

AWARENESS CAMPAIGN STRATEGY

Shared campaign for the involvement of
technicians and entrepreneurs



Consortium Meeting 6, Hungary. Picture by Jozica Lazar

The sustainable management of HUA requires the cooperation between various subjects. Different from a common targeted dissemination activity, this WP aims to raise awareness in many typologies of subjects, both private and public, about their possible roles inside a more sustainable approach to HBA management and risk prevention. To reach this goal the WPT3 foresees:

- the analysis of the target group of technical experts plus entrepreneurs with their awareness level, potentialities and needs in relation to a tentative role inside a sustainable management of HBA;
- the definition of an awareness campaign strategy directed to the target;
- the preparation of methodological toolkits to improve awareness and facilitate involvement of private subjects in integrated sustainable management.

This document, Awareness campaign strategy, is the result of the shared work made by BhENEFIT consortium to produce a report for the involvement of technicians and entrepreneurs in the sustainable management of Historic Built Areas. Following the integrated, multi-disciplinary approach promoted by BhENEFIT project and consequently by the tools produced (Strategy for sustainable management of HBA, Guidelines for local involvement, web-GIS and DSS), the Awareness campaign strategy analysis the target and collect suggestions for the effective involvement of the target itself.

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AWARENESS CAMPAIGN STRATEGY

1. INTRODUCTION

The BhENEFIT project – Built heritage, energy and environmental-friendly integrated tools for the sustainable management of Historic Built Areas - or in short BhENEFIT - CE1202 aims at improving capacities for the sustainable use of cultural heritage and resources. The preservation of built heritage needs a model that is environmentally, economically and socially sustainable. The project is looking for innovative solutions on how to evaluate the use and historical value of built areas and how to optimize building performances (its energy efficiency and structural behavioural increase). The project also delivers a **long-term perspective for minimizing emergency actions through a comprehensive monitoring strategy, which is aimed at the planned preservation of cultural heritage**. To implement such strategy, BhENEFIT builds the management capacities, involve and coordinate relevant players from the public and private sectors and provide them with new innovative methodologies thanks to the work of 12 partners in 7 different countries: Italy, Slovakia, Croatia, Hungary, Slovenia, Austria and Czech Republic. The BhENEFIT project has been funded by the EU within the Interreg CENTRAL EUROPE Programme, which supports transnational regional cooperation. The overall objective of the programme is to cooperate beyond borders to make central European cities and regions better places to live and work. Among the final goals of BhENEFIT there is the development of a certain awareness among the topic of the sustainable management of HBA within a very wide range of subjects, belonging to different categories: all such subjects indeed are relevant in the context of the project because potentially part of the integrated approach to HBA management, that is eventually the very final aim of BhENEFIT.

Taken then for granted the need to involve and mobilize a wide range of different targets, the work package T3 “Increasing awareness and capacity building” aims to define and test tools aiming at increasing awareness and capacities of a specific category of subject that, as we well see further on in this document, is particularly crucial for the efficient and effective sustainable HBA

management and planning processes, **constituted by technicians and entrepreneurs**. It is also true that the participation strategy here adopted stresses the importance of foreseeing a generic involvement strategy, a part from the specific targeted tools that we will deepen for technicians and entrepreneurs.

The objective of this document is thus giving a definition of an **awareness strategy campaign that could succeed in a double view**:

- **On one hand to give a critic and efficient focus on how to involve technicians and entrepreneurs;**
- **While on the other to be able to increase awareness in the other targets at the same time.**

2. STRATEGY & OBJECTIVES OF THE AWARENESS RAISING CAMPAIGN

The aim of this awareness raising campaign is to maximize the impact, visibility and the main message of the project. Within the context of the campaign partners should **spread the concept that sustainable investing on historic built areas is simply smart investing.** That it preserves a unique and common historical heritage; increases the sense of identity and responsibility in the inhabitants, users and tourists; it allows to regenerate value urban contexts but often abandoned or undeveloped. The project aims at delivering practical results to the territories through strong participation of local players.

The general output of this awareness raising campaign is the enhancement of the awareness and skills of involved stakeholders and parties in the field of built heritage preservation and sustainable reuse in relationship with social and economic growth. Some measures directly aim at changing local behaviour; to increase knowledge, sense of belonging, awareness among different subjects and to introduce innovative tools in the preservation and restoration tools of historical buildings ,in a sustainable use of urban spaces. It is therefore crucial to focus on dissemination and awareness raising activities among various stakeholder groups to build capacities for enhanced HBA management and foster sustainable use of HBAs.

The specific goals of this campaign thus include:

- To know their awareness level on HBA management and eventually to try covering gaps;
- To recognize and know their potentialities and try finding with them a way to exploit them;
- To know needs and define a way to satisfy them: this will imply a direct involvement of decision makers in listening and striving to develop win-win scenarios;
- To tentatively define technicians and entrepreneurs role inside sustainable management of HBA;
- To influence their attitude and behaviour;
- To widen technicians' and entrepreneurs' action in order for public administrations to be better aligned to their purposes;
- To mobilise external subjects and organisations fostering a change in their behaviour and possibly leave them the need to support in the existing policies on HBA management;

- To raise general awareness about the issue of sustainable HBA management which is often not perceived in their context;
- To bring together sometimes disconnected voices having common ideas and temporarily create a force that eventually could turn to become a permanent one;
- To implement the tools that will be described here in order to obtain the widest involvement possible by each partner;
- To create a community basis with which open up the worktable for planning and sustainable managing historic built areas.

3. THREE STEPS OF THE AWARENESS RAISING CAMPAIGN

The central message of an awareness raising campaign is communicated to its intended audience or audiences using a range of different techniques and approaches. It include newsletters, social media and events, meetings with stakeholders and representatives of the target group to create a general awareness on the topic. Personal meetings or short informative talks have usually more impact than media-based actions, but the lasts are also fundamental in terms of recruiting participants for the firsts.

Preliminary steps of the awareness raising campaign is dedicated to “create a community of interest”, to approach and attract the target group and stakeholders, to actually reach, involve and engage them before the structured events. Summarising the goal of the first steps of the awareness campaign should be dissemination activities to create conditions for the following steps. A mix of dissemination instruments to match the different needs, to that first of all most important is to clearly define the target group.

3.1. Identification of the target groups

The group of community for whom the message contained in an awareness raising campaign is intended. Key stakeholders are those which can significantly influence, or are important to the success of the project. As anticipated in the introduction - within the context of a bigger communication strategy aimed at intercepting a bigger community (including citizens and policy makers) among others the principal targets for this awareness campaign are technicians and entrepreneurs. Table 2 lists the main characteristics of these target groups.

Technicians	Professionals and organizations working in the field of HBA management that could demonstrate a good reputation of work in the area. The organization should have the potential to interact with other stakeholders and governmental bodies and have their trust, in order to strengthen the social networks and pursue agreements for sustainable HBA management projects.
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	<p>They are often not aware of the project execution, although their expertise in implementing projects in the region is highly valued by other stakeholders and long-lasting trust ties have been created with this organizations and individuals.</p> <p>The objective of working with technicians is to provide them with inputs during the implementation of the project. It is important to organize consultations with technicians and other stakeholders, develop workshops and other forms of events where they obtain some value for their work and see it as beneficial for them to continue and sustain cooperation even after the project finishes. They are the key bearers of the information with potential to further them to their peers and their clients.</p>
<p>Entrepreneurs</p>	<p>Entrepreneurs are business owners and private sector managers who need to understand the impact of HBA management on their organizations. They are involved up to different degree in HBA management. It is critical for this target group to understand the inputs and outputs, characteristics and complexity of HBA management and how it affects not only themselves but wider context they are operating in.</p> <p>The monuments, their status management have direct or indirect impact on their businesses. They want to see the public sector determination to manage the HBA in sustainable way to ensure profits and to contribute to long-term benefits related to their involvement with the heritage. They often do not understand the complexity involved with management of HBA and the objective is to engage them in the process of HBA management and become a part of the process.</p> <p>Education and awareness to increase understanding on the impact of HBAs is necessary to be fostered and partnership between the public and private sector needs to be created and supported.</p>

Crucial step when engaging with technicians and entrepreneurs is to identify them and map them in the region. They are individuals and organizations that affect or can be affected by HBA management by their activities, products or services and by

the associated performance with regard to the issues addressed by the engagement. An organisation may have many stakeholders, each with distinct attributes and often with diverse and conflicting interests and concerns. One possible methodology to categorize them once mapped is presented in table 3:

Knowledge of the issues associated with the purpose and scope of the engagement	Expectations of the engagement	Existing relationship with the organization (close or distant, formal or informal, positive or negative)
Dependence on the organisation	Willingness to engage	Level of influence
Type (civil society, government, consumer, etc.)	Cultural context	Geographical scale of operation
Capacity to engage (e.g. language barriers, IT literacy, disability)	Legitimacy and representation	Relationships with other stakeholders

Among other categories of subjects, their involvement appears to be fundamental in view of an integrated management of historic built areas and this is true for at least two reasons. The first one lies in the sphere of their technical competences: indeed, architects, engineers and designers do play a role when talking about structural intervention and urban renovation. Their knowledge and instruments represent a powerful resource for planning sustainable strategies for managing the historic built areas, considering that one of the leverages that could be used to attract such subjects to take part to BhENEFIT is insisting on the cultural value that such neighbourhoods represents for the cities they live in. Entrepreneurs, on the other hand, are important in terms of direct involvement by projects undertaken in the HBA because of their business located in the area, but also in terms of investing capabilities.

Table 1: WP T3 audience

<i>Audience</i>	<i>Communication objective</i>	<i>Status quo in 2017</i>	<i>Status quo in 2019</i>	<i>Outline of activities</i>
Architects	- What is BhENEFIT project and what is its scope - What is HBA management and how to implement a sustainable approach - What has been done in the past 2 years of project - How different target could come together to implement new solutions for a better use and renovation of local HBA - Recognize different competences needed to effectively manage participatory management processes of HBA - Ways in which the project could be used by the targets within their everyday life and professional activities	Have limited awareness of programme results. Have limited knowledge about project implementation rules and procedures and results of other projects. Have heard of the programme but have limited knowledge about results they could use.	Have been reached and made aware of the programme and results. Have been informed and gained knowledge on how to implement projects. Have decided to take part to BhENEFIT proactively in order to be part of the management process of HBA. Have networked with the other subjects categories involved. Have been able to recognize their potential role and are happy to collaborate. Have been able to recognize the benefits of being involved in such project.	<ul style="list-style-type: none"> ▪ Awareness campaign strategy
Engineers				<ul style="list-style-type: none"> ▪ Toolkits for seminars
Designer				<ul style="list-style-type: none"> ▪ Toolkits for informal events
Bulding professionals				<ul style="list-style-type: none"> ▪ Toolkit for design workshops
Local business owners				<ul style="list-style-type: none"> ▪ Reports
Managers				
Private foundations				
Private investors				

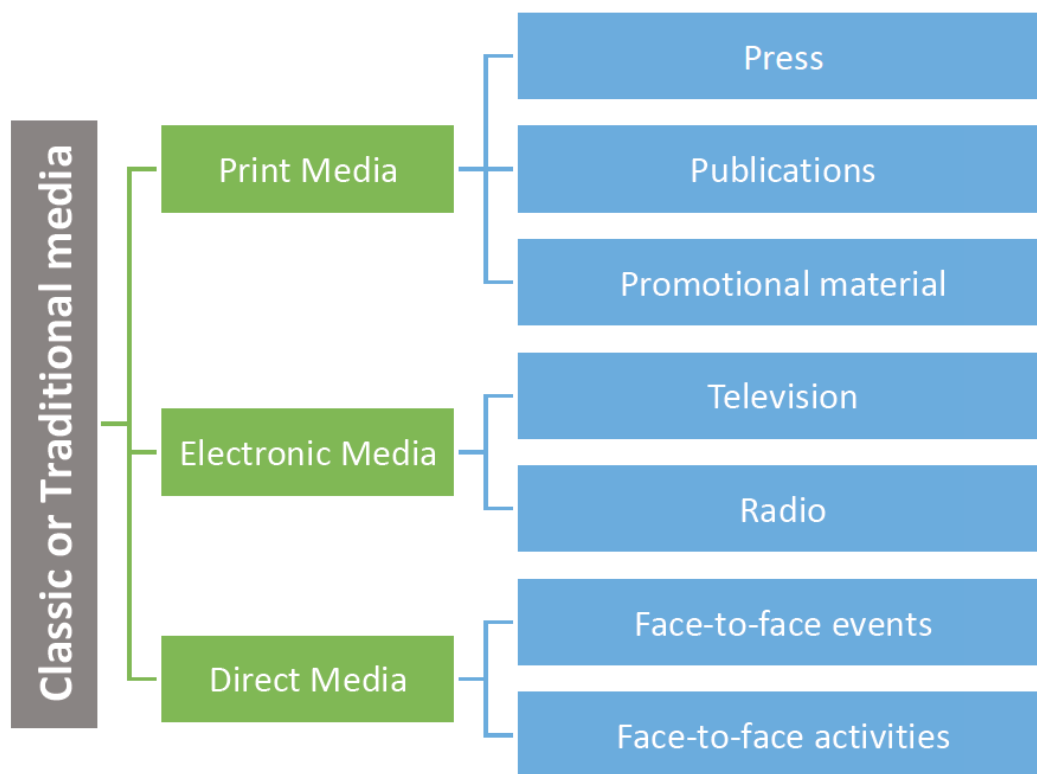
The less obvious target group of a campaign are those influencing the direct target group and intervening in their decision-making process with their opinion and expertise, influencing their choices. People are more likely to follow directions and suggestions of people they trust or people who have authority on them: family, friends and peers, and other offline or online personalities. Influencers can be allies, neutrals or opponents to a campaign: they may engage and take action, or they may act passively by spreading information about the organisation or the campaign to someone who can get involved.

To identify the target group’s influencers, it is important to identify who can be affected by the issue in the campaign, who are the real decision makers for the target

group and who are the well-known experts on the matter of HBA management the target group has access to. For technicians and entrepreneurs these subjects are likely to be their peers who are well known and are listened on a larger scale or their superiors to whom they are obliged to report.

3.2. Dissemination actions

The BhENEFIT awareness campaign strategy will include, among others, non-digital channels of communication, such as (see figure 1):



Print media

These will definitely help BhENEFIT partners reaching a general public and decision makers (local newspapers and press releases) along with more specific subjects

categories (specialized magazines). Promotional materials will help in keeping up the attention on the project and keeping updated those interested in the events.

- Press – newspaper, magazines, press releases
- Promotional materials – advertising boards, posters, flyers

Direct media

As extensively seen in the previous section, the face-to-face events will constitute a very powerful resource in transferring information about the project and relevant knowledge about HBA issues, and on top of that in creating meeting and interactive opportunities for different subjects to interact with each other, in view of a participated and integrated approach of HBA management.

- Face-to-face events & activities: meeting, training, conferences, info-point, word of mouth

Electronic media

Social media is a broad term which refers to a collective of online communication channels built on community-based input, interaction, content-sharing and collaboration. Crucial point is they all are based on building a relation with the viewer/follower/contact, and thus can be time-consuming. But, unlike traditional broadcast channels, social media enable people to respond and react to information, making them absolutely engaging and a channel to not be set aside in campaigning, leveraging the power of peer-to-peer recommendation and word of mouth. Anyway, partners should not rely on a social network too much, especially in case of really long-term campaigns.

Facebook

With more than 1.60 billion users, Facebook comprises of the largest blend of demographics of any social platform. It provides an extraordinary medium to reach target group worldwide. Facebook Ads can be used (paid) to have the campaign messages delivered to all Facebook having the characteristics we expect the target group has (the personas the message is addressed to). With its world-wide reach and use by all stakeholder groups, technicians and entrepreneurs can be reached via their interests and their professional pages. Especially in the first phases of the awareness campaign, and seen the incredible potential of this media, one post every week in the month of June and then one every two weeks per each partner location should be sponsored by the official pages of the partners involved. For instance, Mantova has a well followed Facebook page created in occasion of the Culture

Capital of 2016, and will take advantage of it when reaching the highest number of people as possible.

Twitter

It is based on constant updates, news, articles and on the use of hashtags. Hashtags contribute to attract followers and are constantly changing according to the period's trending. Not so popular in Europe as compared to the USA, however it allows for quick and efficient posting and using hashtags to address professionals.

Linked-In

It is the most suitable social media network for business/job networking. It allows to reach groups of professionals in any field. One of the best features for businesses are LinkedIn Groups where professional can exchange regarding common issues. Linked-In thus should be used to address professionals with tweet announcing the opening of the subscriptions for the event as described in the previous section of this campaign.

Instagram

It is a popular photo-sharing platform. It is really suitable to reach Millennials and for those campaigning having good quality visual materials. Communication on Instagram must be focused on fostering people to share or post new photos using hashtag. Overcoming Facebook, Instagram becomes the key channel for addressing individuals, business and professionals. Instagram should be used especially during and after the event, to report photos, video and live streaming of what is happening: this will not only leave participants tracks of the work done but also involve subjects who haven't being involved in the preliminary phase for the next steps.

Youtube

Youtube could represent an extremely useful resource in creating promotional material to be shared on social media pages like Facebook.

In the past decade, the role of social media had been increasing and they continue to play a key role when raising awareness, even for a target such as the one of technicians and entrepreneurs. Therefore, the campaign contents have to be carefully created with the scope of generating interest.

Infographics

Infographics are very appreciated by users, they are graphic representations of information, data or knowledge in an attractive and colourful way so that they can be easily understood at a glance.

Questions and surveys

Asking questions is the better way to bring users to interact. Unlike comprehensive articles, questions and surveys give space to external intervention. They have to be related to the campaign topic and users' expectations, or they can be creative, using a hot topic or news to get attention and creating a dialogue.

Events

In conjunction with a certain celebration or event (International Day for Monuments and Sites, Earth Day...), it is useful to produce a related content. The more the event is popular, the more difficult it is to stand out, so creativity and originality are always needed.

User-generated contents

In the era of social media, users desire to be at the centre of attention, as a desire of popularity or to share something: users can be asked to create and share contents related to the campaign. Of course, they need to be motivated in this sense, so it is necessary to create stories, peculiar occasion, creativity contests related to the campaign to give a strong reason to get involved and bring them to share about themselves and their personal situations.

3.3. Management of events involving target groups

With a specific focus on the third target, that as already seen is constituted by technicians and entrepreneurs, the transfer of knowledge needs to be planned with a rather particular attention, considered that in this specific case of such target the information would also cover technical issues and tools. In particular, in order to reach the objectives and goals stated in the previous sections of this campaign three format of events will be developed for technicians and entrepreneurs, namely a spot seminar, an informal event and a design workshop. It is important understanding that each format corresponds to a different level of involvement of the targets, thus

even though some partner will only concretely organize some of them they should be aware of this.

More specifically, *the spot seminar*, conceived as a learning tool where information need to be disseminate and spread to a public, is linked to an **information** phase of the involvement process. Three themes will be discussed within the context of the seminars which BhENEFIT partners have identified as energy efficiency, technical intervention and heritage valorization. Seen the relevance of such knowledge from a technical point of view, it could turn useful inviting experts from Public Administration, as well as citizens informed and interested such as Architecture students, for instance.

The second event is an informal event and the tool chosen for it is the community mapping, a walking format thought for more informed people. The objective of such technique for managing participatory process is to collectively create an incremental visualization of information produced by observation and storytelling. It appears clear that in the involvement process such an event represents the second phase, called **consultation**. Differently from the spot seminar here a more general public could be involved as well, letting those partners organizing the event thus benefiting of a bigger and diverse amount of information potentially collectable.

The design workshop correspond to an **involvement** phase, since it is conceived as an event where different kind of subjects will take part and will have the chance to closely work together. The focus of the session should be a real case study – more specifically a reuse project on a HBA building. This surely requires technical competences but diverse ones as well: this is the reason why an event such as a design workshop is the best tool to let people belonging to different target categories meet, interact and create a dialogue together.

4. CONCLUSIONS AND RECOMMENDATIONS FOR ACTIVITIES WITHIN THE AWARENESS RAISING CAMPAIGN

In conclusion, the BhENEFIT awareness raising strategy employs a vast range of different ways in which communicating about the project, ranging from classic media to digital media. The BhENEFIT project partners will be implementing this strategy for the entire duration of the project and beyond in order to ensure a wide reach among technicians and entrepreneurs as the key carriers of the new approach to HBA management.

What appears important underlining at this conclusive point of the awareness campaign strategy is that even though different targets need to be identified and intercepted, they should not be treated as independent and separated subjects. Also in terms of communication effectiveness, having a unique and coherent communication strategy is important to keep up the focus on BhENEFIT which is at the very basis of each step illustrated in this strategy.

Awareness raising and advocacy processes to involve technicians and entrepreneur, are complex instruments that aim to change the way an issue is understood, covered, financed and dealt with

Below are some points of reference for the selection and involvement of technicians and entrepreneurs:

- Consider their working style, expertise, career stage, availability, representativeness and institution.
- Identify who has a particular interest or expertise in the topic of heritage (online consultation; market survey; research on prices or previous competitions concerning HBA).
- Involve those who are willing and able to commit time and effort to the endeavour.
- Exploit the already existing working relationship.
- Consider those who have multi-institutional works .
- Offer/propose dialogue facilitators to technical offices, cultural institutions and entrepreneur operating in the field of sustainable management of HBA.
- Offer opportunities to network in the field.
- Implement existing company policies and propose innovative tools for short-term financial results to those who will participate in the project.
- Propose tax advantages for interested Technical Companies / Studios.

- Consider the involvement of Professional Orders with the issue of certifications or *bonus* or credits to those who will attend the BhENEFIT courses/initiatives.

Some ways to improve technicians' knowledge/involvement are the following:

- **Consistent Training:** knowledge training in the fields of historic built areas (HBA) management must also be consistent, engaging and customised. Everyone will be working from the same knowledge base, on HBA's management and the team will work collectively. Once initial training has been completed, technicians and entrepreneur should be tested using specific content on to fit particular job roles.
- **Put Learning into Practice with Role Play:** use role play to encourage the technicians and entrepreneur to demonstrate their knowledge and expertise on the spot by getting their knowledge in simulated real-word situations and best practices.
- **Provide Incentives and Reward Progress:** training can be integrated into your awareness and involvement strategy existing incentive program using something such as a points system or bonus to incentivise customers. These points could then be exchanged for prizes, perks, certification or advertising at the end of the BhENEFIT courses/initiatives. Rewards are a sure-fire way to keep training interesting, relaxed and engaging for stakeholders.
- **Take Training Out:** involvement of technicians and companies within the 5 pilot areas, in design workshops and conventions as well as in fairs, exhibitions and informal events where they can get hands-on experience and the chance to ask questions, connect and acquire information and knowledge on the HBA's management