process was that kids are included in the social landscape and buses are safe.

The action that was undertaken to tackle the situation head on was an art competition to show kids we cared. The top prize was 400E. Police supported the initiative by providing transport. The artwork was incorporated into a Dublin Bus calendar, which is still being produced. The winning pictures were displayed at the bus stops. A key element of the branding was a slogan designed by one of these children, which appeared on the bottom of all pages of the calendar and on bus stops. As a handy side-effect, the bus company got their artwork done for free!

All brands have a personality. This is why they have to be kept up to date, as they also project certain values, for certain audiences. Brand strength is based around powerful and emotional symbolism and so a brand should try to fit into the lifestyle of the audience.

John carried out a branding exercise with the whole group, which demonstrates the different associations in terms of colour, imagery and language that people can have with certain brands.

2.1.8 Spotlight on CIVITAS: Branding – Perugia, IT (RENAISSANCE)

Lucia Cristea – Fit Consulting, Italy

As a concrete example, Lucia Cristea presented the activities of CIVITAS RENAISSANCE city Perugia, Italy, in branding their mobility services. She started with a brief introduction to Perugia and the particular problems it faces, as a historical city with a challenging topography.

The branding activities in Perugia start with linking all the many mobility elements to create a brand. This is done to raise awareness, contribute to integration, quality of life and to boost patronage. The aim is not to move people from cars, but to make them aware of public transport options in the city.

The measures have been categorised into “EASY” – “SAFE” – “CLEAN”, and this has become the basics of the brand.

The next step was to bring together all the various actors in the sector operating in the city to create a single access ticket for all services from bus to regional train.

Research has been essential and the experience of Perugia leads to the conclusion that collaborating with a specialist is a very sensible investment. Professional branding is expensive, but it can help you be more efficient.

2.2 Day 2

2.2.1 Programme

Moderator: Colombe Warin – Mostra

09h00	Arrivals, Coffee
09h30	Opening Session
09h40	DIRECT-TO-CONSUMER COMMUNICATION: Promotional Products/"Branded" Materials
10h10	EVENTS: Successful Event Organisation
10h50	COFFEE BREAK
11h15	👉 Spotlight on CIVITAS: Events → ZAGREB, HR (ELAN)
11h35	MEDIA RELATIONS Maximising Media Relations: How it Works, Making it Happen
12h25	👉 Spotlight on CIVITAS: Media Outreach → Gent, BE (ELAN)
12h45	LUNCH
14h00	Focus on: Social Media and Web 2.0 Techniques
14h45	Creating and Selling-in a Successful News Story Developing a viable measure-related news angle linked to Mobility Week.
17h15	Closing remarks
17h45	TRAINING CONCLUDES

All PowerPoint presentations can be downloaded from the [Civitas website](http://www.civitas.eu)³. Photographs of the event can be viewed on the website as well. In the annex of this report, a short bio of each presenter is included.

³ <http://www.civitas.eu/downloadcenter.phtml?lan=en>

2.2.2 Opening Session

Colombe Warin – Mostra, Belgium

Colombe Warin welcomed the participants to the second day of the Communications Workshop and introduced the agenda. The first day focussed on the essentials of communications, the development of a communication plan, the definition of objectives and target audiences, the development of a message, and branding. The second day would look into consumer communication, successful event organisation, media relations, and social media. The day would be concluded with a practical working session.

2.2.3 Direct-to-consumer communication

Colombe Warin – Mostra, Belgium

Colombe Warin explained the purpose, benefits and risks of giveaways and provided practical hints for selecting appropriate giveaways. Giveaways are a way to brand a project and make people remember your initiative. Many examples can be given from CIVITAS. A giveaway can also be used as an incentive, e.g. at the EC's Green Week participants received an umbrella when they completed and returned the evaluation form. When selecting a giveaway, it is important to carefully consider who your target groups are; children do not like the same things as professionals! You also have cultural differences, e.g. a campaign targeted at young people from outside Europe to make them come and study in Europe, took into account what young people like in a specific country when developing giveaways to be distributed at fairs: students in Moscow like plastic bags, while young people from Sao Paolo are fond of t-shirts, etc.

2.2.4 BOB – A consumer-focused awareness raising campaign

Sarah Martens – Mobiel 21, Belgium (as stand-in for the Belgian Road Safety Institute BIVV-IBSR)

Sarah Martens presented an example of a very successful case of branding, namely the yearly anti-drinking and driving campaign Bob of the Belgian Road Safety Institute (BIVV-IBSR). Its main gadget, the BOB key ring, is a huge success.

Bob is a designated driver, a person who does not drink when he/she has to drive. The campaign is innovative because it personifies the designated driver, it uses a positive approach in stead of fear induction and it offers an easily usable solution for people who want to go out by car and drink.

In 1996, the Bob key ring was introduced to be distributed during police controls as a reward for responsible drivers. It is a very powerful tool, because it allows you to 'feel the campaign in your hands' and show off to your friends as a responsible person. It has a humorous, sympathetic design. It is also very relevant to the campaign subject of drinking and driving, since the key ring can be attached to the car keys. That way, it is there as a reminder at the right time in the right place. Bob was so successful in Belgium, that the concept has been added to the Dutch dictionary.

Discussion/Questions

- The importance of enforcement to accompany the campaign is stressed. There is a direct link to the legal framework on drinking and driving. It might be interesting for sustainable mobility campaigns, to also establish this link to enforcement, e.g. car sharing linked to preferential parking.
- The Netherlands also have the BOB campaign. If you say you're Bob, there's no further need to explain why you're not drinking.
- *Why didn't the campaign choose a more gender neutral name?*
There's an element of humour in it, even a woman can say 'I'm Bob'. And, most drinkers are men anyway!

2.2.5 Consumer promotion: Bicycle Giveaway Donostia-San Sebastián

Greg Spencer – REC Hungary

Greg Spencer presented the initiative in Donostia – San Sebastian where 170 bicycles were given away through a scratch-and-win lottery with the aim to encourage shopping by bike.

Discussion/Questions

- *Except for the enthusiasm of the cyclists, are any facts available about a modal shift towards cycling?*
This information is not available yet. The bikes were distributed in June last year, and the winners had to promise to cycle into town.
- *Does the BOB campaign only make use of one gadget, the key ring?*
The key ring is the main gadget, but there have been additional minor gadgets as well, e.g. a cup with dice (beer or BOB?). Another initiative in Flanders is that when you give up your car, you get a free train and bus subscription for three years.
- In the UK, the WOW campaign is an interesting example. It stands for Walk on Wednesday (to school). The campaign ties a brand to behaviour to a gadget.

2.2.6 Events: Successful event organisation

Amy Johnson

Amy Johnson began the discussion by reviewing three strategic considerations to event planning: 1) Who do you want to reach? 2) What do you want to achieve? 3) What is the most effective channel to communicate?

Advanced planning and organisation is critical to event success, as is identifying clear content and messages. For any event, organisers should be able to name three precise things they want participants to learn/remember. Creating an attractive "theme" for an event is also essential, and organisers should keep their target audience in mind when developing the name for their event. Decide which is more interesting: "Transportation Forum 2010", or an event called "2010's Most Green City Transport Options."

Promotion ideas were presented, ranging from online, direct mail and telephone efforts, to relying on speakers to help invite attendees, to considering Media Partnerships for larger events. As examples, promotion and collaboration agreements for Green Week and EU Sustainable Energy Week were reviewed.

Amy also reviewed more than a dozen types of events (exhibition; information centre; information session/briefing; public meeting; topic-specific event; conference; panel discussion; web-ex; briefings; workshops/trainings; fam-trips/site visits; press events).

She concluded by reviewing topline logistical considerations, and referring participants to additional details in the Communications Tool Kit⁴.

Discussion/Questions

- *The type of event that is the most suitable depends a lot on the culture, some audiences prefer lectures rather than interaction.*

This is true, you should gear your event towards your specific audience. Teenagers don't want to sit and listen in a conference, for example.

- *Can participants give examples of events that failed and why?*

One event failed because the only reason it was organised was because the politician absolutely wanted to organise it, the result was that there were hardly any participants.

A cycling fair in Northern England fell on a rainy day, without any weather proofing available. Make sure to cater for the inevitable by foreseeing weather proof alternatives!

The benefits for the consumer should be central, as this makes or kills your events.

- An interesting example is given from Funchal, where the mayor participates in events as a citizen, together with his family. Events with the mayor participating attract many people, while events without his participation attract fewer people.
- The promotion strategy of the Biofuel Cities European Partnership, a neutral information portal, is mentioned. The initiative established media partnerships by offering visibility through logos and materials in conference bags at no cost and stands at events.

It is important however how you present such a partnership to the media, as it might give the impression to interfere with their independence. If you're not careful about this, it could have a boomerang effect. It's important to establish personal relationships and to come to a gentlemen's agreement which allows the media to still write what they want to write. For such partnerships, your point of contact should be a marketing person and not a journalist.

⁴ The Communications Tool Kit will be available for download on the CIVITAS website (<http://www.civitas.eu/downloadcenter.phtml?lan=en>)

2.2.7 Spotlight on CIVITAS: Events – Zagreb (ELAN)

Lidija Pavic-Rogosic – ODRAZ-Sustainable Community Development, Croatia

Lidija Pavic-Rogosic presented the CIVITAS ELAN Info-point in Zagreb, a refurbished and redecorated tram vehicle located in the middle of the ELAN demonstration corridor. Its purpose is giving visibility to, providing information on and getting feedback on the ELAN project. It has proved to be a very good outreach tool.

Within the CIVITAS Description of Work for Zagreb, one of the measures deals with a comprehensive mobility dialogue and marketing, to ensure participation of general and professional public by creating a forum. Within this work, Zagreb has the principle to put citizens first. They have set up several events to put this principle in practice, of which the Info-point is the most visible element. It is open daily (except for Sunday) and attracts continuously high number of visitors (up to 30 during working days and up to 80 at Saturdays). A programme has been set up for the Info-point, as well (e.g. “Wednesdays in Tram”, drawing competition for children, etc.). 3 people are employed for working in the tram. Serving coffee and tea in the tram was considered, but the idea was dropped because of lack of space.

The following lessons are learnt by the city of Zagreb:

- Infosharing is successful
- In stead of only giving information on paper, the employees in the bus give the visitors a warm welcome while giving information
- Importance of changing the programme from time to time
- Keep focused on the future

Important to note here is that it is not a cheap project. Installing the tram cost about € 24,000 and then there are the continuous costs of employees and electricity. These costs are not too high. Setting up a training also costs a lot of money. Changes to infrastructure are even more expensive. And you have public engagement which is very important.

2.2.8 Media Relations: How it works

Greg Spencer – REC Hungary

Kostas Mastakas – Mostra, Belgium

The media are a commercial thing. The target of a journalist is selling a newspaper and/or reaching as large an audience as possible. Dissemination managers in cities have to address the local media with stories with big local impact and with some drama.

Reporters collect news both actively (contacts, seek news, hearings, other media...) and passively (press releases, press conferences, e-mail). When we send an e-mail with news to reporters, we need to think if there is an audience for this news item and if we have the contact details of a specific reporter for this area of news. Sending to a general e-mail address is not a good idea.

Press releases should show the personal benefits of measures, should be credible and without professional jargon. You should create a hook for your story (link to other popular themes) and you should ask yourself how your story is timely. Measures take a long time, so you need to stress why it is newsworthy now.

There is a lot of competition for your sustainable mobility story. Remember that you will not reach the first page. It is however important to be heard by a specific target audience who can pass your message through.

What are aspects of a successful news story?

- ✓ Visual impact, picture it to people
- ✓ Direct human angle
- ✓ Entertainment
- ✓ Address the individual in the city
- ✓ Solutions – try not to focus on the problem but stress the solution that you offer
- ✓ Topical angle – link it to something that happens

What are aspects of an unsuccessful news story?

- ✓ Exaggerate – don't underestimate the knowledge of the reader
- ✓ Long interviews with politicians
- ✓ Boring story
- ✓ No local angle

Establish personalised relations within the media: call them, meet them, e-mail them, so the story that you send has a face for the journalist.

A press kit consists of all essential material on your news, your measure, your project; some visual stuff is needed. This can be costly.

Discussion/Questions

- The participants of the municipality of Ghent pointed out that this is impossible for them as civil servants, since they are strictly forbidden to contact press and journalists directly.

2.2.9 Spotlight on CIVITAS: Media Outreach – Ghent, BE (ELAN)

Patty Delanghe – Ghent City Council, Belgium

Patty Delanghe presented a specific measure in Ghent: security enforcement in Public Transport (drivers and passengers), in cooperation with the Public Transport provider of buses in Flanders (De Lijn). Actions included the installation of cameras, security and a “3 days – 3 steps” interactive project for youngsters between 14 and 16 years old.

With its media strategy, the municipality tried to put the whole CIVITAS project in the picture. It combined a weak media story (CIVITAS ELAN consortium meeting) with a strong one (refurbishment of a bus for interactive school project).

2.2.10 Social Media and Web 2.0 techniques

Caroline Maerten – Mostra, Belgium

Caroline Maerten explained the definition and the characteristics of Social Media. Social Media encompasses all the online platforms where internet users can create, publish and share original content. Social Media fulfils a fundamental human need: to connect with each other, with “people like me”. Fast evolving technologies combined with increasing amounts of connected people make this phenomenon very powerful.

The popularity of each platform varies from country to country.

Institutions should leverage this phenomenon and integrate those platforms to their communication strategy. This presentation outlined the strategic approach they should be following while showing multiple illustrations of existing sustainable transport projects developed by cities and spread via Social Media platforms. Most of the examples however are examples from citizens. Cities are still far behind to exploit the potential of social media. They should join forces with citizens to develop it and open up their data to the citizens.

Discussion/Questions

- *Which kind of contacts does one have on social media?*

These do not have to be people you have met. They are people you share interests with. Because people believe less in advertisements, they ask someone who was actually there, who uses the product, etc.

- *Are social media used to get away from media that are full of logos marketers and journalists?*

There are some users who are very sceptical about the information in the press and who do not watch TV or listen to the radio anymore. They make their own selection on the internet. Others use a mix of sources. They check the information from the media and brands with people who have actually used the product. The majority of users do not exclusively use social media. Often they even use different media at the same time (internet, TV in the background, mobile phone...).

- Each of the media has its own audience. Therefore it is very important to map your audience. To reach as many people of your target audience as possible, you need a mix of different media. It is also important to think about outreach, e.g. mentioning your social media page on address cards. You should also consider the legal and financial impact on your organisation.

2.2.11 Group exercise: Creating and selling-in a successful news story

After a presentation of the European Mobility Week initiative (Peter Staelens, Eurocities), the participants were divided in four groups. Their task was to create a viable news angle for a given measure linked to the European Mobility Week 2010. The following questions were to be considered:

- Who cares? Define your target audience.
- What is your news? Define the news peg.
- Consider the range of tools: op-eds, feature placements, journalist briefings...
- What about timing? Is your news suitable for dailies, TV, long-lead?
- Develop the pitch. What exactly will you say to the media when you call to sell-in the story? Do you have sufficient proof points?

Below a short report from each group is included, as well as the feedback that was given on the whole of the group presentations.

Group 1: Bio-methane bus fleet in Iași, Romania

The city of Iași has adopted an energy management approach to urban waste. As part of this approach a demonstration for recovering methane emissions from municipal landfill sites banks will be done. The bio-methane will be used as an alternative fuel source for buses. Impacts on emission levels will be assessed.

Who cares?

- Public transport users (passive interest)
- Cyclists (as beneficiaries of cleaner air)
- City/Bus route citizens, including school children (as beneficiaries of cleaner air)
- Interested NGOs (as multipliers)
- Academics (as case study demonstrators)
- Industrial professionals/expert groups

News hook

- Global warming offset by Iași.
- Community initiative
- “Thinking globally, acting locally, the authorities of Iași have found a way to reduce their contribution to global warming by capturing methane gas from the city landfill. The captured gas is then used to fuel one of the local bus lines, which benefits the locals through cleaner city air.”

Tools

- A programme offered to schools, journalists (on maiden trip or launch event – national TV, local print, specialist transport media), citizens along the bus route, community members..., consisting of a site visit or tour of the waste landfill or gas capture facility combined with a ride on the bus powered by methane.
- Leaflets for citizens, schoolchildren...
- Free ride on the bus

Timing

- Campaign hosted during European Mobility Week.

Pitch

- See above
- Additional info sources/experts:
 - Cost-Benefit analyses to demonstrate viability of the measure (expert)
 - Bus company executive
 - NGO who supports the initiative
 - Mayor of the town

Group 2: School travel plans in Brighton and Hove, UK

The School Travel Plan Project aims to introduce innovative and integrated strategies to reduce car journeys to and from school. The impact of the project will touch on the policy fields of energy transport and environmental sustainability and will assess which elements of School Travel Plans are the most effective.

The School Travel Planner will work directly with 59 schools and nurseries in the CIVITAS Plus corridor, aiming to create Travel Plans for all of them. The Travel Planner will also work in depth with 22 educational establishments as part of a focus group. The aim will be to conduct incentive schemes and in depth evaluations of the schemes with each of them.

Who cares?

- Primary school children
- Parents
- Local schools
- Local health service and community groups

News hook

- Kids in Brighton are fatter than ever → the school travel plan project makes your kids healthy.

Tools

- Local media press event for evening news: local case studies, dietist (for numbers), demonstration, testimonials of parents and children.

Timing

- At the start of the school year.
- Press event to coincide with key awareness event during European Mobility Week.
- Local case studies: all week.

Pitch

- Research

Group 3: Buses

Create media attention for the new hybrid buses in the city of Ghent, Belgium.

Who cares?

- Bus users
- Inhabitants
- Potential users

News hook

- Try the hybrid bus on the Carfree Fay on September 19th. It has 3 advantages: clean, silent and economic.

We want to put the hybrid buses in the picture on the Carfree Day. Most of the buses will stop at the Civitas square. On some buses there will be animation for the passengers.

Tools

- The theme of the Carfree Day is “Relieved”. In Dutch, it translates as “Opgelucht”, the word “lucht” meaning “air”. The new bus represents clean air. As a visual, a balloon can be used.
- On the bus, people get a balloon filled with helium, and people are invited to sing a Civitas mobility song on the well-known tune “Mijne vlieger” (“My kite”) with silly helium voices. Passengers can consent that their song will be filmed and we will put the films on You Tube, so they can win a price.
- The bus stops at one of the main squares on the Carfree Day, which is the Civitas square, to make the link with Civitas. The mayor could be lifted in the air with a big balloon.
- Flyers on buses and in neighbourhoods
- Press target: national TV and national papers

Group 4: Public bicycle rental in Utrecht

To increase the use of bicycles for very short trips in the city centre (and diminish private car use), the number of existing bicycle rental locations will be extended to specific locations near P+R and business-areas and a new public rental bicycle system will be implemented in new locations.

A large proportion of the very short car trips take place in the inner city centre area. Part of these trips can be easily substituted by bicycle trips. If bicycle availability is high, in the form of a fine-grid bicycle rental system, this system can replace part of the very short car trips. Moreover, the bicycle will be available at many more locations than the city has public transport stops. Because of this, it is expected that the rental bicycle will complement – rather than substitute - public transport trips.

At this moment, the city has a big bicycle parking problem, particularly at Utrecht central railway station, but also at other venues that attract many visitors. Cycling can be further promoted by the introduction of a bicycle rental system, without making a further claim on public space, because a rental bicycle can be used by several cyclists a day.

Air quality in the city needs to be improved. To this end, it is necessary for the number of car trips in the city to decrease. A rental bicycle can contribute to this objective.

Who cares?

- Commuters. Problems are space, comfort, safety and time.

News hook

- Parking issue is solved! Try it for free.

Tools

- Flyers
- Hostesses

- Prominents

Pitch

- Recycle your bike!

Feedback

It is essential not to overlook web presence. Also a news hook has to be relevant and timely (cfr. the difference between news pages and feature pages in the media). The expected result of your measure is not a news hook. It is not “catchy” for the press. E.g. group 4: with the recycling point for bikes you introduce an innovative idea. E.g. group 1: biofuels is one of the hottest topics for the moment. You could have included a media debate.

3. Planning and evaluation of the training event

3.1 Practical organisation

3.1.1 Promotion

The promotion for this second CIVITAS VANGUARD Training was primarily done via the CIVITAS-website (www.CIVITAS.eu) and the internal CIVITAS Plus newsletter. In addition, direct mailings were sent to different target groups (measure leaders, project and dissemination managers).

In order to reach the target of 30% non-CIVITAS plus participants, additional promotional material was spread via the CIVITAS Outreach database, the Polis-network, the Eurocities-network and universities in Belgium.

3.1.2 Registration

Participants could register on the CIVITAS-website (www.CIVITAS.eu) via a registration tool, which was available three months before the training. Registration was closed 1.5 week before the training.

VANGUARD has developed a basic tool to assess competences (e.g. background) and expectations of participants towards the training. It is called the quick scan. This quick scan was included in the registration form as a multiple choice questionnaire. The results of this quick scan analysis have been used in the training events evaluation (see section 3.3). The quick scan was analysed two weeks before the training. An overview of this was sent to the speakers and the moderator. In this way, they had a good view on the background and expectations of the participants.

3.1.3 Pre-event information

Before the training the following documents were available for the participants on the CIVITAS-website:

- List of hotels
- Programme
- Location information






A document on how to get to Leuven and how to get around was directly sent to the participants by e-mail.

3.2 List of participants

First name	Surname	Organisation	Country
Mateusz	Adamkiewicz	WSIE	Poland
John	Akkerhuis	Public Works City of Rotterdam	The Netherlands
Chronis	Akritidis	Municipality of Athens	Greece
Patrick	Auwerx	Mobiel 21	Belgium
Djana	Bejko	REC Shkoder	Albania
Alessandra	Besana	Methodos SPA	Italy
Luis	Castanheira	Energaia - Gaia Municipal Energy Management Agency	Portugal
Angelle	Chang	Public Works City of Rotterdam	The Netherlands
Warin	Colombe	Mostra	Belgium
Ivo	Cré	POLIS	Belgium
Lucia	Cristea	Fit Consulting	Italy
Ton	Daggers	IBC Mobilization	The Netherlands
Tihana	Damjanovic	ODRAZ - Sustainable Community Development	Croatia
Yves	De Baets	Stad Gent - Dienst Mobiliteit	Belgium
Mieke	De Buysere	City of Gent	Belgium
Patty	Delanghe	Gent City Council	Belgium
Dominique	Delmeire	Ghent University	Belgium
Alexandra	Ellul	Malta Transport Authority	Malta
Elke	Franchois	Mobiel 21	Belgium
Marjan	Frederix	Mobiel 21	Belgium
Gustav	Friis	City of Aalborg	Denmark

First name	Surname	Organisation	Country
Sophie	Gillaerts	Gent City Council	Belgium
Geert	Gisquière	Cambio - optimobil Vlaanderen	Belgium
Lucie	Humpliková	City of Brno	Czech Republic
Wenche	Janssens	VIM	Belgium
Visnja	Jelic Muck	ODRAZ - Sustainable Community Development	Croatia
Amy	Johnsson		France
Kamil	Klimek	SAPIK	Poland
Zuzanna	Klos	University of Szczecin	Poland
Ciara	Leonard	ICLEI - Local Governments for Sustainability	Germany
Kraku	Leonard		Albania
Olav	Luyckx	EACI	Belgium
Caroline	Maerten	Mostra	Belgium
Sarah	Martens	Mobiel 21	Belgium
Konstantinos	Mastakas	Mostra	Belgium
Chloé	Mispelon	ECF European Cyclists' Federation	Belgium
Bert	Monnoye	Stad Gent	Belgium
Tamara	Nikolic	REC	Hungary
Katerina	Oktabcova		Czech Republic
Ahmet	Omi	Municipality of Shkoder	Albania
Lidija	Pavic-Rogosic	ODRAZ-Sustainable Community Development	Croatia
Alicja	Pawlowska	Gdynia City Hall	Poland
Bruno	Pereira	CMP	Portugal

First name	Surname	Organisation	Country
John	Porter	Interactions Ltd	Ireland
Lucio	Quintal	Madeira Tecnopolo	Portugal
Margarida	Redinha	PRODESO- Ensino Profissional Lda	Portugal
Barbara	Sao Vlantinho	CMP	Portugal
Julian	Sastre Gonzalez	consultora alomon	Spain
Jerome	Simpson	REC	Hungary
Greg	Spencer	REC	Hungary
Peter	Staelens	Eurocities	Belgium
Fabian	Van De Velde	Stad Gent	Belgium
Marijn	van Est	Gemeente Utrecht/ City of Utrecht	The Netherlands
Karen	Vanduyzen	POLIS	Belgium
Adrian	Webb	London European Partnership for Transport	United Kingdom

-  CIVITAS PLUS
-  CIVITAS Non-Demo city
-  Non-CIVITAS city
-  Secondary Seller
-  Consortium and speakers

3.3 Evaluation

11 out of 25 CIVITAS Plus demonstration cities were represented on this training. Also 4 CIVITAS non-demo cities were present (out of 110). 5 secondary sellers and 3 non-CIVITAS cities attended.

The contents and organisation of the training were evaluated by means of a quick scan of competences and expectations before the training and an evaluation form at the end of the training.

3.3.1 Quick Scan

CIVITAS VANGUARD has developed a basic tool to assess competences (e.g. background) and expectations of participants towards the training, before the training event takes place. The registration form included a short multiple choice questionnaire to reveal essential elements in this regard. This quick scan also was used for the evaluation of the training.

The participants were asked to fill in a questionnaire while they register for the training. They were asked what level of experience they have, if they have ever organised a communication activity, if they plan to do, and what their expectations are for the training.

A. Level of experience

The first figure shows that there is a good balance of the level of experience of the participants. More than 50% of the participants have only limited experience in working on communication. 34% of the participants are highly experienced and 7% have no experience.

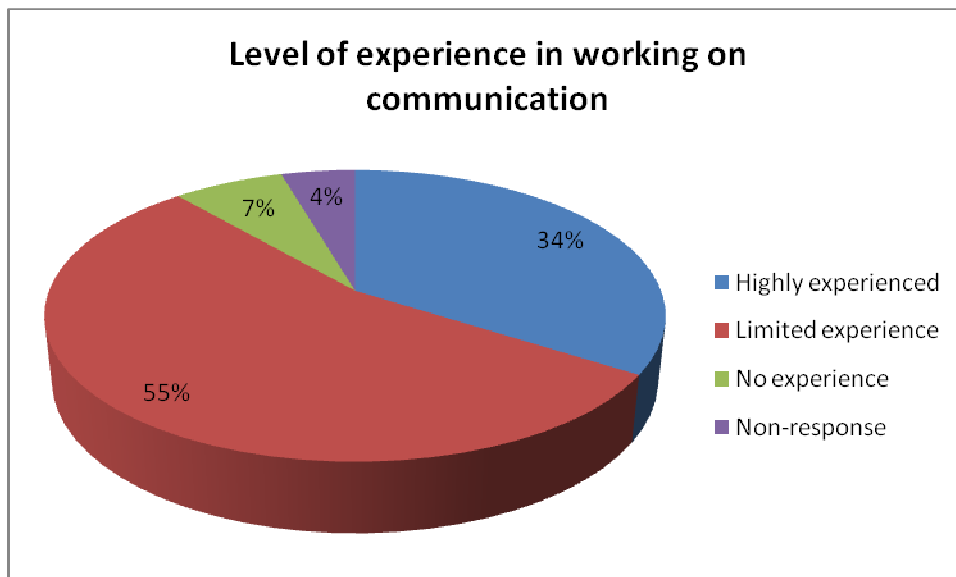


Figure 1: Level of experience in working on communication

B. Did the participants ever organised a communication activity?

In addition to the first question, the participants were asked if they have ever organised a communication activity. 80% of them have organised one or more communication activities (see next figure). 16% haven't.

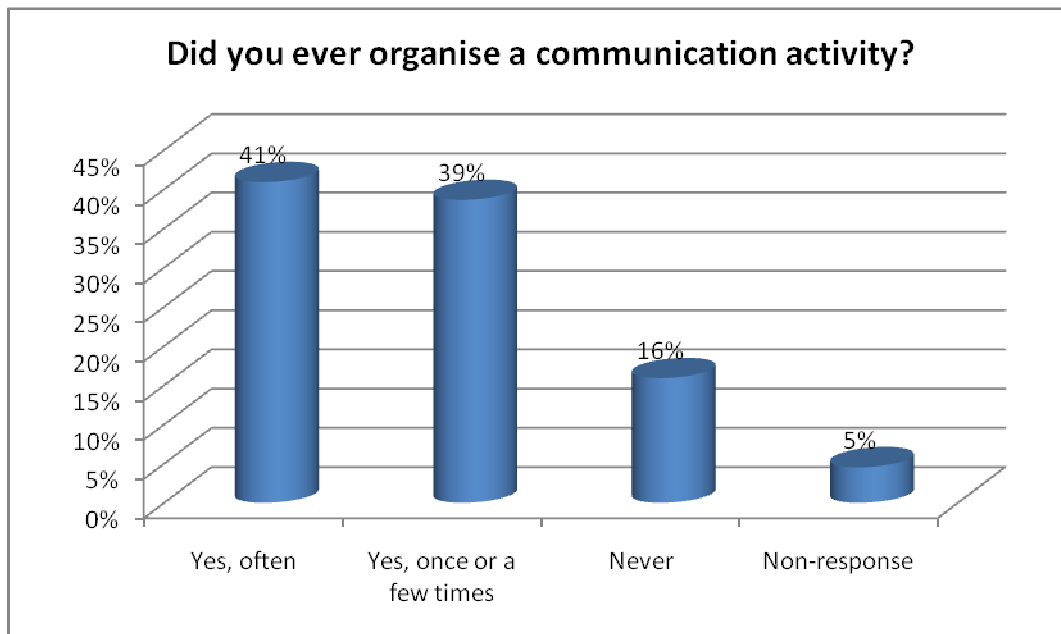


Figure 2: Did you ever organise a communication activity?

C. Planned communication activity or plan to organise one?

43% already planned a communication activity. 18% plan to organise one. 39% did not plan any communication activity yet.

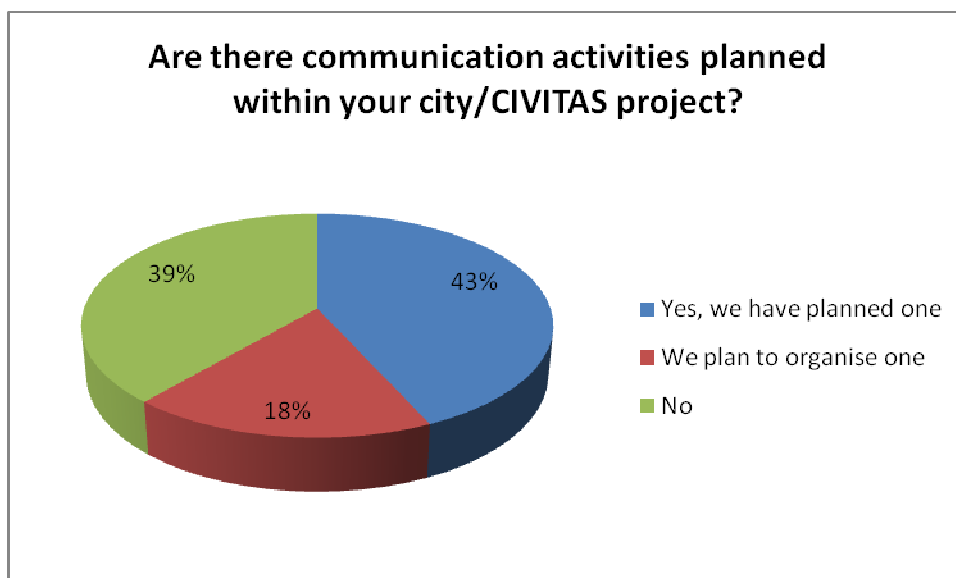


Figure 3: Are there communication activities planned within your city/CIVITAS project?

The planned activities are various: training, conference, workshops, public engagement meetings, info points, round tables, media campaigns, political meetings, stakeholder meetings, media relations activities, road shows...

D. Questions and problems?

The participants had the opportunity to formulate questions and/or problems concerning communication in their working situation, which can be addressed during the training. The following questions or remarks came out of that:

- Branding
- Defining target audiences
- New ways of attracting attention from the public, new communication technologies
- How to cope with difficult user acceptance?
- Media Relations
- Making the message attractive enough to capture the interest of the audience.
- How to promote sustainable transport modes tot the citizens.
- Getting the CIVITAS message across, getting politicians motivated to mention CIVITAS when they speak about the measures, explaining Corridor level
- Event organization
- Using possible ways to connect with people using public transport.
- Reaching target audiences
- What kinds of marketing initiatives have had good effects on commuting by bike? - How do the public react on the initiatives? - What have an immediate effect? - What have an effect in the long term? - Which bindings should be taken in notice with the initiatives (cultural, target group etc.)?
- How to motivate stakeholders to participate in project related to transport issues, which is not traditional in our country?
- Specific techniques, methods and ways to communicate as efficient as possible with the media (How to get the Media to be interested in the specific topics of CIVITAS ELAN on regular basis?)...
- How to combine different target audiences with same materials
- Stakeholder engagement

E. What do you want to learn?

86% of the participants are interested in learning practical examples during the training. 55% are also interested in getting to know theoretical models and learn by doing via exercises.

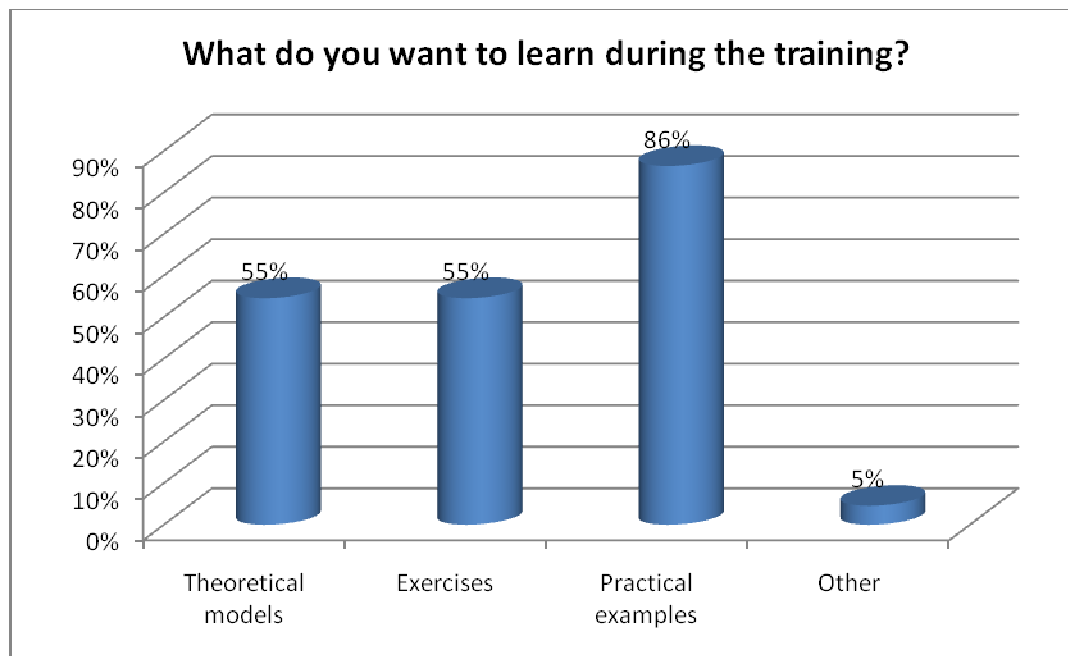


Figure 4: What do you want to learn during the training?

F. Conclusions from the Quick Scan

This quick scan shows that there will be a balanced group of participants concerning their level of experience on communication. Also more than 50% of the participants will organise a communication activity and will be able to use the learned skills during the training. Learning by showing practical examples is the most popular. 86% would like to see practical examples during the training and 55% want to learn by doing. Finally, a lot of concrete questions and remarks were formulated by the participants, which can be used as a basis for the training.

3.3.2 Results of the evaluation forms

Every participant had an evaluation form in his or her resource pack (see annex). They were asked to fill this in on paper during and after the training and to hand in it immediately.

We've received 23 filled in evaluation forms. There were 48 participants who are not a member of the VANGUARD consortium. So this means we have a response rate of 48%.

The next three figures give an idea of the content evaluation by the respondents. 87% of the respondents evaluated the content of the training as *good* and 4% even as *very good*. 86% of the respondents would recommend this training to someone else. 60% of the respondents found the balance between theory and practice properly. 35% indicated the training as *too theoretical* but also 5% as too practical. Some additional comments are made here. The examples and cases which were addressed in the training were interesting, but some respondents would like to explore them more.

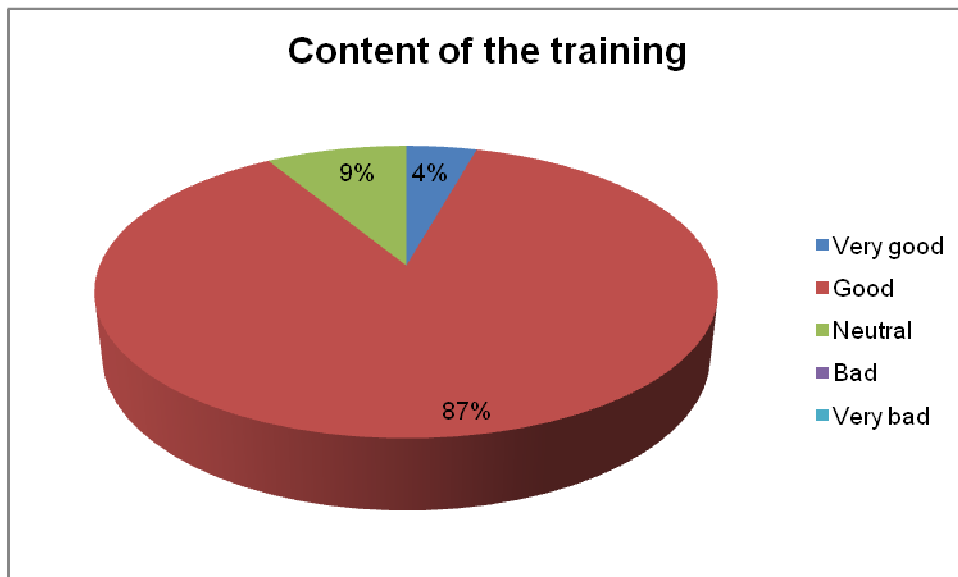


Figure 5: How do you evaluate the content of the training?

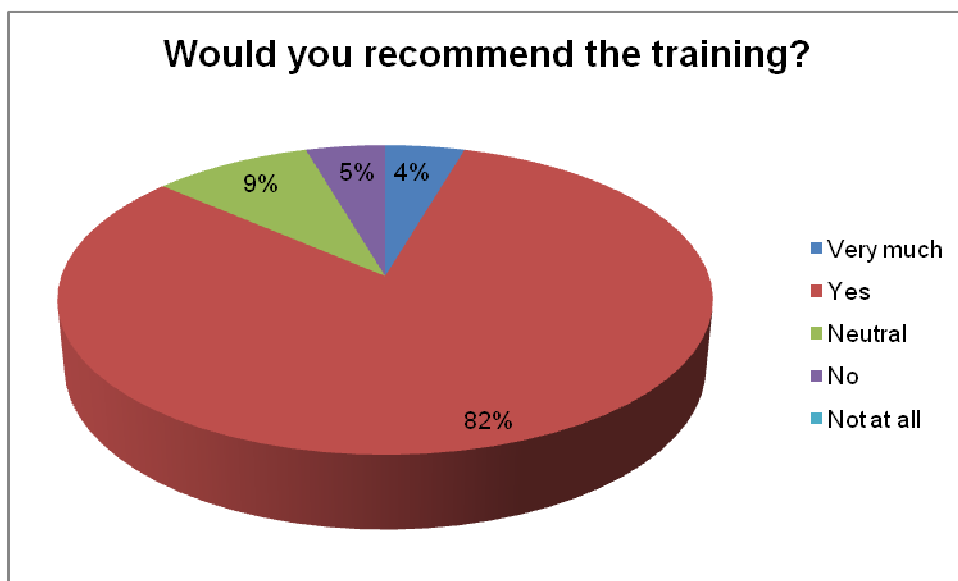


Figure 6: Would you recommend this training to someone else?

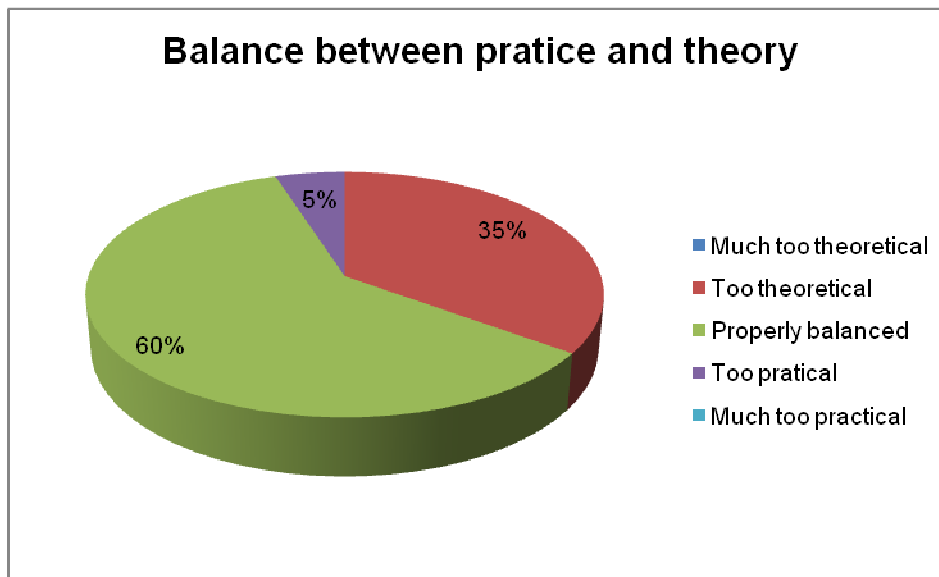


Figure 7: How do you evaluate the balance between practice and theory?

The next figure shows the event evaluation by the respondents. Most of the aspects are evaluated as *plus* or *plusplus*. The aspects *registration* and *relevance* were indicated as *min* by 4% of the respondents.

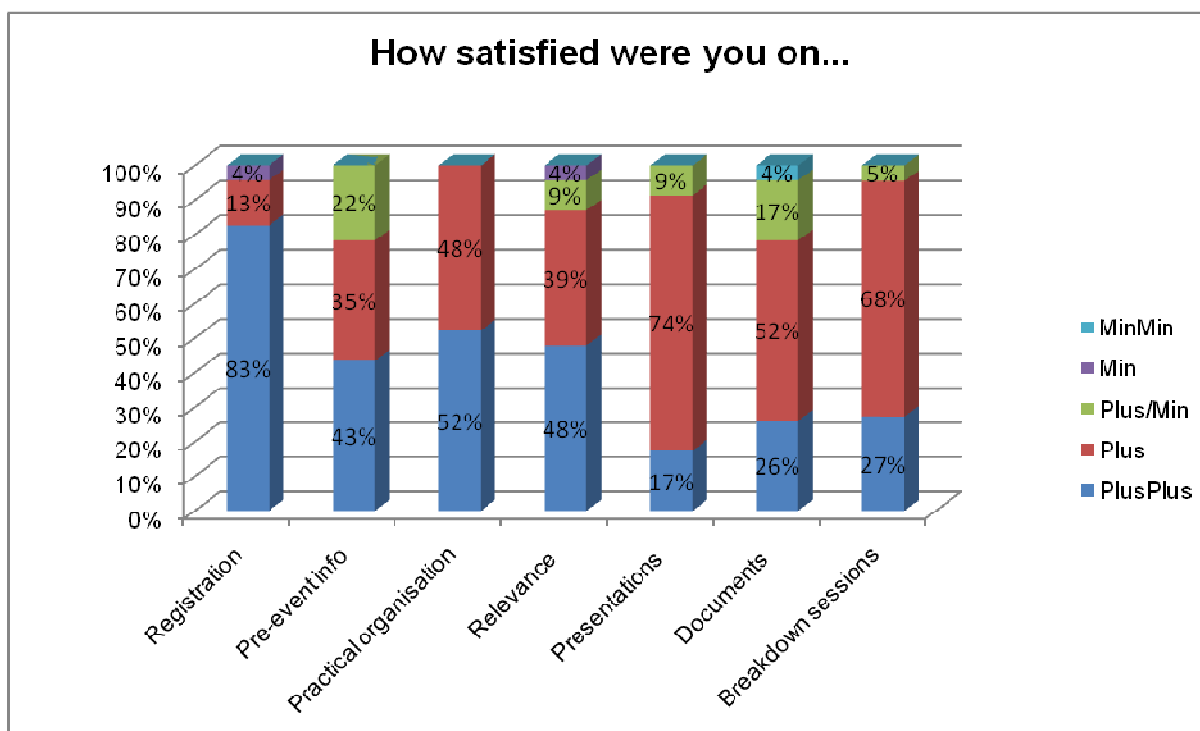


Figure 8: Event evaluation

The participants were asked to name the most interesting parts of the training for them. The answers are various. Some respondents found all parts very useful. Some indicated a

specific aspect of communication like the use of gadgets and the use of social media. The cases and examples were also mentioned as good to have an idea of how it works. One respondent would like to have some examples of difficult cases and how to tackle them. Next to that, participants were asked for their recommendations for possible changes to the training. The most mentioned possible change here is to use more practical examples and more exercises to illustrate and practice the theory.

To evaluate the impact of this training, participants were asked the following:

- Gave the training you the opportunity to acquire the appropriate consequences?
- Do you have the feeling that the competences are obtained correctly?
- Are the obtained competences applicable in your professional situation?
- Will the obtained competences enable you to improve your current situation?

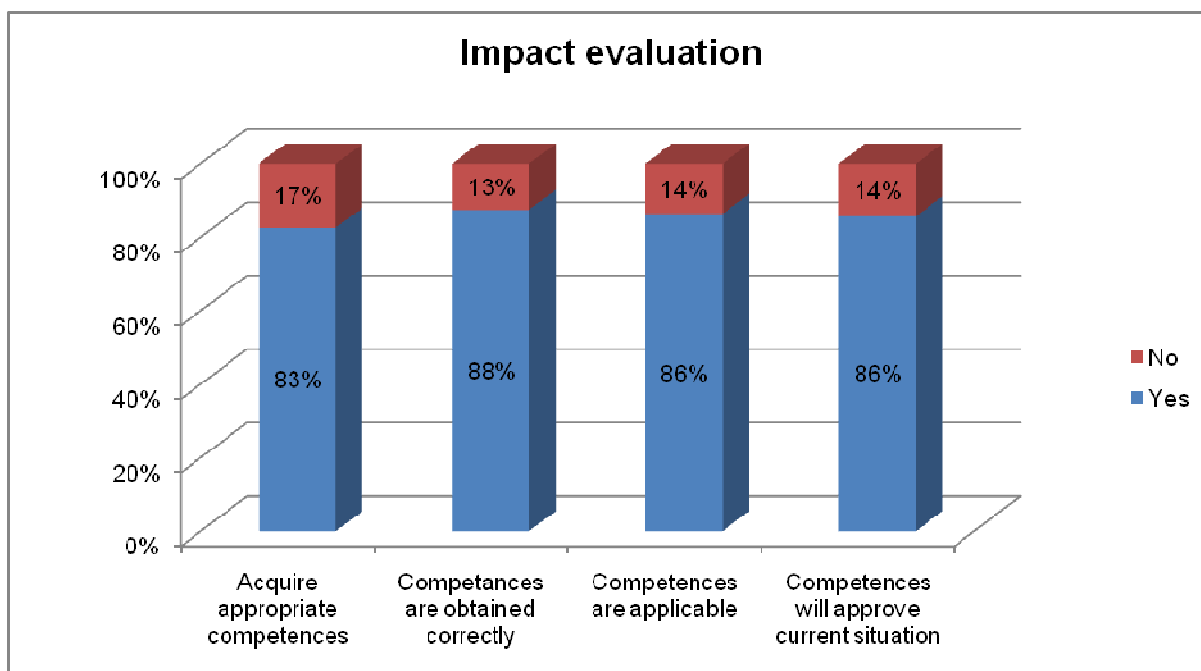
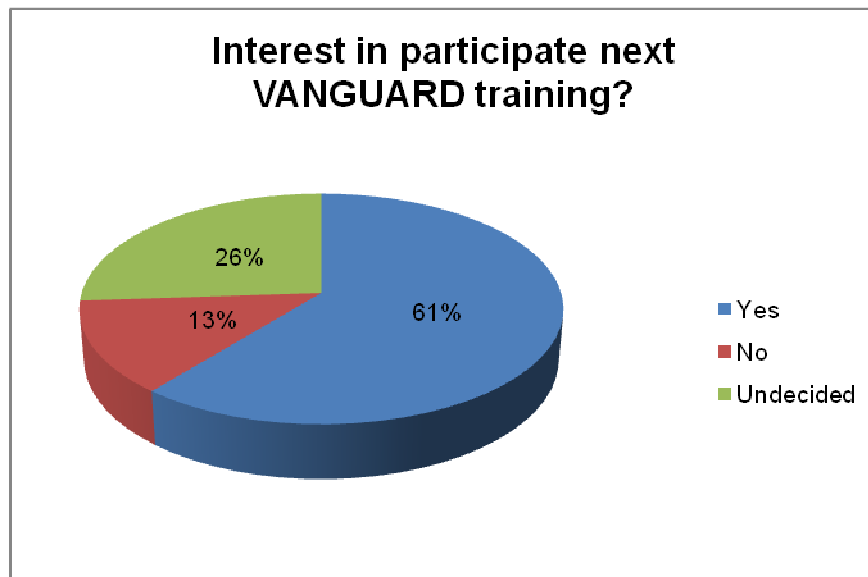


Figure 9: Impact evaluation

Figure 9 shows the good results for the impact evaluation of the training.

The participants of this training were asked if they would be interested in the next VANGUARD training. This will take place in November 2010 on Mobility Management. The next figure shows that 61% is interested in the next training, 13% is not and 26% is undecided. Reasons for that are budget constraints, the real content of the training, and the question of who within the city will be the appropriate person to participate.



3.3.3 Conclusion

Comparing the quick scan results and the analysis of the evaluation gives us some interesting views.

According to the quick scan, 55% of the participants indicated they have only limited experiences in communication and branding, 43% indicated that they have planned a communication activity within their city while 83% of the respondents stated they received the appropriate competences during the training. We can assume that these obtained competences will be useful for them.

The quick scan showed that learning by showing practical examples is the most popular method. 86% would like to see practical examples during the training. Next to that, 55% want to practice the theory via exercises. The evaluation shows that 60% found the training properly balanced between theory and practice but also 35% of the respondents found the training too theoretical. So probably for some of the participants the expectations of learning by practical examples and learning via exercises is not met.

The overall evaluation of this training is positive. There are of course some lessons learned for the VANGUARD consortium:

- Have enough practical examples, and perhaps pay attention to how to solve difficult situations.
- Learning by doing is appreciated.

4. Annex

A. Biographies of speakers

Rachel Barnett

Rachel Barnett currently works as Project Assistant in the project department of the EUROCITIES Secretariat, the network of major European cities. EUROCITIES is the lead partner in the European Coordination of the European Mobility Week campaign. She currently supports the Project Officer for Mobility, the main contact of the European Coordination, with the administration of the EMW Info Desk, is responsible for the creation of the European press releases on the campaign, the production and design of several graphic tools and publications provided for the campaign coordinators at national and local level and is organising an interactive workshop for EMW coordinators in Brussels in March, to coincide with the EMW Award ceremony. She also supported the organisation of the CIVITAS Forum conference in Krakow in October 2009.

She is a graduate of the Lancaster University (UK) with a BA (Hons) in Human Geography, with a minor in French language, and previously worked as a project officer for an environmental regeneration charity in Leeds (UK).

Lucia Cristea

Lucia Cristea has a long experience of 15 years in different EC funded projects and was part of the team on the first Romanian project in the transport sector in Framework 4. Lucia has been involved in different EC funded projects under several different EC Framework Programmes and Directorates: CAPTURE, DANTE, TOSCA, MOSES, and ECLIPSE. She was also involved in CIVITAS I, TELLUS project, being responsible for the local management and dissemination at the Bucharest test site. She has also been involved in research projects funded by Romanian Research Ministry.

Lucia's specific skills are in European project management and dissemination and exploitation strategies. In management, she is currently the Deputy Co-ordinator of the large RENAISSANCE project within CIVITAS Plus. Also in that project, she is the local dissemination manager for Perugia and is chief advisor to the dissemination project leader in Szczecinek.

Lucia has extensive expertise in dealing with the different actors relevant to sustainable transport issues, such as public authorities, industry representatives, SMEs both at local and national level and political members, in order to meet the objectives proposed. She has expertise in organizing large European project conferences, different size meetings at local, national and international level.

Outside the transport sector, Lucia has also undertaken work for an important Romanian company, providing financial products; Marketing and PR departments were two of the departments managed by her as Commercial Manager.

Patty Delanghe

Patty Delanghe is a Local Dissemination Manager for CIVITAS (ELAN), and has been working for the City of Gent in the Mobility Department supporting CIVITAS since 2008. Her background is in marketing, sales and public relations, with a focus on leisure and tourism. Previously Patty worked for the Sea Life Marine Centre (1998-2005), and for the Tourism Board Eindhoven in the Netherlands (2005-2007). She has a masters degree in Political Science from the University of Gent.

Gustav Friis

Gustav Friis is local dissemination manager for Aalborg and project dissemination manager for CIVITAS ARCHIMEDES.

Born in 1980, Friis has been employed by the Municipality of Aalborg since August 2006 and has worked as a project manager in international projects. Having graduated with a Master of Science in Engineering from Aalborg University, July 2006, Friis is now a project manager in Aalborg on the STEER project MIDAS. He is involved in several projects in the department: marketing campaigns and information, cycling projects – best practice knowledge and input to the development of action plans.

Amy Johnson

Amy Johnson has nearly 20 years experience in consumer marketing, corporate communications and public relations and has directed multi-national campaigns in the United States and Europe. This, coupled with an MBA in International Marketing, makes her uniquely qualified to advise on and provide support for integrated marketing communications and corporate media challenges, including industry and commodity branding.

In addition to her work for Mostra focused on supporting VANGUARD/CITIVAS-Plus communications, Amy currently provides training support and independent counsel to agencies, corporations and associations. She offers services in development and execution of media strategy, copywriting, crisis communications and strategic planning. A speciality is media relations support for clients wishing to interact with the Brussels-based press corps; this is based on her knowledge of the European institutions and the pan-EU media climate. Sector experience includes transportation; energy and environment issues; technology; oil and gas; travel and tourism; and food, beverage & nutrition.

Prior to founding her own consultancy, Amy worked for three top-ranked agencies. Amy was based in London, Brussels and Washington, DC, during her 10-year tenure with Porter Novelli International (Omnicom) that culminated with her appointment as Vice President of the Consumer Marketing Division. Key clients: Procter & Gamble, ExxonMobil, Marriott, The Advertising Council, The Steel Alliance, Plastics Europe, NTT, Ericsson, HMS Host (Autogrill), U.S. Department of Agriculture, American Red Cross.

At Weber Shandwick (Interpublic Group) she was Director of the European Corporate Practice. Based between Brussels and Paris, she co-ordinated communications expertise from among the network's 39 EMEA offices. Key clients: Honeywell, Sonae Sierra, ExxonMobil.

As a special consultant to Hill & Knowlton International (WPP), Amy worked primarily with the public policy division on pan-European outreach strategy and media relations. Key clients: European Commission Directorate General Research; DG Employment, Social Affairs and Equal Opportunities DG Health and Consumer Affairs.

Other experience includes serving as Interim Director of Communications at PlasticsEurope; ExxonMobil (Public Affairs, Middle East division); and positions at the Executive Office of the President, including an internship in the White House Press Office.

An American national and resident of France, Amy has lived and worked across Europe (UK, France, Belgium) for ten years.

Caroline Maerten

Caroline Maerten has more than 10 years experience in online marketing services within some of the leading Belgium and European web agencies. In August 2006 she launched Rolling Talks (www.rollingtalks.com) to explain to companies how social media conversations are impacting their business.

She started consultancy on her favourite topic a year later. In addition to her work for Mostra focused on supporting its teams in the Social Media aspects related to its ongoing campaigns (ie. RASF, Rabies, EURES) and to provide latest insights related to her work, she helps international companies develop a strategic framework to integrate Social Media platforms within their communication strategy.

Some of her clients include: Attentio (European monitoring company), Belgacom, Cherry&Cake (agency), Cleverwood, Club Med, Concerto (agency), Eurostar, Interel (PR agency), Nivea, Microsoft, Taatu, The House of Marketing, Wolters Kluwer. Some of the services she's known for : Social Media workshops (from beginners know-how to practical implementation), Social Media strategy development & consulting, Professional online monitoring; Community Management coaching.

She's also contributing to educate the Belgian market through several national marketing publications and associations (Inside Internet, Media Marketing, Digimedia, Belgian PR Center). In September 2008, she initiated and led the Belgium IAB Social Media Task Group.

In 2008, she won for agency Interel the European Excellence Awards 2008 for Club Med (see <http://www.excellence-awards.eu/>).

Caroline is a French national and lives in Belgium.

Sarah Martens

Sarah works with Mobiel 21 in the field of education and campaigns on safe and sustainable mobility. She has a master in pedagogical sciences. Before joining the Mobiel 21 team, she briefly worked for the Belgian Road Safety Institute (BIVV-IBSR), where she developed informational and educational publications as well as campaigns for children, youngster, teachers and parents.

Prior working experiences include her position as edutainer for Technopolis, the major Flemish science centre, where she presented shows and workshops on science and technology for people of all ages.

Considering education as a particular kind of communication, Sarah continues to be fascinated by innovative ways to present information to different groups of people.

Kostas Mastakas

Kostas works with MOSTRA Communication as Assistant Project Manager. He runs the Media Desk of the European Commission's Sustainable Energy Europe Campaign and he also ensures the overall coordination of Mostra's involvement in the CIVITAS Vanguard Consortium. His main area of communications expertise is media relations. Prior to joining Mostra, he worked in the field of crisis management and conflict resolution for a Brussels based think tank and for the European Commission. Kostas is a 'Sciences-Po Paris' graduate in Contemporary European Studies. He has lived and worked across Europe for more than ten years. He is father of three beautiful kids, Gabriel, Alma and Rebekka.

Lidija Pavic-Rogosic, M.A.

Lidija Pavic-Rogosic is local dissemination manager in Zagreb, Croatia.

Pavic-Rogosic is the director of ODRAZ-Sustainable Community Development, a CIVITAS ELAN project partner based in Zagreb.

An architect by profession, Pavic-Rogosic has more than 20 years of experience in the governmental sector working in executive positions with international organisations and CSOs. She has provided consulting services for ministries, international organisations and the World Bank among others.

She has expertise in the fields of physical planning, environmental protection and sustainable development, training and public participation.

John Porter

John has a BSc in Biological Sciences (Birmingham), an MSc in Organisational Behaviour (Birkbeck College, London).

After failing to make a career in Biology he worked for some time in Civil Engineering designing and testing nuclear reactor pressure vessels. After this he executed a complete U turn in career direction and joined the Metropolitan Police (London) as a constable. In his 16 year career he rose to the rank of Chief Inspector. Apart from serving as a uniformed officer he also worked in the Management Services Department writing the user requirement for a new communications system for Scotland Yard and all London police stations. He established the first psychological services unit in a British police force and worked on the training requirements for armed officers in high stress and high risk situations. In the latter years of service he was injured in the course of duty and released from service.

Following this he was appointed to a Director position at the Centre for Personal Construct Psychology where he worked with Professor Fay Fransella and was a tutor on PCP courses. and undertook training in psychotherapy.

John founded Interactions in 1989 and moved the business to Ireland in 1991.

Interactions Ltd specialises in understanding the psychology of behaviour change and modal choice. Its research activities include organisation culture, climate and communications, and change management, stress management, and personnel selection. Market research activities cover researching customer needs in relation to radio stations, banking, transport, health care, biofuels and a variety of consumer products. He is currently working on the TravelWise brand in Merseyside UK, a Park and Ride project in Dublin and is Dissemination Manager for CIVITAS MIMOSA.

He is a former Director of the Marketing Society of Ireland, former chairman of the Institute for Training and Development (Eastern region) and is a member of the Marketing Institute of Ireland.

Greg Spencer

Greg Spencer is a specialist in sustainable transport and communications for the Regional Environmental Center for Central and Eastern Europe (REC), based in Hungary. He manages projects; contributes in research and writing tasks; presents at workshops and conferences and writes a column on sustainable transport for the REC's online news magazine.

In recent years, he has contributed to a number of sustainable transport projects, including CURACAO (on road use charging), SPUTNIC (public transport), ELTIS (sustainable urban transport) and Spicycles (urban utility bicycling). He has given several presentations on sustainable transport, including communications strategies in promoting sustainable modes and the development of bicycling as a means of transport. He has co-edited a book and utility bicycling, *Cycling on the Rise: Public Bicycles and other European Examples* (May 2009) and writes a blog on the subject: cyclingsolution.blogspot.com. He has also trained NGO leaders on writing for public relations.

Alongside his work in sustainable transport, he also works as an editorial manager in the REC's Publishing Department, overseeing the production of a variety of documents in the environmental field.

Before joining the REC in 2002, he worked as a reporter for various daily newspapers in the United States and then as an editor of an English-language newspaper in Budapest. He started at the REC as deputy editor of the organisation's quarterly journal, and over time developed additional skills in graphic design, layout and publishing management.

Greg has an MSc from the Environmental Sciences and Policy at the Central European University in Budapest (with thesis on utility bicycling) and a BSc in Communications from the University of Washington (Seattle).

Colombe Warin

Colombe Warin is Project Manager for Mostra Communication.

Graduated from 'Sciences-Po Paris' (France), the College of Europe (Bruges) and the MBA of Solvay Business School (Brussels), Colombe Warin has more than ten years experience in coordinating projects and organising European events. Her career in various Brussels-based organisations has led her to an excellent command of communications tools (web, print, events, videos, PR, press) and the management of multicultural teams. Enthusiastic and self-starter, since 2006, she is Project Manager at Mostra Communication, and managed Framework contracts of the European Commission (e.g. DG Energy, DG Enterprise, DG Maritime Affairs and Fisheries, DG Education and Culture, DG Environment). She is currently in charge of the Sustainable Energy Europe Campaign and other programmes and campaigns related to sustainable energy.

B. Evaluation form

EVALUATION FORM TRAINING COMMUNICATING WITH THE CITIZEN

With this form we would like to:

- get your views on the training you just completed;
- check your interest and availability for a next CIVITAS VANGUARD training.

Training evaluation

I. Content evaluation

a. How do you value the training just received in terms of content?

Very good	Good	Neutral	Bad	Very bad

b. Would you recommend the training to someone else?

Very much	Yes	Neutral	No	Not at all

c. The balance between theory and practice in the programme was:

Much too theoretical	Too theoretical	Properly balanced	Too practical	Much too practical

Please explain your answer:

II. Event evaluation

a. How satisfied were you with:

	++	+	+/-	-	--
Registration process					
Pre-event information					
Practical organisation of the day(s)					
Relevance of the topic areas					
Presentations given					
Documents provided					
Breakdown sessions					

b. Which parts of the event were most useful for you?

- c. Which parts of the event were of little or no use to you?
- d. What changes or improvements should be made?
- e. Do you have any comments or suggestions?

III. Impact evaluation

a. Process

The training gave me the opportunity to acquire the appropriate competence(s)?

Yes/no

Please, explain your answer.

b. Learning results

I have the feeling my competences are obtained correctly?

Yes/no

Please, explain your answer.

c. Performance

The competences obtained are applicable to my professional situation?

Yes/no

Please, explain your answer.

d. Impact

The competences will enable me to change or improve the current situation?

Yes/no

Please, explain your answer.

2 Interest and availability for the next training

The next VANGUARD training topic will be Mobility Management (November 2010 - tbc).

Would you be interested to participate?

- Yes
- No,
 - If not, why not? ...
- Undecided,
 - because ...

Contact details

Feel free to fill in your contact details in the boxes below. Your contact details will only be used to contact you for future VANGUARD trainings.

Name	City/Organisation	Email address