

e-smartec

State-of-the art on marketing techniques for citizens' and stakeholders' engagement in e- smartec Regions

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1. Introduction

1.1 Project overview

Many European urban areas face a series of environmental challenges linked to mobility – congestion linked to air pollution. Based on the experience, sustainable urban mobility planning cannot be achieved without the commitment of key stakeholders and travellers. Users' engagement in mobility planning is often a big challenge for authorities since it requires deep knowledge of marketing and sociological aspects.

The e-smartec project is a 3-year project, funded under the Interreg Europe Project and the thematic area of Low Carbon Economy. The project initiated at the beginning of August 2019 and is split into two phases: phase 1 has a duration of 2 years, while phase 2 a duration of 1 year.

E-smartec aims at reinforcing existing policies and programmes by enhancing each step of mobility planning with the deployment of targeted marketing techniques for linking bottom-up and top-down decision making. The overall goal is to develop action plans that provide tailored guidelines on citizens' and stakeholders engagement marketing techniques.

1.2 About this document

The aim of this document is to present the regional Good Practices (GPs) that were collected as part of Task 1.1 activities of the e-smartec project. A **Good Practice**, as reported by the Interreg Europe (IR-E) Programme Manual, is defined as:

*"An initiative (e.g. project, process, technique) undertaken in one of the programme's priority axes which has proved to be successful in a region and which is of potential interest to other regions. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective. Although the Interreg Europe programme primarily refers to good practices, valuable learning also derives from bad practices where lessons learnt can be taken into consideration in the exchange of experience process."*¹

Since the development of active citizens requires investment in actions aimed at changing their mind set towards sustainable choices, this document identifies and describes creative *marketing ideas* that have demonstrated proven successful tangible results in boosting participatory planning and driving citizen's awareness and have a potential for learning and inspiration for the partner regions.

1.3 Structure of the report

The report is structured in five chapters. Apart from the first (introductory) one, chapter 2 outlines the methodology applied for the identification and description of the GPs; chapter 3 provides a first view of the current state of citizens' and stakeholders' involvement in mobility

¹ IR-E Programme Manual, pg. 37

planning in each region; chapter 4 presents the results of the state-of-the art analysis on engagement techniques at sustainable mobility or other fields, providing a short fact-sheet for each identified GP; chapter 5 presents the analysis of the GPs and chapter 6 outlines the overall conclusions.

The report is accompanied by two Annexes: Annex I presents the template used for the description of the regional GPs, while Annex II presents the detailed description of each GP (completed templates). Due to their length, the Annexes are provided as a separate, accompanying document.

2. Methodology for the GP collection

2.1 Description of the methodological steps

The identification and description of the GPs takes place in two levels within e-smartec: project regional and international. This documents addresses the first level, namely it identified those GPs that have been applied in the six (6) partner regions.

The collection and analysis of the GPs aims at pointing out the significant experience at regional level that will initiate the exchange of experience process among Project Partners (PPs) and the increase of their capacity in the project's subject.

For the identification of a practice as an “e-smartec GP”, specific “check-points” applied:

- I. The first check – point is related to what kind of practices is the project interested in, according to its general objectives. For e-smartec, the practice should be specifically related to engagement techniques at sustainable mobility or other fields as well (e.g. from sustainable tourism, education, business), thus clearly differentiating from i.e. mobility services, such as integrated ticketing or development projects, such as the construction of new bicycle lanes.
Examples of GPs relevant to the project were presented during the kick-off-meeting and include, for example: awareness raising campaigns, enabling tools (e.g. social media influencing exploitation), participatory planning meetings, task forces, events, interactive learning environments (e.g. serious games), etc.
- II. The second check – point is provided by the general definition of the GP, as the identified practices should have “proven their success in a region”.
- III. A third check – point is related to the transferability potential of each practice to other partner regions, as the GPs will provide the inspiration for the regions to develop their Action Plans.

If a selected case fit all the above check – points, it was considered a GP for e-smartec.

For the description of the GPs, a specific template (Annex I) was developed by the lead partner (CERTH) and used by all partners. The template included the minimum information that is also required by the Interreg Europe (IR-E), while some additional fields were also included related mostly to results achieved (externalities and level of citizens' and stakeholders' engagement) and transferability analysis (potential for learning, prerequisites for the adoption/implementation of the GP, challenges encountered and tips for a successful adoption). This was considered crucial for several reasons:

- Externalities and information on the level of stakeholders' and citizens' engagement can also provide valuable input to Task 1.2, as they can feed the qualitative model developed in Task 1.2, which, in its turn, will provide insights of the impacts of the strategies in modal shift, active participation and adoption of sustainable mobility interventions.
- Important findings can come up when identifying also the problems that were encountered during the implementation of a practice
- The transferability analysis of Task 1.6 will be also significantly fed by the information provided within the GP template.

For the collection of the GPs, partners triggered their experience and long-time activity in projects/ measures/ planning in their region. The Living Labs (LL) with stakeholders at regional level (activity included in 1.1 task of e-smartec), also provided further inspiration and supported the identification and detailed description of GPs.

Following a first collection by the partners and a first round of review against the check-points, 47 cases were selected to represent e-smartec's GPs.

Being based on wider notions and definitions used in marketing field, the next step was GPs' classification into the following categories:

- A. **Marketing techniques (when referring to the special promotion of a service, product or procedure)**, that include:
 - a. Social media: placing stories to social media, direct messages on platforms like Instagram, Snapchat, Twitter, FB, LinkedIn to reach out people or even to communicate with potential customers who might be looking for products and/or services.
 - b. Wheel of persuasion: evaluating effectiveness and coming back to customers/users with updated messages.
 - c. Word of mouth: free advertising triggered by customer experiences — and usually, something that goes beyond what they expected.
 - d. Internet marketing: reaching audience through web channels, video, Email Marketing Sequences
 - e. Undercover marketing: seeking to influence decisions without tipping off the consumer about the manipulation,
 - f. Relationship marketing: refers to efforts able to build long term relationships with customers/users/citizens with a view to gain their trust (e.g. offering consistent, personal support, giving awards, meeting them through dedicated events)
 - g. Cause marketing: hiding a product/service promotion behind another idea, in accordance with corporate social responsibility, such as by including activist messages in advertising
 - h. Other
- B. **Engagement to co-planning techniques (when the goal is to support participatory planning)** that include:
 - a. surveys, interviews: reaching audience through dedicated surveys and via personal interviews
 - b. focus groups/public meetings/open space events: special events with targeted audience, round tables, consultation processes
 - c. e-engagement, crowd-sourcing: crowd-sourcing apps, social media exploitation, we platforms and channels, online forums
 - d. gaming, gamification: interactive learning environments, serious games, application of game-design elements and game principles in non-game contexts
 - e. interactive events: events that count much on users' interaction, large differentiation from traditional events, active checks and real-life evaluations
 - f. capacity building: seminars, training video etc.
 - g. other

A classification grid was created (Table 1) to map the GPs against the above mentioned categories. Each GP could be checked against more than one category (e.g. a technique can have a two-fold aim; familiarizing citizens with sustainable mobility notion while also involving them in an open dialogue with authorities, therefore it is considered as marketing & engagement in the following table).

Table 1: Classification grid for e-smartec GP

No			Target group ¹		Aim ¹	
	Region	GP title	Stakeholders	Citizens	Marketing ²	Engagement for co-planning ³

^{1.} possibility of multi-selection

^{2.} if it is considered as marketing technique, possibility to multi-select from the list; social media, wheel of persuasion, word of mouth, internet marketing, undercover marketing, relationship marketing, cause marketing, other

^{3.} if it is considered as engagement to co-planning technique, possibility to multi-select from the list; surveys, interviews, focus groups/public meetings/open space events, e-engagement, crowdsourcing, gaming, gamifications, interactive events, capacity building, other

During the project's second project meeting, an "idea bank" process applied through an online poll tool in order to trigger participants' interest and motivate further discussions on and common understanding of GPs.



Figure 1 Idea Bank – example of online voting (directpoll.com)

The GPs were presented by each region partner and 2-3 GPs from each region were chosen for voting. The process aimed at gathering the partners' opinion, but also ensuring a common understanding of the categories and applying corrective actions in the GP descriptions in order to better highlight the relevance to e-smartec. Having applied this interactive procedure, partners provided after the meeting valuable feedback on the clustering of GPs.

2.2 Interdependencies with other project Tasks

The identification and description of the regional GPs will be a main activity for all the Tasks of the Exchange of Experience, as the GPs will be:

- ❖ further analysed in Task 1.2 in order to define the most appropriate approaches to be incorporated in the steps of the Sustainable Urban Mobility Plans (SUMPs)
- ❖ included in the training material that will be developed in Task 1.3, but also be used as techniques for the hands-on trainings that will take place in the regions
- ❖ provide inspiration for the regions to develop their Action Plans (Task 1.4), but also be used for the approach of the various target groups that will help the formulation of the Action Plan
- ❖ monitored as part of the Action plan implementation (Task 1.5)
- ❖ further analysed as per their transferability to other regions (Task 1.6)
- ❖ used throughout the whole communication and dissemination activities of the project (Task 2.1 and Task 2.2)

2.3 Project output indicators relevant to the report

The GPs identified and described within this report are related to the project's output indicator: "number of good practices identified". E-smartec's target is to identify **40 GPs**.

3. The state of citizens' and stakeholders' involvement in mobility planning in the e-smartec regions

This document aims at reporting on significant regional experiences under the form of good practices (GPs) that can effectively stimulate sustainable mobility co-planning and behavioural change. To this end, a first investigation of the level of involvement of citizens and stakeholders to sustainable mobility planning in reach Region and the relevant challenges encountered was conducted, in order to best understand specific experiences carried out by the cities/regions that could represent significant GPs.

A direct analysis, through a questionnaire created for that purpose and disseminated among the partners, was carried-out and the most important findings are provided below:

- The region of Central Macedonia follows a soft type of governance in sustainable mobility, which does not mandate cooperation among the local (municipal) SUMP. Stakeholders' representing the interest of wider geographical areas (i.e. metropolitan) have a high interest in mobility planning of various levels (even local ones), nonetheless the municipal themselves have a difficulty in following up.
- West Midlands regions faces a lot of challenges when stakeholders' efficient participation is concerned, due to political tensions, resource constraints, time constraints, uncertainties from lack of funding and devolution funding and different cities being at different levels of planning, efficiency and innovation. Nonetheless, there is a strong interest from the stakeholders that can be capitalized, as well as several initiatives in place that encourage cooperation across departments and geographic boundaries (that needs better coordination, though). The region has been very successful at major projects such as town regeneration, metro, rail masterplan, very light rail, upcoming battery industrialization centre, which can all help to attract inward investment for better travel/transport solutions and an interest on urban mobility planning. As far as citizens' engagement is concerned, successful initiatives are there (i.e. consultation periods for major developments or proposed schemes), still, a better advertising or targeting a wider geographic range for a diverse range of opinions and ideas could produce added values.
- Lazio region and its capital, Rome, have had a good opportunity to invest thoroughly in the engagement of both citizens and stakeholders through the participation process carried out as part of Rome's SUMP development. An increased cooperation of both target groups have been achieved and relevant GPs are there to prove it.
- Bratislava self-governing region presents a divided transport arena among many actors, which makes the dialogue and planning for sustainable mobility challenging. An excellent opportunity for the continuity of plans in sustainable mobility will be provided through the regional SUMP. A strong point of the region is the awareness of the stakeholders, as far as the necessity of collaboration in the SUMP is concerned. Citizens are harder to persuade, but existing good examples from the region can lead the way for further capitalization.
- North Limburg region demonstrates a joint effort regarding SUMP development (Trendsportal) and a strong and modern communication tool relevant to it. As

participation of stakeholders increases, more innovative ideas (initiating from them) arise.

- The State of Hessen has a long success in the creation of municipal SUMP's or other plans related to mobility and demonstrates a good cooperation among stakeholders. As far as the citizens' involvement is concerned, this is also considered sufficient, but rather challenging to succeed when strategic planning is concerned.

4. The e-smartec Good Practices

A total of 44 Good Practices were identified across the six e-smartec regions (Table 2, Figure 2):

- 1 Ten (10) from Central Macedonia (RCM)
- 2 Eight (8) from West Midlands (WM)
- 3 Five (5) from Lazio Region
- 4 Nine (9) from Bratislava self-governing region
- 5 Three (3) from North - Limburg Region
- 6 Nine (9) from the State of Hessen

Table 2 Table of the identified e-smartec Good Practices

No	REGION OF INFLUENCE	TITLE
GP 1	RCM	VOLTARO
GP 2	RCM	MOBITHESS: Urban Mobility Centre of Thessaloniki for the promotion of sustainable mobility
GP 3	RCM	MOTIVATE app: a crowdsourcing and interactive learning environment
GP 4	RCM	Co-creation of mobile open government services with the substantial participation of senior citizens and other stakeholders
GP 5	RCM	Macedonian Cuisine Food Truck of the Region of Central Macedonia
GP 6	RCM	REFORM: Fostering regional cooperation and capacity building for SUMP
GP 7	RCM	Cycling against Diabetes Melitus
GP 8	RCM	4mycity: a web and mobile based service for citizens' interaction to policy making and problem solving
GP 9	RCM	Ecomobility: campaign for the promotion of sustainable mobility
GP 10	RCM	Virtual Reality for the promotion of tourism in RCM
GP 11	WM	Coventry University Enterprises Ltd Location Independent Working (LIW)
GP 12	WM	Coventry Recycling Club
GP 13	WM	Cycle-R services
GP 14	WM	"Go Electric Taxi" Scheme
GP 15	WM	Greening Your Fleet event
GP 16	WM	SUITS: Sustainable Urban Integrated Transport Systems: Transferable tools for S-M local authorities

GP 17	WM	CASI project citizen panel meetings
GP 18	WM	Cycle Training in Schools (Bikeability)
GP 19	Lazio	Rome's SUMP participatory approach
GP 20	Lazio	PEDIBUS: get together to school safely and sustainably
GP 21	Lazio	DESIRE: training on road safety and sustainable mobility
GP 22	Lazio	VIA LIBERA: car-free streets
GP 23	Lazio	FORMULA E ROME E-PRIX: An event's campaign supporting shift to sustainable mobility
GP 24	Bratislava	Transdanube Pearls: Network for Sustainable Mobility along the Danube
GP 25	Bratislava	BA.cycloportal: engagement of users via online interactive portal for cyclists
GP 26	Bratislava	eGUTS: innovative ways to engage the people towards sustainable and green transport
GP 27	Bratislava	Promoting the implementation of a new sustainable mode of transport in city of Bratislava
GP 28	Bratislava	EdTWINL (Education Twinning): multicultural marketing as a tool for sharing the knowledge and best practises in international environment
GP 29	Bratislava	Silver Economy: creation of cross-border cooperation
GP 30	Bratislava	SacraVelo: Combination of two different aspects in one product to attract a broader group of people
GP 31	Bratislava	Promotion of the implementation of new unified tariff system
GP 32	Bratislava	Creation of a unified image of tourist destination
GP 33	North - Limburg	Energy transition game
GP 34	North - Limburg	Trendsportal card game
GP 35	North - Limburg	Cargobike Trendsportal – Competition
GP 36	Hessen	Active Mobility Check for Municipalities in Hessen
GP 37	Hessen	School Bike Route Planner (internet/smartphone app)
GP 38	Hessen	"Better to school"
GP 39	Hessen	Active Mobility Marketing Toolbox
GP 40	Hessen	Reporting platform for cycle traffic
GP 41	Hessen	Mobilfalt: campaign promoting combined transport

GP 42	Hessen	"365" Flatrate Ticketing
GP 43	Hessen	City cycling competition
GP 44	Hessen	Frankfurt Green City

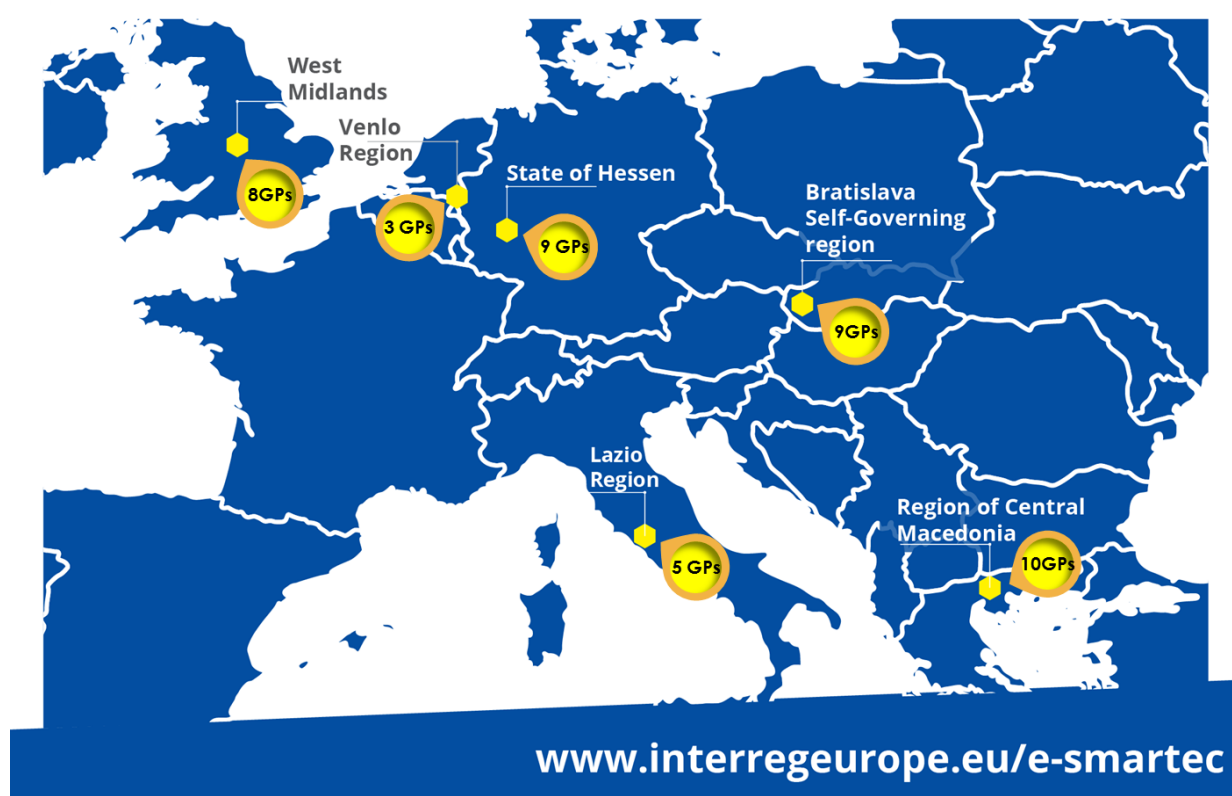


Figure 2 Map of the e-smartec Good Practices

The following sections provide a one-page factsheet of each GP. Their detailed description is provided in Annex II.

4.1 VOLTARO

Title VOLTARO

Short description

Open space annual event in the Coast of Thessaloniki for the promotion of bicycling and walking with the help of volunteers

Objectives

Increasing the awareness of citizens for the adoption of Sustainable Urban Mobility mainly with the use of volunteers.

Location

Thessaloniki, RCM, Greece

Institution involved

Public (Region of Central Macedonia) and private (volunteers, private sponsors)

Timescale

Event taking place every year, in September, for the last 3 years (since 2017)

Results achieved

The event is organized with the active involvement of volunteers on a September Sunday in an open space, the coast of Thessaloniki city where thousands of citizens take their walk. So, thousands of people of all ages are informed through this event about Sustainable Urban Mobility good practices and other environmental issues.

Clear evidence of success is the fact that every year the number of sponsorships from companies is increasing and the event uses even more space to accommodate all those good practices that need to be presented.

Potential for transferability

This event could be interesting for other regions to learn how with limited amount of money, (since it is implemented mainly with the active involvement of volunteers), a local authority can inform its citizens about sustainable urban mobility practices and other environmental issues.

Financial resources needed are limited, as the event relies mainly on volunteering. Work must be done in the direction of finding sponsors and exhibitors, but taking into consideration the proven success of the event in Thessaloniki, this may be relatively easy.

Challenges encountered and tips for adoption

“Voltaro” event is straight linked to Sustainable Urban Mobility, as it aims at increasing the awareness of citizens for the adoption of sustainable means of transport. It goes without saying that volunteering contribution is particularly important for the implementation of the event. Finding relevant exhibitors is essential for the realization of the event, but experience proves that due to its success, every year, number of participant exhibitors increases. Finally, sponsors role is crucial for alleviate part of the financial cost of the event.

Clustering keywords

citizens engagement; relationship marketing

Contacts

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4.2 MOBITHESS: Urban Mobility Centre of Thessaloniki for the promotion of sustainable mobility

Title	MOBITHESS: Urban Mobility Centre of Thessaloniki for the promotion of sustainable mobility
Short description	MOBITHESS, is the Urban Mobility Centre of Thessaloniki Greater Area implemented in 2012 with the close cooperation of the Thessaloniki Local Authorities. Through a number of provided services, MOBITHES provides environmental friendly car routing, trip routing with the use of Public Transport, combined transport routing and pedestrian routing, POIs, environmental impact and training on sustainable mobility.
Objectives	Help citizens and visitors of Thessaloniki area to move around the city by sustainable means, promoting public transportation and alternative ways of transport; to create a new culture for urban mobility in the city.
Location	Thessaloniki, RCM, Greece
Institution involved	Public bodies and a research institute (Region of Central Macedonia, the Municipality of Thessaloniki, the Public Transport Authority of Thessaloniki and the Hellenic Institute of Transport)
Timescale	Mobithess was created between May 2009-April 2012 under the funding of EEA – it continuous its operation till now, providing updated services under the operation of CERTH/HIT
Results achieved	<p>After the official inauguration of the Thessaloniki Urban Mobility Centre and until the end of 2019, over 40000 travellers used its services. The 40% used the travel information of public transport system, 20% used the environmental trip planner and almost 10% used the training tool.</p> <p>The training tool of MOBITHES was also used to awareness campaigns in schools and in different open space events in order more than 4000 people to be informed and aware to issues related to the promotion of sustainable mobility.</p>
Potential for transferability	The specific practise combines two separate but very important components of sustainable mobility enhancement: the stakeholder cooperation and engagement and the users' engagement and awareness. Due to the fact that almost all the cities/regions provide at least some of the MOBITHES services (routing, public transport info, useful info for bike rental etc), the development of an Urban Mobility Centre, which will integrate these services and will promote the sustainable way of transport is rather easy to be achieved.
Challenges encountered and tips for adoption	Probably the most important challenges are the financial resources and the promotion of the Urban Mobility Center in order to become known by the users.
Clustering keywords	citizens engagement; internet marketing
Contacts	<p>Dr. Maria Morfoulaki Centre for Research and Technology Hellas/ Hellenic Institute of Transport (CERTH/HIT) marmor@certh.gr</p>

4.3 MOTIVATE app: a crowdsourcing and interactive learning environment

Title MOTIVATE app: a crowdsourcing and interactive learning environment

Short description

The MOTIVATE app is a cloud based tool that collects data and provides first level overview of daily trips and travellers' opinions. MOTIVATE tries to capture citizens' and visitors' mobility habits and needs (crowdsourcing initiative) while triggering their interest via the provision of rewards. MOTIVATE interactive learning environment (awareness raising game on sustainable mobility) is an integral part of MOTIVATE app, which accompanies the whole initiative connected to travellers' real behaviour shift towards sustainable modes of transport (cycling, walking, public transport).

Objectives

Transform travellers into active agents of change of the new low carbon era

Location

Thessaloniki, RCM, Greece

Institution involved

Public driven

Timescale

1/9/2018-31/9/2018

Results achieved

MOTIVATE app use was launched to Thessaloniki in September 2018, through the European Mobility week and its pilot testing phase lasted for one month. Through the testing period of the system in Thessaloniki, over 100 citizens and visitors, supported the participatory approach of decision making process, providing insights for their real travel needs. Almost 800 users became active agents of Sustainable Mobility adoption by declaring their daily O-D trips. Additionally the platform was promoted in many conferences and events and more than 2000 people raised their awareness in terms of sustainable mobility.

Potential for transferability

High for any authority that needs to enhance participatory processes in mobility planning. Transferability steps can include: examination of the city/region profile > clarification of the city needs > engagement of authorities and local stakeholders > continuing engagement of stakeholders and promotion of users' activation > determination of success factors regarding the services > designation and establishment of "Leaders Group"

Challenges encountered and tips for adoption

A deep knowledge on the scope of sustainable urban mobility planning is necessary, but also familiarization with marketing and crowd sourcing techniques. Embedding functionalities of the app into existing popular apps is a key to success. Also, engaging smaller groups of citizens through regular meeting can create a word-of-mouth success.

Clustering keywords

citizens engagement; co-planning; undercover marketing; e-engagement; crowdsourcing; gaming; gamification

Contacts

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4.4 Co-creation of mobile open government services with the substantial participation of senior citizens and other stakeholders

Title	Co-creation of mobile open government services with the substantial participation of senior citizens and other stakeholders
Short description	The practice included activities to identify and invite co-creators, set up an organisational structure (living lab) for the co-creation process, define the services to be co-created, discover data sources, define requirements for the services and design of prototypes. A co-creation recruitment and engagement plan for the development of open government services for and with senior citizens was developed.
Objectives	Increase accessibility of senior citizens to health services
Location	Thessaloniki, RCM, Greece
Institution involved	The practice had been driven by two public bodies: Region of Central Macedonia and Aristotle University of Thessaloniki
Timescale	September 2017 – March 2018
Results achieved	An application tailored to needs and IT skills of senior citizens has been developed. The feedback that was received from the whole process from those that participated was very positive and made them feel that they were considered as the most important part of the process. The application was developed and enriched with additional data by the end of the time period of the project (January 2019) and the core group of the 30 co-creators older adults, were the first to use the final app in the smart devices that were provided by the project or in their own smart phones/tablets. The app can be found in the app store free of charge and everyone has access to it. The Elderly Care Centre has also been equipped by a smart device so all the members (apr. 100) can have access to it.
Potential for transferability	This practice could, potentially, interest other regions to learn from, as inclusion of the main actors lead to a common accepted and easy to use and easy to promote product/service.
Challenges encountered and tips for adoption	Challenges were mostly related to the non-familiarization of older adults with co-creating processes and technological tools. Nonetheless, co-creation proved to be able to make a service for them attractive to them. Approaching the group of elderlies was made easier by splitting them into smaller groups. The co-creation workshops proved to be a valuable tool for the whole process, while the establishment of a good relationship between the participants and the group facilitators (socializing, spending more time) was a key element. Short sessions/ workshops (max. 2 hours) are also recommended to avoid participants' fatigue.
Clustering keywords	citizens engagement; stakeholders engagement; co-planning; focus group; public meetings; open space events;
Contacts	Mrs. Kallitsa Pantazi Region of Central Macedonia k.pantazi@pkm.gov.gr

4.5 Macedonian Cuisine Food Truck of the Region of Central Macedonia

Title Macedonian Cuisine Food Truck of the Region of Central Macedonia

Short description

The Macedonian Cuisine Food Truck is a moving truck, offering real life experience in gastronomy that started its journey to Europe from the 34th Philoxenia expo on November of 2018. It is planned to continue in all the international gastronomic events as well as in the touristic expositions that the Region of Central Macedonia will take place.

Objectives

To give the opportunity to European citizens to taste the Macedonian Cuisine as well as the delicate products of the Region.

Location

RCM, Greece

Institution involved

Directorate of Tourism of the Region of Central Macedonia in cooperation with a private company

Timescale

November 2018 - ongoing

Results achieved

The success of this practice can be depicted by the amount of people that had the chance to taste the products of the Macedonian Cuisine during the expositions that the Food Truck participated in (around 21.000 people). The success is believed to be a result of Celebrity Marketing as Mr. Apostolos Tzitzikostas who is the Governor of Region of Central Macedonia, firstly presented the Macedonian Cuisine Food Truck.

Potential for transferability

This practice could, potentially, interest other regions to learn from, as it has no limits in its application due to the fact that each region can have the chance to promote the local cuisine, combining with the ability of the food truck to travel everywhere and enhance tourism and gastronomy through the citizens' participation.
In the field of mobility, similar practices could also apply for engaging citizens into more sustainable modes of transport. A paradigm can be provided for the promotion of e-mobility: a clean vehicle could start its trip around the city/metropolitan area/region, calling people to test it and familiarize with the concept. Celebrity marketing can also apply in this case.

Challenges encountered and tips for adoption

The basic tip for the successful adoption of the Good practice is that experiential learning is the best way to reach the audience. Only by a real life experience you can convince the public for the benefits of mobility planning measure, for example by exposing a real underground wagon to the citizens of Thessaloniki, they can get an idea of how their everyday life will change when the underground will start operating in the city.

Clustering keywords

citizens engagement; word of mouth;

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4.6 REFORM: Fostering regional cooperation and capacity building for SUMPs

Title REFORM: Fostering regional cooperation and capacity building for SUMPs

Short description

The practice established a permanent regional cooperation for increasing capacity of the local Municipalities and facilitating the deployment of their Sustainable Urban Mobility Plans (SUMPs).

Objectives

Tackling lack of knowledge concerning SUMPs and integrate regional policies into local SUMPs, thus move above the 'silo' approaches in Municipal urban transport planning.

Location

RCM, Greece

Institution involved

The practice is driven by cooperation of the regional governance authority of Central Macedonia and HIT/CERTH, a transport research institute.

Timescale

December 2017 – March 2018

Results achieved

Knowledge and understanding of the SUMP process increased the – identified low – regional and municipal capacity.
Regional public servants will be part of the new cooperative structure that is currently under development: the "Regional Observatory". The Observatory will interact with the Municipalities in various fields (including mobility) and will be used for monitoring the progress towards defined indicators (including also sustainable mobility indicators).
Municipal representatives overcame their knowledge gaps in SUMP processes, but also interacted with each other for tackling severe administrative issues in SUMP procurements. Within the period following the capacity building seminars, eight (8) Municipalities procured their SUMPs and five (5) of them are currently under SUMP development.

Potential for transferability

The practice is easy to transfer to any region, but is mostly recommended for "soft" governance models of metropolitan regions, where mostly informal cooperation takes place and the Regional Unit does not have a mandate to coordinate or supervise the local SUMPs.

Challenges encountered and tips for adoption

The challenges for the implementation of the practice in RCM were mostly related to the difficulty in reaching the technicians of the Municipalities (going beyond the political delegates), engaging the right persons (as many Municipalities do not have dedicated department for mobility and, therefore, no clear jurisdictions) and persuading them to act as leverages (permanent staff) for the promotion of sustainable mobility to the upper levels of chartered policy makers (i.e. vice mayors of technical department/ environment/ sustainable mobility).

As already indicated, the successful adoption of the practice is closely related to providing the Region with a leading role.

Clustering keywords

stakeholders engagement; capacity building

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4.7 Cycling against Diabetes Melitus

Title Cycling against Diabetes Melitus

Short description

In the context of the 30th Anniversary Panhellenic Congress that was organized by the “Hellenic Association for the Study and Education of Diabetes Melitus” in 2016 a cycling race was included. This practice is repeated every year in the coastal zone of Thessaloniki and the citizens have the chance to participate in this event and be engaged with the main bike road of the city and learn for the benefits of cycling for their health.

Objectives

The cycling race was firstly introduced to the citizens of Thessaloniki in 2016 to enhance people to include constant physical activity, aiming to be prevent diabetes.

Location

Thessaloniki, RCM, Greece

Institution involved

This practice is an initiative of the Hellenic Association for the Study and Education of Diabetes Melitus

Timescale

2016 – ongoing

Results achieved

The success of this practice can be depicted by the amount of people that are participating every year with their friends and families (approximately 400 every year). People participating in this event not only include doctors and patients of diabetes but each citizen of the city has the chance to explore the main bike road of Thessaloniki and simultaneously learn the benefits of cycling in their health. Another fact of success of this practice is that this event attracts people from other places, such as professional cycling athletes and happens to be sponsored by many medical companies, aiming to promote the idea of introducing cycling in our everyday life for boosting our health.

Potential for transferability

The specific practice can easily be transferred to other regions as there are no constraints or difficulties in organizing such an event. Most European citizens are familiar with cycling and use bicycles for their transportation so it gathers a lot of potentials to interest people from all over Europe. Also, health is always an issue that concerns a lot of people so the combination of health, exercise and transportation is an intriguing subject for European citizens.

Challenges encountered and tips for adoption

Cycling against diabetes is mainly targeting to encourage people to include daily exercise in their everyday life so as to protect their health. Due to the fact that the cycling race of this event is organized in a central area of Thessaloniki the citizens are becoming engaged to bikes roads of the city and can subconsciously become more familiar to the use of bicycles for their transportation.

Clustering keywords

citizens engagement; cause marketing

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4.8 4mycity: a web and mobile based service for citizens' interaction to policy making and problem solving

Title	4mycity: a web and mobile based service for citizens' interaction to policy making and problem solving
Short description	The city of Kalamaria uses a – both web and mobile based - service to manage problems/incidents located within the jurisdiction of the Municipality. More detailed, the “4myCity” service is designed to ease citizens to monitor reports addressed and/or report possible problems/incidents within the Municipality, but also to suggest improvements in the area.
Objectives	The goals of the “4myCity” service concern strengthening communication between citizens and the Municipality of Kalamaria, fostering a spirit of collective and active citizenship and helping improve the quality of life in the local areas of Kalamaria.
Location	Municipality of Kalamaria, RCM, Greece
Institution involved	The “4myCity” service, is a practice driven by a public body. Specifically, the Municipality of Kalamaria is management body of the application and the contractor that designed the application is the private company Tessera Multimedia.
Timescale	2016 – ongoing
Results achieved	<ul style="list-style-type: none"> improvement of the level of engagement and involvement of citizens in reporting problems, as the previous processes (phone calls, visits) were slow and bureaucratic speed-up of the processes for managing requests/ complaints, as the Municipality has managed to better organize the supplies necessary for solving the problems visualization of the issues/ problems that are continuously reported, thus better recognition of the intervention areas <p>Statistics provided from the system indicate an increase of 112% in the reports from year 2017 (480 reports) to 2019 (1020 reports).</p>
Potential for transferability	<p>This application can be used by any municipality or any other level of organizational structure, because they face similar problems / incidents within the urban environment and additionally to avoid time consuming process.</p> <p>The key challenge for the Municipality is mostly related to having the internal cooperating structure and capacity to reply to the issues reported. For this reason, the Municipality has created a coordinating centre that manages each demand/ report/ complaint and forwards it to the relevant department. Then, each department undertakes the responsibility of addressing and monitoring the issue and providing feedback to the system (and the users) on the progress.</p> <p>Another challenge is to convince/ educate the society on the use of the new technological possibilities. Engagement techniques for raising citizens' awareness on the new services are necessary to be segmented to the needs of the audience.</p>
Challenges encountered and tips for adoption	
Clustering keywords	citizens engagement; e-engagement; crowdsourcing; co-planning
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4.9 Ecomobility: campaign for the promotion of sustainable mobility

Title	Ecomobility: campaign for the promotion of sustainable mobility
Short description	Ecomobility is a national campaign organized every year. Student groups, with their work and suggestions are called upon to bring solutions to urban traffic conditions in their city, with the overriding support for the right of free movement and the restriction of access to cities. At the same time, they demonstrate the need for green movement, clean air and the proper functioning of cities. Their work is presented in special events, where they submit their proposals to representatives of local agencies, citizens and experts. A group of experts evaluates the proposals and several prizes are awarded to the high score proposals.
Objectives	The aim of the campaign/contest is to stimulate young people to approach the mobility and transport problems of the city. Through their experiential activation, the students search of solutions that are aimed at raising citizens' awareness, changing attitudes and promoting the quality of life in their cities.
Location	RCM (part of national), Greece
Institution involved	ECOCITY a no profit NGO develop, organize and coordinates the organization of the specific action in collaboration with the Ministry of Education.
Timescale	Yearly – from 2002
Results achieved	More than 35 high schools participate each year in ECOMOBILITY campaign. More than 400 students participate in the competitive process while at least 8.000 students are recipients of its messages. Correspondingly is also the numbers of adults who, through the involvement of their children or students, become aware of the specific issue of environmentally friendly mobility. At the same time, more than 40 public and private actors are collaborating to implement this campaign, not only in the context of its funding, but also in the evaluation of the students' work, transferring knowledge to the students' teams, etc.
Potential for transferability	The specific campaign is based on the support of the Ministry of Education, The ministry of Transport and the ministry of Environment together with other public authorities and private bodies and also to the volunteering work of people and experts. It is also based on the belief that motivation and experimental work fascinates the young people and strengthens their desire to work for a better world. Certainly many other people share the above-mentioned opinion and can easily set up the proper mechanism for organizing a similar campaign to their area/region/country.
Challenges encountered and tips for adoption	Probably the most important challenges are is the development of a strong engagement between the sponsors, the organizers - volunteers and the high schools in order the campaign to become a long lasting action.
Clustering keywords	citizens' engagement; relationship marketing; interactive events;
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4.10 Virtual Reality for the promotion of tourism in RCM

Title Virtual Reality for the promotion of tourism in RCM

Short description

In the 34th edition of Philoxenia which was held in November of 2018, the visitors of the “Region of Central Macedonia” stand had the chance to get to know of the thematic touristic products through Virtual and Augmented Reality Technologies, Video 360o and the use of VR headsets.

Objectives

Promote touristic destinations through exceptional personal experience.

Location

Thessaloniki, RCM, Greece

Institution involved

The specific initiative was implemented with the cooperation of the Directorate of Tourism of the Region of Central Macedonia with public bodies and private companies.

Timescale

November 2018

Results achieved

The success of this practice can be depicted by the amount of citizens that visited the 34th Philoxenia expo and more specifically the stand of Region of Central Macedonia (20.000 visitors).

Potential for transferability

The specific practice can easily be transferred to other regions as there are no constraints or difficulties in organizing such an initiative. As it was previously mentioned, if an organization has IT specialists, it could develop a similar application by its own means so the cost of this initiative can be minimized. Furthermore, tourism is always a sector that attracts a lot of people, so the combination of promoting touristic places using virtual reality equipment can be an intriguing subject for the European citizens. Last but not least, the technology used in this practice can easily become familiar to people of all ages.

Challenges encountered and tips for adoption

Even though the aforementioned practice was mainly used for touristic promotion purposes, it can be adopted by mobility planning. For instance, the citizens of a Region could have the chance to experience a planned change of a road to a pedestrian road through the use of virtual reality equipment, so as to give their feedback. Moreover, the citizens can be informed for upcoming changes that concern mobility planning through video 360°. In order to achieve successful adoption of the good practice in other Regions it is necessary to include this technique in events or expositions that attract a lot of people and to promote this initiative through social media, websites and advertisements.

Clustering keywords

citizens engagement; word of mouth

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4.11 Coventry University Enterprises Ltd Location Independent Working (LIW)

Title	Coventry University Enterprises Ltd Location Independent Working (LIW)
Short description	Coventry University Enterprises Ltd Location Independent Working is a scheme to enable staff to work outside of the office to help improve work life balance, productivity and absenteeism.
Objectives	Reduce occupancy levels and increase flexibility within the company.
Location	Coventry, WM, UK
Institution involved	This practice has been driven by a private body. The scheme was devised and delivered by the commercial arm of the university Coventry University Enterprises Ltd.
Timescale	2002 – Ongoing
Results achieved	<p>The increased space efficiency reduced the organisation's carbon footprint. LIW participants also avoid commuting at least once a week, and have more freedom to avoid congested periods.</p> <p>The results of this approach have been impressive. In a recent survey of independent working participants, more than two-thirds (70%) reported an increase in productivity between 40% and 100% over previous rates.</p> <p>Costs per employee have been halved, from £6,000 per annum to £3,000 for office-based workers who are now working remotely. And the floor space freed up by employees working remotely has been leased to tenants, generating £68,000 a year in extra revenue.</p> <p>The citizens are both active actors and users as they are the ones who are changing their habits which in turn has benefits for the organisation and the environment from a reduced carbon footprint, less traffic on the road and reduced costs for both the user and the organisation.</p>
Potential for transferability	Similar schemes are now commonplace within the UK as organisations are understanding the real benefits this gives to the workforce and the organisation.
Challenges encountered and tips for adoption	Whilst there are undoubtedly many positive aspects to agile working and flexibility, some staff members did feel that the boundaries between work and personal life were sometimes unclear.
Clustering keywords	citizens engagement; stakeholders engagement; word of mouth;
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4.12 Coventry Recycling Club

Title Coventry Recycling Club

Short description

Coventry Recycling Club is a scheme to reward residents for recycling. It is web based only and has been/is promoted via all printed/email literature distributed by the web team, on the Council website, Facebook and Council and Coventry Recycling Club twitter accounts, on the side of refuse vehicles, round-about signs, bus stops, local radio, local print, and in person via community events and council staff.

Objectives

Recycling improvement

Location

Coventry, WM, UK

Institution involved

The practice had been driven by a public body. The scheme is run by Coventry City Council and is fully funded by the Department of Communities and Local Government (DCLG) Weekly Collection Support Scheme.

Timescale

May 2015 – ongoing

Results achieved

Since the introduction of the scheme there has been a monthly rise in the number of members demonstrating continued engagement.

Benefits in the long term would be on the environment if there's an improvement in the recycling and waste management.

The citizens are both active actors and users of the scheme as they are the ones who have to improve their habits in terms of recycling to be able to earn points and have the opportunity to choose which good cause to fund. The Club is open to residents of Coventry only and currently has 6,059 members. Users of the scheme are also the organisations linked to the Good Causes that can be funded. Other active stakeholders involved are the Coventry City Council (and its contractors) as they manage the waste collection and the scheme; the Department of Communities and Local Government that funds it.

Potential for transferability

The practice is interesting as requires a certain awareness and commitment from the citizens to make it work in terms of improvement of recycling and reduction of general waste, but also to choose which good cause to fund. The scheme has not been transferred to other cases, but information has been shared with other local authorities and similar schemes have been adopted in other areas in the UK.

Challenges encountered and tips for adoption

Behavioural change requires constant messaging and contact/content for continued benefits to be achieved. On-going communication/messaging keeps the scheme fresh and encourages continued engagement.

Clustering keywords

citizens engagement; relationship marketing;

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4.13 Cycle-R services

Title Cycle-R services

Short description	Cycle-R is a registered charity
Objectives	<ul style="list-style-type: none"> • providing training, qualifications and work experience to long-term unemployed and youth groups using recycling donated bikes, with the aim of getting them back to work; • providing low-cost, high quality refurbished bikes to low-income families and people who may need them; • encouraging cycling as a sport around Cannock, including the provision and maintenance of facilities for bicycling in and around Cannock; • Supporting the ecology of Cannock Chase by providing recycling facilities for items that would otherwise be scrapped.
Location	Cannock, Staffordshire, WM, UK
Institution involved	Cycle – R are part of the Building Better Opportunities (BBO) – Evolve Programme. This is made of 14 Partner organisations aiming to support several projects across the Lichfield, Cannock, Tamworth and East Staffordshire areas. This project is funded by the National Lottery Community Fund and the European Union through the European Social Fund
Timescale	February 2014 - ongoing
Results achieved	<p>Cycle-R maintain their own evidence streams and tracking: 18 people helped into full-time employment; 23 people gained formal qualifications; 72 volunteers have worked in Cycle-R, 17 of which are currently engaged; 6 Apprenticeships completed and offered full-time roles; 6 Apprenticeships currently on-going (all with disabilities); 1 undergoing advanced mechanic training; 1 long term, medical, unemployed offered a role as full time mechanic within the organisation; 4 SEN students trained and gained formal qualifications; 8 further SEN students from a local special school completed training; Ad-hoc cycle-safety training offered into 2 schools covering >100 students; The sale of over 1,200 bikes to those within a disadvantaged situation; Establishment of Cannock Wheels for All centre, which provides specialised adapted cycles to the local disabled community through regular events; Cycle-R acting as Chair of the Trailblazer Group that is redefining the UK Standards for Cycle Mechanic Apprenticeship and Training.</p> <p>The practice is interesting for other areas as:</p> <ul style="list-style-type: none"> - it supports cycling entrepreneurship, therefore reinforces sustainable development and mobility by encouraging a cycling culture; - it offers services linked to cycling at a cheap price and therefore encourage people to move to a non-motorised travel (cycling); - it supports the ecology of the local area by recycling donated bikes.
Potential for transferability	
Challenges encountered and tips for adoption	Simply to be sensible and realistic. Good practice is always looking at what is best for the customer. Everything else will come from this.
Clustering keywords	citizens engagement; undercover marketing;
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4.14 “Go Electric Taxi” Scheme

Title “Go Electric Taxi” Scheme

Short description

The Go Electric Taxi scheme includes a range of different incentives worth £2,500 for taxi drivers interested in making the switch to a cleaner vehicle – as well as the opportunity for a two-week test drive for all Coventry Hackney cab drivers.

Objectives

To encourage taxi drivers to move to electric vehicles, thus speeding up the modernisation of the Coventry taxi fleet and offer a premium, better value, service for Coventarians.

Location

Coventry, WM, UK

Institution involved

The scheme had been driven by a public body. The scheme is run by Coventry City Council and is funded by money from the Office of Low Emission Vehicles, the DEFRA’s Air Quality Fund as well as being supported by LEVC, the Irish energy company ESB, Siemen sand taxi app Gett.

Timescale

September 2018 - onwards

Results achieved

Since the start of the Go Electric Taxi pilot in September 2018, places on the scheme have been oversubscribed and has led to a significant number of cab drivers placing orders, which led to there being at least 15 electric taxis on the city’s streets at the start of 2019 and 18 drivers had taken part in the try before you buy scheme

Each of these vehicles reduces a driver’s carbon footprint by 7 tonnes every year and has a significant air quality benefit – especially as many drivers are stepping out of older diesel vehicles.

However, there isn’t just a benefit for the environment – with drivers reporting they are spending less than £10 a day on fuel, compared with around £30 a day in their current diesel vehicle. This in part due to the dedicated ESB/Siemens rapid charging points that have been rolled out by the City Council.

A number of recent studies have also shown other driver benefits – and have shown that EV drivers are less stressed and more focused than those behind the wheel of a diesel vehicle. Likewise, the newer vehicles come with advanced air conditioning systems which mean that drivers are better protected from external air pollution.

Potential for transferability

This scheme of encouraging cab drivers to move to electric vehicles could be rolled out in any city given the backing from local governments and support organisations. Indeed, similar schemes in other cities have also been adopted and Coventry City Council have been in discussions with four other authorities on how the scheme was set-up because they were interested in setting something similar up in their particular authority.

Challenges encountered and tips for adoption

One of the biggest challenges was that scheme was oversubscribed and couldn’t initially keep up with demand.

Clustering keywords

Stakeholders engagement; word of mouth;

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4.15 Greening Your Fleet event

Title Greening Your Fleet event

Short description

Greening Your Fleet event that took place on 29th June 2018 at the Coventry Transport Museum and covered several subjects like: funding opportunities for businesses looking to reduce carbon and save energy, vehicle options for businesses, Green Wave App and electric cars.

Objectives

To engage with local business to make them aware of the green business programme and encourage them to partake in an energy and environmental audit within their business processes.

Location

Coventry, WM, UK

Institution involved

The event was organised within the Coventry and Warwickshire Green Business Programme which is part funded by the European Regional Development Fund and is being delivered by Coventry City Council, Coventry University and Coventry University Enterprises Ltd.

Timescale

29th June 2018

Results achieved

Opportunities are offered to the attendees of the Green Business Programme events, to join the Green Business Network. Members of the network benefit from monthly newsletters, highlighting energy saving tips and good practise for businesses and individuals, as well as upcoming low carbon events hosted by the Green Business Programme and associates.

After each event, a delegate satisfaction questionnaire is sent to each attendee to complete to monitor the success of events and collate feedback. To date all events have had a 96% or more satisfaction rate.

Potential for transferability

High for any region interested in engaging local business and make them aware of sustainable opportunities.

Social media and newsletters offer low cost energy saving measures for participants to implement in their organisations with the aim to save money and carbon.

Similar programmes run outside of the region.

Challenges encountered and tips for adoption

Building a network of interested organisations takes time. Eighteen months ago, the Green Business Network had 40 organisations but through marketing, a strong presence at relevant events and word of mouth from delivery partners (e.g. Coventry University, CW Growth Hub and CW Chamber of Commerce), the network now consists of over 860 organisations.

Clustering keywords

stakeholders engagement; relationship marketing; wheel of persuasion

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4.16 SUITS: Sustainable Urban Integrated Transport Systems: Transferable tools for S-M local authorities

Title	SUITS: Sustainable Urban Integrated Transport Systems: Transferable tools for S-M local authorities
Short description	The SUITS project develops tools (demo tool for data collection and analysis; sample tool for route optimization, data management platform for Urban Transport Management, Decision Support Tool, Capacity Building Toolbox, change toolkit, monitoring tool) for local authorities of small and medium sized cities to enhance their capacity to design and implement sustainable transport measures.
Objectives	SUITS aims to create the capacity of local authorities to develop and implement sustainable, inclusive, integrated and accessible transport strategies, policies, technologies, practices, procedures, tools, measures and intelligent transport systems that recognize the end-to-end travel experiences of all users and freight
Location	Coventry, WM, UK
Institution involved	Public- The project is led by a University and funded by public funds (Horizon 2020 programme)
Timescale	01/12/2016 to 30/11/2020
Results achieved	<ul style="list-style-type: none"> • A “change agent” was identified by all local authorities (LAs), who helped the LAs to set a guiding team, as driver for the project’s goals. • All LAs developed one clear vision for the future, communicated internally and externally (to stakeholders and citizens) • All LAs coped with the required internal change process successfully, becoming learning organisations and made their new thinking stuck in the organisation. That process comprised a shift of the value-system inside the LA and an employees’ attitude shift (becoming more resilient towards new technologies, more open towards innovation, more trustful toward new procedures, techniques and structures. This behavioural changes required organisational restructuring processes inside the LAs • All LAs shared examples of the implementation of Key Performance Indicators for future sustainable mobility. As part of promoting the use of alternative modes of transport such as ride share, e-bicycles, trains and buses, an introduction of easy payment methods such as NFP, cash-less and payment cards have been introduced in many cities
Potential for transferability	A model was developed, available for any city that wants to become a learning LA. The model includes 8 steps to path the way internally for allow for technical innovations to be adopted and used in the LA.
Challenges encountered and tips for adoption	The underlying challenge in general is the building and maintaining of a trustful relationship between the project team and the local authorities. Thus, a lot of effort and time is needed to set these strong and collaborative relationships up.
Clustering keywords	stakeholders engagement; capacity building; surveys; interviews; focus groups; workshop;
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4.17 CASI project citizen panel meetings

Title	CASI: Public Participation in Developing a Common Framework for Assessment and Management of Sustainable Innovation
Short description	<p>Within the CASI project, two Citizen panel meetings were organized in Coventry in order to promote inclusiveness in the debate on sustainable innovation.</p> <p>During a first round of citizens' panels meetings, citizens worked out their visions for the sustainable future state of the environment. Then, these visions were translated into research priorities on sustainable innovation. Afterwards, a second round of citizens' panels was organised so the citizens could validate the research priorities identified by the experts.</p>
Objectives	To promote inclusiveness in the debate on sustainable innovation, by consulting citizens on their visions for a sustainable future.
Location	Coventry, WM, UK
Institution involved	The citizen panel meetings have been organised within the CASI project, funded under the European Seventh Framework Programme.
Timescale	October 2014 – October 2015
Results achieved	<p>The project introduced four citizens' visions in the meeting organised by CUE Ltd. Each vision was structured in a title, a short description and a long description including benefits, negatives and what is needed.</p> <p>At the expert workshop, these visions (together with the visions from other citizen panels organised by other partners) were translated into research priorities and ranked and a total of 27 research priorities have been chosen for further elaboration.</p> <p>In the second round of 12 Citizen Panel Meetings, the citizens validated and ranked the research priorities produced at the expert workshop. They also produced a Top-10 of the entire list of the 27 research priorities, based on citizens' individual votes.</p> <p>The national Top-10s were later merged with the top-10 lists from other panels organised by other partners to create a transnational Top-10 list of research priorities for bringing about a more sustainable future.</p>
Potential for transferability	<p>This is a practice that could be transferred to other regions and type of projects were a view/opinion from citizens is needed.</p> <p>In fact, the methodology was first developed and used in the FP7 Blue Sky research project, CIVISTI. After being used in the CASI project, it was transferred to the Citizen Panels organised within the Interreg Europe Pe4Trans project.</p>
Challenges encountered and tips for adoption	The biggest challenge was the recruitment of the citizens in terms of promotion of the events to be able to reach the right audience, but also selection of a panel that is representative of the population
Clustering keywords	citizens engagement; citizen panel; public meeting; co-planning;
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4.18 Cycle Training in Schools (Bikeability)

Title Cycle Training in Schools (Bikeability)

Short description	Bikeability is a cycle training scheme (a modern version of cycling proficiency), delivered in primary schools by a cycle training team
Objectives	To advance the cycling education of the public (in particular young children)
Location	Coventry, WM, UK
Institution involved	The cycle scheme is publicly driven through local authorities. Bikeability is administered by the Bikeability Trust, which is a charitable organisation
Timescale	
Results achieved	In 2012 the government reported that nationally the scheme offered grants to 108 local authorities and 65 school games organiser host schools. The funding allowed for 275,000 pupils to be trained.
Potential for transferability	As this scheme has now been roll out in to all regions of the UK it has proven that transferability is relatively easy as long as you have the support from government and cycling organisations and the correct trainers in place to help deliver the programme of activity.
Challenges encountered and tips for adoption	Due to the success of Bikeability, the industry has reached a point where national demand for training now outstrips the level of funding from central government.
Clustering keywords	citizens engagement; relationship marketing;
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4.19 Rome's SUMP participatory approach

Title Rome's SUMP participatory approach

Short description

Rome's SUMP was generated through an intense multilevel participatory methodology. The SUMP introduced a new participation approach, involving the citizenship through a specific open portal to allow the knowledge and voting of the sustainable proposals. At the same time, public meetings in City District took place and interviews and analysis (published on the Portal) was carried out to look into the topics regarding sustainable mobility.

Objectives

To introduce a new participation approach, involving the citizenship and stakeholders in sustainable urban mobility planning.

Location

Rome, Lazio Region, Italy

Institution involved

The practice had been driven by a public body, Rome Mobility Agency (in-house company), supported by Risorse per Roma (other in-house company) and Rome Administration

Timescale

September 2017 – August 2019

Results achieved

For the first time in Rome citizens were able to express their opinion on clear topics regarding infrastructural adjustments, offer PT improvement, extensions of actual PT lines and new PT lines. The numbers of people reached are considerably high for Rome:

1st phase of listening procedure:

- Received proposals = 4,106
- Published proposals = 2,668
- Comments made = 3,132
- Contacts= 43,651
- Votes cast = 28,123

2nd phase of listening procedure:

- Roman residents: 2000 were reached via phone surveys
- 5415 web users
- 6814 contacted people

Potential for transferability

These communication techniques are certainly transferable. The Rome Metropolitan Area has already shown its interest in the web platform set up by Rome Municipality, in order to implement its own SUMP. RSM is continuously presenting this approach to other cities or metropolitan areas, during various events and conferences.

Challenges encountered and tips for adoption

Common understanding of SUMP's goals as well as seamless cooperation of different department is a prerequisite for supporting also a strong engagement plan.

Clustering keywords

Communication experts are also a critical component of success. stakeholders engagement; citizens engagement; co-planning; e-engagement; interactive events; crowdsourcing; open events; public meetings; behavioural change; market segmentation

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4.20 PEDIBUS: get together to school safely and sustainably

Title PEDIBUS: get together to school safely and sustainably

Short description

The PEDIBUS initiative supports primary schools managers to encourage pupils and families to walk to school safely in organised groups following fixed routes.

Objectives

The main purpose of the project is to foster the relationship between parents in order to stimulate a mutual support, in accompanying the children to school as a group. This promotes socialization among children, produces physical well-being and facilitates parents in organizing the accompaniment of children to and from school.

Location

Rome, Lazio, Italy

Institution involved

The initiative is Public driven, it arises from an idea launched by the City Mobility Agency and spread with the word of mouth communication to encourage a bottom-up organisation between parents, school, local groups, shopkeepers etc.

Timescale

2018 - ongoing

Results achieved

To date, the network of school mobility managers reaches 36,000 students and about 4.000 units of teaching and administrative staff. There are 8 Comprehensive Institutes that have started PEDIBUS projects.

Children, the main target of the initiative were enthusiastic, they like being in-group, and they are ethical and easily perceive the “green message”. They are stimulated to walk, interact, learn from each other (they repeat lessons while walking), they learn the rules of the street, they gain confidence, they are active, and feel responsible.

Parents perceive the opportunity of being leveraged of the daily duty of accompanying children to school, being aware, at the same time that other parents will take care of their children.

Potential for transferability

High for any city/school.

Challenges encountered and tips for adoption

The main barrier for take-up of the initiative was the perception by the school (teachers and managers) that this would have been a new workload. Thus, benefits must be efficiently demonstrated by the City and perceived by the School.

For the principal target audience of the initiative (children and parents), the word of mouth communication is fundamental. The usage of social media is a driver to support the aggregation and the trust.

The involvement of neighbourhood committees has proved important, as well as the ability to fund the purchase of what is necessary to start the first initiatives in the best possible way (reflective vests, signs, etc.).

Clustering keywords

stakeholders engagement; citizens engagement; co-planning; interactive events; behavioural change; market segmentation

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4.21 DESIRE: training on road safety and sustainable mobility

Title DESIRE: training on road safety and sustainable mobility

Short description

Training and awareness activities on road safety issues, with particular regard to vulnerable users and of soft and sustainable mobility promotion. Children were involved through dramatization, training, events/entertainment with entertainers and a competition for the best art craft produced. During the training course, the trainers introduced three modules concerning the road elements and sustainable mobility. At the end of the 3 modules in the classroom, children were involved in a 4th "Games in the courtyard" module.

As evaluation tool, two questionnaires have been proposed for two class ages: the first one for pupils of first, second and third class and the second one for children of fourth and fifth class.

Objectives

Increasing road safety around the schools in the peripheral areas.

Location

Rome, Lazio, Italy

Institution involved

The initiative is Public driven. It arises from a National funding

Timescale

2018 – ongoing

Results achieved

The initiative is already carried out in Rome in 2018 in 14 primary school institutes located in 12 municipalities. From January to June, 4,300 pupils were involved, in 200 classes, for a total of 2,000 hours of training. The initiative, was proposed again in the new school year 2019-2020 and extended to the pupils of the first grade secondary schools.

The training method was very effective. The pupils run a survey to assess the level of awareness raised during the training modules. The analysis of the questionnaires submitted to the children ex-ante and ex-post the training highlighted the actual effectiveness, in terms of understanding of safe behaviours on road.

Potential for transferability

The technique is certainly transferable. For a successful project, adequate training of the training staff is required. For the case of Rome, the ACI (Italian Automobile Club) and the local police were involved as well as the staff and organization of Rome Mobility Agency.

Challenges encountered and tips for adoption

the preliminary preparation phase must be very well structured, as it involves different aspects: training material preparation; identification of the training personnel; surveying (ex-ante and ex-post); data analysis; gaming; events organization; procurement of gadgets; communication campaigns

Clustering keywords

Citizens engagement; relationship marketing;

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4.22 VIA LIBERA: car-free streets

Title VIA LIBERA: car-free streets

Short description	#vialibera is an initiative supported by the city to incentivize a new approach to car-free mobility. Once a month, on Sundays, 15 km of streets around the city centre are banned to cars and citizens can freely take advantage of this opportunity (walking, cycling, neighbourhood parties, events, etc.).
Objectives	The initial goal is to verify the impact of transitory and definitive pedestrianizations, already being studied by the PUMS within the different city boroughs.
Location	Rome, Lazio, Italy
Institution involved	The initiative is Public driven, promoted by the mayor and coordinated by the City Mobility Councillor. In addition, it is supported and implemented with the Rome Mobility Agency, ATAC (PTO), the Local Police, and the City Departments for: Mobility, Environment, Culture, Sports, Trade, Tourism, and School. The associations are also involved, such as the City Forum on road safety. Also the private sector has been addressed, involving shopkeepers, restaurants, gyms, libraries, museums along the route.
Timescale	June 2018 - ongoing
Results achieved	<p>The #vialibera has demonstrated to be a successful initiative, as after the first two experimental editions where a large participation has been noted, it has been repeated on a monthly basis, with a high and continued participation by the citizens and stakeholders.</p> <p>It is being reinforced and re-promoted for the last couple of years. It is an “empty box”, and the private sector considers it as an opportunity (walking encourages shopping, going to bistros, bringing children outside, playing sports).</p>
Potential for transferability	The practice can easily be transferred.
Challenges encountered and tips for adoption	<p>A strong organization must be in place for ensuring the success of the practice. Many stakeholders have to be coordinated and motivated.</p> <p>The support of social associations (vulnerable users, cycling, disabled etc.) helps foster the take up and continuation of the initiative.</p> <p>The segmentation of the audience is important to target efficiently the message and the communication campaign.</p> <p>Opportunities for all (public and private sector) have to be highlighted, such as advantages on the quality of life and on changing mobility habits.</p>
Clustering keywords	Citizens engagement; undercover marketing
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4.23 FORMULA E ROME E-PRIX: An event's campaign supporting shift to sustainable mobility

Title	FORMULA E ROME E-PRIX: An event's campaign supporting shift to sustainable mobility
Short description	During the E-prix of formula E Championship, RSM draw up a communication plan mainly addressed to citizens and employees living and working in the EUR borough, close to the circuit, to discourage the private vehicle use in favour of public transport for the whole event period, suggesting the choice of alternative road routes, in particular on the closing days of via C. Colombo.
Objectives	Raise citizens' awareness towards sustainable mobility. Rome's accession to the e-prix also aims to promote a new vision of electric mobility: smart, high-tech and compatible with the environment.
Location	Rome, Lazio, Italy
Institution involved	Rome Mobility Agency (in-house company).
Timescale	Yearly, since 2018, from January to April
Results achieved	The campaign to promote sustainable transport during the Formula E event has been on RSM's web platform for about a month, producing 130.260 hits. The campaign was launched on social networks: 41 posts/ tweets were published on RSM channels, producing 7.364 entrances to the page with all the info. To evaluate the impacts of the communication campaign, the trends of the validations at the turnstiles of Metro B in the Marconi, Magliana, Eur Fermi, Eur Palasport and Laurentina stations were analysed between 1 March and 30 May 2018. From the comparison of the Fridays and Saturdays of the period, in order to identify the differences in user behaviour in the week of the event (race) and in the immediately preceding and subsequent weeks - pre and post-race) it emerged that on Friday's race the increase was + 17% compared to the average for the period and that this increase on Saturday of the race rose to + 73%.
Potential for transferability	These communication techniques are certainly transferable to other cities for similar events. Adequate expert teams in planning transport and communication are required, as well as a special "emergency" mobility plan in place (i.e. re-directing private cars, providing increased public transport supply, etc.) for addressing such wide events. The management of mobility was particularly difficult for companies and entities located in the area of the Circuit. A table was opened with these companies in full collaboration with the companies' mobility managers, in order to solve specific problems such as access for the disabled to offices, privileged information channels, special passes for employees who need to access the area for mandatory needs (services, staff of data centres, etc.). The participatory approach of the first year (2018) gave excellent results for the following year. For the 2020 edition, it was planned not to repeat this choice, learning from experience.
Challenges encountered and tips for adoption	
Clustering keywords	Citizens engagement; undercover marketing
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4.24 Transdanube Pearls: Network for Sustainable Mobility along the Danube

Title Transdanube Pearls: Network for Sustainable Mobility along the Danube

Short description

The practice concerns the creation of a network, involving actors along the Danube, committed to the promotion of sustainable mobility in tourism. The practice included the creation of a team of experts, who identified the potential members of the network and analysed the current situation of sustainable mobility along the Danube. The practice deployed engagement techniques (network seminars, assemblies, etc.) in order to bring the potential network members together and engage them to eventually participate. Members were awarded the title “Danube Pearls” and sustainable mobility solutions were offered for the tourists to travel between the “Pearls”.

Objectives

Promote sustainable mobility options against the predominance of car used by tourists and support cooperation between stakeholders, thus increasing the visibility of sustainable mobility services.

Location

Bratislava, Bratislava Self-Governing Region, Slovakia (multi regional cooperation along the Danube)

Institution involved

The practice was driven by the cooperation of several public bodies within the region

Timescale

January 2017 – June 2019

Results achieved

The mobility experts personally took the bike road between the Pearls and defined the problematic sections. Thus, concrete steps were taken like putting a bike carrier on a bus in the most dangerous sections, which has an appreciated by locals.

The updated app focusing on the bike road has been installed more than ten thousand times on android devices and has an above three-star rating. Positive feedback from tourists, locals, public authorities, business owners and other stakeholders has been shown.

Potential for transferability

The practice represents a significant learning potential for both other regions and other projects in the same region. Aspects seen as beneficial can be modified and implemented in other situations.

Challenges encountered and tips for adoption

One of the main aspects that was necessary for the project’s success is a clear and early setting of rules and standards for the potential individual participants. This way the partners can clearly see what they need to achieve.

Another element to learn from is the utilization of a vast network of external partners. The Pearls cooperated with private and public organizations on multiple levels (i.e. national, local). Local business owners are important actors and an important aspect for their long-term commitment to sustainability is to have them sufficiently trained on that matter.

Clustering keywords

Stakeholders engagement; co-planning; capacity building; meeting; experts group; network of stakeholders; assembly

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4.25 BA.cykloportal: engagement of users via online interactive portal for cyclists

Title BA.cykloportal: engagement of users via online interactive portal for cyclists

Short description

The practice offers an interactive experience to bike the community, either to recreational or professional cyclists, by exploiting the online portal providing important information about bike lanes. BA.cykloportal offers a combination of an interactive map of bike lanes in the Bratislava self-governing region and a new communication channel of the municipality to reach the population interested in biking.

Objectives

Reach and engage the population interested in biking by addressing the existing communicational gap between the municipality and the target group.

Location

Bratislava, Bratislava Self-Governing Region, Slovakia

Institution involved

The practice is driven by a public institution cooperating with a civil association.

Timescale

June 2019 – ongoing

Results achieved

Since the launch of the project in June the views of all the bike lanes in the region together are in thousands and the most popular one alone was viewed almost a thousand times. Furthermore, as the news on the portal directly link to the website of the municipality, the municipality can use the new web traffic and inform the viewers about other important topics. Finally, the engaged users/ bicyclists provide valuable feedback about the bike lanes (i.e. broken road, broken signs, ideas for improvement), thus contributing to the management of the bike lanes.

Potential for transferability

Subjects trying to reach a target segment who is currently insufficiently following their basic communication channels can learn a lot from this practice. While citizens often ignore news from their municipality, they actively search for information they care about and are passionate about. Public institutions should look for potential partners who already have an active relationship with the target audience. Also, the municipality saved a lot of resources by transferring most of the responsibility on the association. This way they didn't have to create they own website from a scratch but could use the already established and tested Cykloportal platform. Bratislava region also wasn't the first to use the Cykloportal platform and had the possibility to learn from the mistakes of previous regions.

Challenges encountered and tips for adoption

Thanks to the previous experience from other regions, the launch of the practice was relatively smooth. Some members of the public criticized that the region around the capital city is a follower and not the leader, thus raising a big question: Is it better to lead the progress and encounter a lot of implementation errors or to wait a little and learn from the experiences of other regions? Every region must take this question into consideration, as well as the expected feedback from citizens.

Clustering keywords

citizens engagement; internet marketing;

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4.26 eGUTS: innovative ways to engage the people towards sustainable and green transport

Title	eGUTS: innovative ways to engage the people towards sustainable and green transport
Short description	The practice established modern technologies like a mobile app in conjunction with more common marketing channels like public events, in order to promote the use of e-mobility in the Danube regions. The app provides the information about the charging infrastructure for e-vehicles in the focused region and helps the users with renting and charging e-bikes. Public events were held to promote the topic of e-mobility to the citizens of the individual towns.
Objectives	Improve the utilization of e-mobility in the Danube region and the individual towns participating on the project.
Location	Senec, Bratislava Self-Governing Region, Slovakia
Institution involved	The practice is led by a non-profit organization. Other partners also come from both public and private sector involved in e-mobility.
Timescale	January 2017 – September 2019
Results achieved	Thanks to the practice, the public perception of Senec citizens has changed in regard to e-mobility. This can be attributed not only to the promotional activities (events where hundreds of people could try the new e-vehicles), but also thanks to providing the real infrastructure much needed in countries like Slovakia. The city of Senec also received 1 electric charging station for the public. It is also installed with parking spaces for 2 electric cars in the city centre. Thanks to all of this, Senec, being the 42 nd largest town in Slovakia, is being mentioned as an e-mobility friendly city.
Potential for transferability	When taking into consideration topics like e-mobility, it is necessary to realise that simply raising awareness may not be enough for helping the environment. Citizens must be also provided with available and affordable options to take advantage. The events where citizens gain important information and simultaneously can try the new ways of transport like e-scooters, e-bikes etc. have a cumulative effect and can help create a much more integrated e-mobility platform, than simply pushing people to buy electric cars, especially for population that cannot afford them.
Challenges encountered and tips for adoption	The practice presents a good example in engaging passionate citizens who already have awareness about the subject to address the less informed and less passionate public. Non-profit organizations are very important and sometimes underestimated players in working with the public's opinion. Their passion about the topic and knowledge can help inform both the people from the public institutions and the public itself. Their non-profit character, also makes it easier to reach and persuade citizens. Finally, it is crucial to provide the actual charging infrastructure, but also publicize the charging locations both locally (i.e. through local events) and regionally (i.e. through apps).
Clustering keywords	Citizens engagement; internet marketing; relationship marketing;
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4.27 Promoting the implementation of a new sustainable mode of transport in city of Bratislava

Title	Promoting the implementation of a new sustainable mode of transport in city of Bratislava
Short description	The practice involves the creation of a marketing strategy, implementing a massive marketing campaign (including a wide media and social media coverage, contests, promo videos and an app), for the promotion of a new sustainable mobility product (bike sharing). A marketing research has been conducted, as part of the strategy, to investigate the most promising potential customers of the new product, while the municipality offered training courses for citizens to bike safely.
Objectives	Informing people about the new sustainable possibility of traveling in the city - bike sharing, creating a habit for people to use this service and getting feedback for further improvement of the offered transport service.
Location	Bratislava, Bratislava Self-Governing Region, Slovakia
Institution involved	The practice is led by a private company (Slovnaft) with help from the municipality of Bratislava.
Timescale	January 2017 – continuous
Results achieved	<p>While there were some problems with the implementation of the bike sharing system, the public perception of the project was vastly positive. By June of 2019 around 44 600 users have used the bike sharing and they made altogether 275 thousand journeys with more than half a million kilometres. The amount of saved CO2 emissions is roughly estimated on 60 000 kilograms. Slovnaft was also awarded many awards for the project like the Smarthead award and the Via Bona award.</p> <p>At the same time, while the accidents caused by cyclist in Bratislava have slightly risen, the number of mortal accidents has decreased. This could be potentially explained by the bicycle safety campaign conducted by the municipality.</p>
Potential for transferability	High for any stakeholder that wants to promote similar products.
Challenges encountered and tips for adoption	<p>One of the biggest challenges during the implementation of the practice was surprisingly caused by its success, as the initial public interest vastly outperformed the capacities of the station network. Thanks to the very active and very personal social media management by the marketing team and a quick response to the increased demand, the reputation of the project did not suffer too much and, as the time passed, it even improved.</p> <p>Important success elements are the marketing research that includes analysis of past similar projects and citizens' involvement. The very attractive initial pricing policy was also considered a key to success, but also the thorough justification that was properly communicated upon the change of the policy.</p>
Clustering keywords	Citizens engagement; co-planning; social media; internet marketing; relationship marketing; interactive events; e-engagement; surveys;
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4.28 EdTWINL (Education Twinning): multicultural marketing as a tool for sharing the knowledge and best practises in international environment

Title	EdTWINL (Education Twinning): multicultural marketing as a tool for sharing the knowledge and best practises in international environment
Short description	The practice established special curriculum on schools and special trainings for the teachers, organized special multicultural events and provided possibilities for multicultural visits and information exchange.
Objectives	Create a new collaborations and international ties and open up new opportunities for learning abroad.
Location	Bratislava, Bratislava Self-Governing Region, Slovakia
Institution involved	The project is driven by the cooperation of multiple public institutions in Bratislava and Vienna.
Timescale	May 2008 – December 2011
Results achieved	<p>The utilization of international and multicultural marketing and its aspects led to the creation of many collaborative relationships and collaborations. The communication of the desired message went without large problems and addressed the right segment. The desired outcomes of the practice were reached. The desired marketing goal was also reached by organizing campaigns, stand-ups and actions both in Vienna and Bratislava. The success of the learning literature, workshops, learning courses and conferences also indicates the results of the practice.</p>
Potential for transferability	<p>The main idea of the practice that is being promoted to all the stakeholders is that to successfully create a European or central European identity, an active meeting between the cultures with positive experiences must be encouraged. When done right, this process can be achieved with relatively small costs in border region and create a positive synergy for the whole central European region. The practice shows how the right multicultural cooperation can be created by combining the multicultural aspect with other aspects such as education, language skills or bringing real working experience for students. The right selection of the main players in the practice and then the additional stakeholder is a key component of success. Especially when the international and multicultural component is present. This idea taken from the practice is universal and can be clearly applied also to the area of mobility. All the potential stakeholders who can be beneficial must be considered in the planning stage and be incorporated into the strategy. Then the promotion and marketing activities must efficiently target the desired segment and persuade it about the desired idea.</p>
Challenges encountered and tips for adoption	<p>The creation of tangible list of activities that is constantly being checked a potentially updated based on the feedback is also crucial for the overall success.</p>
Clustering keywords	citizens engagement; capacity building; market segmentation; workshops; conferences; project days; learning literatures
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4.29 Silver Economy: creation of cross-border cooperation

Title Silver Economy: creation of cross-border cooperation

Short description

The practice established a cross-border cooperation by:

- a) Attracting businesses or organizations that produce products or services to people above the age of 50 and operate in border counties (exhibit that brings together local companies from both countries, Slovakia and Hungary)
- b) Increasing capacity of people above the age of 50, through training events that increase their language skills, technology skills and job hunting skills.

Objectives

Bring new working possibilities to citizens above fifty years old.

Location

Senec, Bratislava Self-Governing Region, Slovakia

Institution involved

The practice is driven by cooperation of several non-profit organizations closely tied to public institutions of regional governance

Timescale

September 2017 – April 2019

Results achieved

Over 120 companies took part in the exhibit, seeing it as an excellent way to gain new and free marketing tool and also potentially hire new employees.

The number of participants in the educational courses can also be seen as promising.

The better integration of silver generation into the economic and social aspects of the region can help promote a better and more sustainable development of countries on both sides of Danube. Introducing Slovak companies to the Hungarian market and vice versa brings advantages to the targeted group but also potentially to other generations.

Potential for transferability

The practice comes with a very unique proposal to achieve more sustainable economic and social development in any region. The practice is also very special in the selection of two main target groups: the silver generation and the local companies both provide important resources for one another and together they can help the economy grow. This growth can then be subsequently seen and utilized by all age categories in the region. The introduction of the companies into the other country can also help the innovation capacity of the region and the region's business competitiveness. The right selection of more traditional marketing channels is also important for reaching this very particular segments.

Challenges encountered and tips for adoption

The generation of people above fifty is very often overlooked. Even though its share of the total population is rapidly growing and will continue to grow. When bringing the question to mobility and thinking about, i.e. implementing the new technology trends into the mobility planning, it is necessary to take into considerations all the groups of people that the changes will influence.

Clustering keywords

Citizens engagement; stakeholders engagement; relationship marketing; capacity building; exhibition;

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4.30 SacraVelo: Combination of two different aspects in one product to attract a broader group of people

Title	SacraVelo: Combination of two different aspects in one product to attract a broader group of people
Short description	The practice aims at promoting the active transport and the sacral tourism by combining them to a single product. The aim is to reach a wider range of users at local, regional and international (cross-border) level.
Objectives	Bring new innovative approach of creating added value for users of cycling routes which can contribute to increasing their interest in active transport.
Location	Bratislava, Bratislava Self-Governing Region, Slovakia (cross regional cooperation with Trnava Self-governing Region and cross-border cooperation with Hungary)
Institution involved	The practice was driven by the cooperation of several public bodies within the region.
Timescale	November 2017 – October 2019
Results achieved	The practice is seen as successful since it improves the cross-border integration in the specific region. The improvement of the integration is related to economic, touristic, human, traffic as well as environmental aspect. The project is perceived positively by the engaged representatives of local government. The project included one of the affected stakeholder groups – members of the Churches.
Potential for transferability	The potential for transfer of this practice is in its applicability to numerous other aspects, values that are usually being approached separately, but that can work well together to create synergy in their effects. Another well-transferable point is the building upon previously realized projects and solutions. Developing and broadening the previous successful solutions and adding new values leads to higher utilization of individual parts.
Challenges encountered and tips for adoption	To make the practice be adopted successfully, the resulting solution needs to be appealing to several groups of citizens. This way a broader audience is interested in the solution which makes it better utilized and more effective.
Clustering keywords	Citizens engagement; undercover marketing
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4.31 Promotion of the implementation of new unified tariff system

Title Promotion of the implementation of new unified tariff system

Short description

Use of marketing channels to increase acceptance of the new unified tariff system applied in Bratislava. A clear message was communicated to the wider audience through online articles published on several different websites.

Objectives

Promote the improved tariff system, which, in turn, will lead to the increase in the numbers of public transport passengers.

Location

Bratislava, Bratislava Self-Governing Region, Slovakia

Institution involved

The practice was public driven by the regional authorities. The public transport operator was also involved.

Timescale

05/2011 - 03/2012

Results achieved

The realization of the project as well as its promotion brought:

- improvement of the tariff system of the carrier,
- creation of a prerequisite for unified tariff system at all the providers of transport in the Bratislava region,
- increase in the competitiveness and attractiveness of public transport in relation to individual car transport,
- increase in the number of passengers in the improved public transport,
- increase in the revenues of the carriers.

Estimated benefits of a suitably set marketing communication:

- increased comfort of the transport,
- increase of the number of passengers in the public transport,
- the instalment of the new system will decrease the operating costs,
- provision of higher level of financial sustainability,
- possibility of using one ticket gradually in all types of transport in the Bratislava region.

Potential for transferability

The same approach of marketing strategy could be used for other similar projects. An example from Slovakia refers to a project executed for the Railways of Slovak Republic. It was the case of purchasing and installing the devices for marking one-time tickets and ticket machines at the platforms of railway stations and stops.

It is substantial to have:

Challenges encountered and tips for adoption

- suitable marketing communication,
- carefully picked content of the message being communicated,
- interconnection of marketing objectives with the objectives of other fields,
- application of the project management principles.

Clustering keywords

Citizens engagement; internet marketing

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4.32 Creation of a unified image of tourist destination

Title Creation of a unified image of tourist destination

Short description

The practice focuses on a creation of unified image of cross-border destination providing services in the field of tourism, culture, relaxation and sport in the area along the river Small Danube. A marketing strategy was developed, containing three main parts: i) determination of the target markets, ii) product lines and iii) distribution and communication strategy.

Objectives

Address the lack of a unified image in the area of Small Danube, thus promoting tourism, culture, relaxation and sport in the area.

Location

Danubian Lowland, Bratislava Self-Governing Region, Slovakia

Institution involved

The practice was driven by the cooperation of several public bodies within the region of Bratislava. Three self-governing regions, nature protection organizations, as well as business entities were the active actors of the practice.

Timescale

2018 – 2020

Results achieved

The determination of the target markets was based on interests and requirements of visitors. Subsequently, 2 products' topics were identified – bike and boat. In each topic, product lines were defined and linked to target segments. In the part focused on distribution and communication the most important tools were identified according to target segments. The chosen tools are website of destination with recommender system, websites of stakeholders, social media – Facebook, Pinterest, trip advisor, Instagram, twitter, YouTube, mobile marketing, exhibitions and fairs.

The practice implemented and effective marketing of the destination (towards the target markets), creating, eventually, a brand of the destination – Danube islands – which became highly recognizable. As a result:

- Citizens benefit from the provision of touristic services
- Sustainable development of the area is achieved
- Services for the customers are improved (i.e. online transactions)

Potential for transferability

A detailed analysis and proposals with the connection to the stakeholders identified could be considered as key elements of success.

The area belongs under multiple administration bodies – coordination mechanism for the implementation of the marketing strategy.

The main aspects that could be adjusted for similar conditions are related to the elements of the marketing strategy

Challenges encountered and tips for adoption

Communication with the stakeholders is substantial, which enables understanding and presentation of the benefits for each entity separately. Communication is the most vital process and it should be continuous, being performed during each project's phase. The individual participants engaged in the project should put an emphasis on this process so that no unnecessary misunderstandings and mistakes occur.

Clustering keywords

Stakeholders engagement; citizens engagement; social media; internet marketing; undercover marketing; surveys; gaming; gamification

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4.33 Energy transition game

Title Energy transition game

Short description

The Energy transition game is a game played on a map – searching for potential locations for windmills and solar fields - that guides an informal discussion about the energy transition in a municipal level.

Objectives

Co-planning in the process of defining areas for wind and solar energy, that support the “Regional Energy Strategy” of the region of North - Limburg

Location

Venlo, North – Limburg, The Netherlands

Institution involved

The initiative is from a private partner named “Driven by Values”. Together with the municipality of Venlo they develop a custom-made game.

Timescale

September 2019- November 2019

Results achieved

The game has been played several times in the Municipality of Venlo, reaching in total around 50 stakeholders. Stakeholders are a part of the process to come to policy for wind and solar energy. This game enables an informal discussion on the possibilities, which later can be used in the formal policy making process. The game is based on real facts, so it gives the opportunities to create a game situations which is very close to the real situation.

Venlo created awareness among its stakeholders, but also gave inhabitants insight into the task of the municipality in the context of climate. Awareness of the climate challenges has certainly grown, thus making the conversation over the subject easier. There is also more understanding for solutions, which are often very far-reaching.

Potential for transferability

These types of games are used by different municipalities in the Netherlands to prioritize the formulation of policy on wind and solar energy. The practice is easily transferable to other authorities and regions.

Challenges encountered and tips for adoption

- Start with a good introduction on what you understand by energy transition and what the possibilities are in your municipality.
- Take enough time to play the game.
- Make a good summary of the decision making process during the game.

Clustering keywords

stakeholders engagement; gaming; gamification; co-planning

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4.34 Trendsportal card game

Title Trendsportal card game

Short description

The practice concerns a card game that contains the goals of the Sustainable Urban Mobility Plan (SUMP) of the Municipality of Venlo in each card. Players are asked to select specific cards (goals) and write down their substantiation and proposals for the achievement of the goals.

Objectives

To prioritize the main goals for the SUMP of the Municipality of Venlo.

Location

Venlo, North – Limburg, The Netherlands

Institution involved

Public (Municipality of Venlo)

Timescale

December 2018 – February 2019

Results achieved

- The game helped a lot in the smooth running of the SUMP decision-making process in the Municipality of Venlo. In total, around 100-150 stakeholders participated in the game (staff members of the Municipality; entrepreneurs; citizens; teachers/pupils/students; cyclists; people with disabilities; members of the town council). During the game sessions held, the goal “support the environment and energy transition” got the most attention, so this confirms that the stakeholders think this should be the most important subject in the municipal mobility policy.

Potential for transferability

The game has been used in several municipalities to prioritize the formulation of new policies. It is easily accessible and understandable for every individual and can be easily adopted by other authorities for co-planning processes.

Challenges encountered and tips for adoption

For the successful adoption of the practice it is recommended to have:

- clear and simple cards
- already a vision of the future in which priorities must / can be made
- extensive network of stakeholders with input from all critical sectors

Clustering keywords

It is important to provide enough time to discuss the results of the game with the participants

stakeholders engagement; gaming; gamification; co-planning;

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4.35 Cargobike Trendsportal – Competition

Title Cargobike Trendsportal – Competition

Short description

The practice refers to a competition contacted as part of the policy making process of the Sustainable Urban Mobility Plan (SUMP) in the municipality of Venlo. The Municipality purchased an electric cargo bike and, after, its moving around to the city to create awareness on mobility topics, it has been awarded to citizens through a photo/idea sharing contest.

Objectives

Draw attention and create citizens' involvement in mobility planning

Location

Venlo, North – Limburg, The Netherlands

Institution involved

Public body (Municipality of Venlo)

Timescale

2017 – 2019

Results achieved

Thanks to this promotion, at least 400 people have provided more input for the Sustainable Urban Mobility Plan of the municipality. This proved to be a very effective way to engage citizens to the co-planning process of the SUMP.

Potential for transferability

The practice can be easily adopted by other regions/ cities, as it generates great results in citizens' engagement with a small investment.

Challenges encountered and tips for adoption

For the successful adoption of the practice it is recommended to have:

- an attractive incentive
- many moments and events to make physical contact
- time to have the conversation
- keep up the social media
- follow up from first contact moment

It is also advised to keep the first contact moment simple and accessible.

Clustering keywords

citizens engagement; co-planning; contest; social media; open space events

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4.36 Active Mobility Check for Municipalities in Hessen

Title Active Mobility Check for Municipalities in Hessen

Short description

The Active Mobility Check (AMC) is a marketing tool to promote a better environment for active mobility in municipalities. It combines different marketing techniques for awareness raising among stakeholders and creating a culture of walking and cycling in an urban community with an efficient, short and participatory planning process. All stages of the AMC are targeted towards a strong public perception.

Objectives

Strengthen active mobility culture and planning on all municipal levels and provide the opportunity for political authorities to present outputs specifically in a media attentive way.

Location

State of Hessen, Germany

Institution involved

The practice is publicly driven by the organisation AGNH, a partnership to promote active mobility in Hessen. The partnership is carried by the Hessian Ministry of Economics, Energy, Transport and Housing based on the Integrated Climate Protection Plan Hessen 2025 and the Hessen Mobility Strategy 2035 Members are stakeholders in active mobility such as municipalities, universities and transport authorities and other associations and organisations.

Timescale

March 2018 - ongoing

Results achieved

- used by about 20 municipalities of different size and character
- extensive test phase including by 5 varying municipalities supported development of standardised instrument
- used and supported by politicians of all political parties and levels
- marketing, participation, planning and funding connected in one short process with clear result, measures are being incorporated into the municipalities' budgets
- tool is used by several mayors as a marketing instrument
- three years of good experiences
- growing amount of municipal memberships in the AGNH partnership

Potential for transferability

The Active Mobility Check tool has a universal layout and can thus be generally transferred to and applied in any other (European) municipality.

Challenges encountered and tips for adoption

Mayors are key to success: incorporation of check-up process as well as defined measures into funding schemes

Clustering keywords

Stakeholders engagement; citizens engagement; relationship marketing; undercover marketing; capacity building; meetings; events

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4.37 School Bike Route Planner (internet/smartphone app)

Title School Bike Route Planner (internet/smartphone app)

Short description

The School Bike Route Planner App has been developed as a communication tool to promote more and safer cycling to and from school. It has been designed for use at home or in school for teaching. As an easy entry instrument for mobility management in schools, it supports the development of the School Bike Network of Hessen in a participatory process with pupils and other stakeholders. It is also used as basis for the annual School Biking competition (Schulradeln) and for promoting complimentary awareness raising measures.

Objectives

Incorporating daily mobility behaviour and knowledge of pupils in the planning process of the dedicated school bike route network and thus gives insight in the field of traffic.

Location

State of Hessen, Germany

Institution involved

Developed and operated by ivm, a public institution of the Frankfurt RheinMain region. It is part of "Better to School" programme of Centre of Competence for Mobility Management for Schools, under the roof of the AGNH active mobility partnership of Hessen

Timescale

2012 - ongoing

Results achieved

- covers the whole Frankfurt RhineMain region with a network of almost 4000 Kilometres connecting 240 secondary schools
- currently being extended to cover whole Hessen step-by-step
- routes had been drafted by support of planning professionals according to previously developed common quality criteria, before they were thoroughly checked and reworked by pupils during 110 school projects
- outcome of 33 workshops (School Bike Route Supervisory Boards) caused immediate implementations of several infrastructure and traffic management measures
- more awareness for bike use
- bike users, less "parent taxis", with positive effect on the emission of carbon-dioxide, on performance in school and health
- Installation of more and/or better-quality bike facilities at schools

Potential for transferability

Easily transferable to other municipalities/ regions, especially in regards to: the way pupils participated in the planning; the criteria for suitable bike routes on existing infrastructure; the way to discuss and reach agreement; the use of the process as a communication tool for discussing mobility issues

Challenges encountered and tips for adoption

Access to schools from outside projects remains difficult. Lack of resources and interest and competition with other topics might hinder the process. It is advised to use politicians as leading figures in the communication, use existing networks to promote activities and incorporate a large bandwidth of possible local and regional stakeholders, especially pupils in planning.

Clustering keywords

Stakeholders engagement; citizens engagement; internet marketing; wheel of persuasion; e-engagement; crowdsourcing

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4.38 “Better to school”

Title “Better to school”

Short description

“Better to school” is a comprehensive service which bundles all consulting activities of the Hessian Centre of Competence for Mobility Management for Children and Young Adults. It bundles several offers for schools, municipalities and politicians. Heart piece is the Competence Centre of School Mobility operated by the ivm GmbH, which offers consulting services to support municipalities, schools and public authorities to improve their mobility situation. The entire process is embedded in a diverse offer of coordinated modules. The Competence Centre offers more than just advisory services. Among other things, the school cycling competition and the school cycle route planner are integrated into the overall process.

Objectives

Support municipalities, schools and public authorities to improve their mobility situation and influence the mobility of children and young people in a positive way.

Location

State of Hessen, Germany

Institution involved

The practice is publicly driven. The ivm GmbH is owned by several municipalities in the southern Hessian region, the regional public transport authority RMV and the state of Hessen. The Centre of Competence is operated together with the Department of Active Mobility of the Hessian Ministry of Economy, Energy, Transportation and Housing.

Timescale

ongoing

Results achieved

Right now, eighteen municipalities (by German law villages, cities and counties all are municipalities) are attending in multiple way the “better to school” program. Furthermore, more than fifty schools have been counselled and qualified on their mobility situation.

Potential for transferability

In principle, the applicability and transferability to other regions are positively. Depending on the political will to shape such processes, enough financial support must be ensured from a higher political level to make programmes such as “Better to School” attractive for municipalities and schools.

Challenges encountered and tips for adoption

Challenges for the adoption are mostly related to the lack of resources in schools. An attractive framework is essential for the success of campaigns like “Better to School”. It is also important that organisational units such as the ivm GmbH that can implement such projects flexibly are present. Central to the successful implementation is the willingness of local communities and school authorities to seriously tackle the process and actually implement it. It is crucial that standardised instruments are integrated into a goal-oriented process and that there is overarching coordination. This can be done by a body such as the competence centre. School mobility plans must be developed together with schools, municipalities and pupils, whereby the inclusion of pupils is essential for the quality of the plans.

Clustering keywords

Stakeholders engagement; citizens engagement; wheel of persuasion; capacity building; events

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4.39 Active Mobility Marketing Toolbox

Title Active Mobility Marketing Toolbox

Short description

A selection of standardised materials for awareness raising and advertising on active mobility gives local authorities the possibility of promoting active mobility in different formats with a high publicity effect at low costs and efforts.

Objectives

Give local authorities and politicians the opportunity to discuss active mobility issues in public without having to use their own, usually scarce resources.

Location

State of Hessen, Germany

Institution involved

The practice is publicly driven by the organisation AGNH, a partnership to promote active mobility in Hessen. The partnership is carried by the Hessian Ministry of Economics, Energy, Transport and Housing. Members are stakeholders in active mobility such as municipalities, universities, transportation authorities and other associations and organisations.

Timescale

2018 - ongoing.

Results achieved

The materials offered by the AGNH partnership are well received and advance registration is now required for the larger offers such as the exhibition stand. The photo canvas was on a Hessian tour all year round. The AGNH partnership continues to enjoy a growing number of municipal members in total, which meets regularly at the Active Mobility Congress Hessen and is organised by a steering committee and working groups.

Potential for transferability

The possibility of using the toolbox in another context and drawing further learning effects from it is estimated as high, since the dialogue with the citizens can always be different.

Challenges encountered and tips for adoption

The prerequisite for implementation is that there is the political will to support the project and that there is a central contact point, which takes care of the provision of the material.

Heart piece of the practice is the provided material. Even though, the practice is seen as transferable to other regions, for a successful adoption local specification must be elaborated. The whole practice as to be centrally organized.

Clustering keywords

stakeholders engagement; co-planning; capacity building

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4.40 Reporting platform for cycle traffic

Title Reporting platform for cycle traffic

Short description

The reporting platform for cycle traffic gives cyclists the opportunity to report defects and opportunities for improvement directly to the public authorities. The platform can be used by cyclists throughout Hessen and is made available free of charge to Hessen's municipalities by the state. In just a few steps, a report can be created and forwarded to the right place in the municipality. There is also the possibility to attach photos. Inquiries are forwarded directly to the responsible person in charge, who communicates with the responsible municipal office.

Objectives

Give cyclists a direct opportunity to help design cycle paths and report problems from their own perspective, thus simplifying the direct communication between authorities and citizens and making the improvement of the cycling infrastructure much more user-oriented.

Location

State of Hessen, Germany

Institution involved

Publicly driven. The reporting platform is operated by the ivm GmbH, which is organised as a private company. However, the shareholders are exclusive public authorities such as administrative districts/counties or the City of Frankfurt. The reporting platform was developed on behalf of the State of Hessen.

Timescale

April 2010 - ongoing

Results achieved

The reporting platform is used by numerous cyclists and local authorities, and there have been thousands of reports since work began. Municipalities learn out of a direct contact with citizens, thus infrastructure is improved from the perspective of the end user.

Potential for transferability

The potential of the transfer is given. The decisive factor is an existing cycle path network and a financial arrangement of the project from a higher administrative level.

Challenges encountered and tips for adoption

Municipalities do not have the resources to develop a reporting platform on their own; if they are to use the service, it must at best be free of charge. Furthermore, an appealing, comprehensive solution is necessary for user-friendliness if the registration platform is to be positively accepted by citizens. This will make the future development of cycle paths much more user-oriented, infrastructure will be better accepted. It is crucial that the reporting platform is used throughout an extensive area, as different platforms in different municipalities weaken the acceptance. For user-friendliness, it is crucial that cyclists are provided with a uniform, easily understandable offer everywhere. A clear responsibility is important for the overall success; a central contact person in the municipality who is responsible for the reporting platform is crucial.

Clustering keywords

Citizens engagement; relationship marketing; e-engagement; crowdsourcing; co-planning

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4.41 Mobilfalt: campaign promoting combined transport

Title Mobilfalt: campaign promoting combined transport

Short description Mobilfalt is a combination of individual transport with the offers of local public transport authorities in rural areas.

Objectives Combine public transport and individual transport. On the one hand, this is intended to ensure efficient public transport and, on the other hand, to respond to the financial challenges of public services.

Location State of Hessen, Germany

Institution involved Mobilfalt is supported by the northern hessian public transport authority, which is organised under private law. It plans and finances the regional transport services in cooperation with the State of Hessen. It fulfils the matters laid down in Hessian law as the regional authority.

Timescale April 2013 – ongoing

Results achieved After one year, in 2014 Mobilfalt had 700 participants and 100 drivers. Altogether 4000 rides with 4600 passengers were completed. Until then, the share of private journeys had been around 10 percent; in the long term, up to 30 percent is targeted. In some areas, a 10-minute cycle can be achieved. To date, 2291 trips with 2073 passengers have been completed in the city of Witzenhausen alone.

Potential for transferability As many rural regions are struggling with increasing urban sprawl or migration, the potential for more flexible modes of operation embedded in a participatory process seems to be trying out. A direct comparison of different regions can be of great interest. Under which aspects ridesharing models are successful and how they are accepted is of central interest to sharpen the offer and the participation process.

Challenges encountered and tips for adoption The campaign is transferable to other cities or counties with similar conditions. It is conceivable that it could be applied to other planning measures. For details, the implementing agency must be consulted. Nonetheless, due to the multifaceted participation process involving local advocates, the campaign is complex in many ways on several levels.

Clustering keywords citizens engagement; relationship marketing

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4.42 "365" Flat rate Ticketing

Title "365" Flat rate Ticketing

Short description	With a '365' flat rate ticket, Hessian pupils and trainees can use public transportation except long-distance trains for one Euro per day all over the state of Hessen. The message "one Euro per day" for unlimited use of public transportation makes the offer accessible and bolsters sustainable mobility habits in an attractive way.
Objectives	Providing an attractive offer in public transportation for a certain target group and make this target group aware of the benefits of public transport
Location	State of Hessen, Germany
Institution involved	The practice is publicly driven by the Hessian Ministry of Economy, Energy, Transportation and Housing in cooperation with Hessian public transportation authorities.
Timescale	2015 - ongoing
Results achieved	The '365' flatrate ticket is an innovative model for success and ensures environmentally friendly mobility for more and more target groups. By the end of 2019, over 425,000 365-tickets for pupils are in use. This means that the number of students travelling by public transport has increased by 67% since 2015.
Potential for transferability	The practice can be easily adopted by any public transport operator, since it concerns easy to use offers (flat rate).
Challenges encountered and tips for adoption	Without the cooperation, support and commitment of the public transport authorities, the "Schülerticket Hessen 365" could not have been implemented. It is important to reach an agreement with all stakeholders in terms of financing from public side.
Clustering keywords	citizens' engagement; word of mouth; relationship marketing
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4.43 City cycling competition

Title City cycling competition

Short description

CITY CYCLING offers municipalities tried-and-tested, easy-to-implement measures to advocate sustainable mobility actively through marketing/PR activities. The CITY CYCLING campaign is designed as a competition to promote cycling. Members of local parliaments are invited to form teams with citizens and to compete to top the leader board.

Objectives

Contribute to climate protection and set an example to promote cycling in municipalities.

Location

State of Hessen, Germany

Institution involved

CITY CYCLING is driven publicly, as the Climate Alliance is a large network of cities, municipalities and rural districts committed to protecting the world's climate with some 1,700 members in 27 European countries.

Timescale

ongoing

Results achieved

A total of 1127 municipalities took part in the urban cycling programme in 2019. More than 400,000 cyclists registered, 7,000 parliamentarians of various levels participated and almost 77,800,000 kilometres were cycled through all participants. In total, more than 11,000 tons of CO2 could be avoided.

Potential for transferability

The potential for transferability to other regions is estimated to be high. Replication of this Climate Alliance campaign is inherent in its concept: the participating municipalities replicate CITY CYCLING at the local level. Overall, municipalities can draw a lot of lessons from city cycling as how to engage people into cycling and therefore, to advocate mobility change and climate protection.

Challenges encountered and tips for adoption

With the use of the CITY CYCLING-App, coordinators receive an anonymised profile of their citizen's mobility use and can therefore use these dates to plan their infrastructure. A similar digital infrastructure can be used everywhere, if it is legally compatible in the area of data protection.

As with other measures, the political will is decisive for this approach. Without political attention and the participation of politicians, "city cycling" cannot have the same effect. Even the effort for smaller municipalities can be considered low.

The campaign should be institutionalized within the municipality, meaning a certain department/position should be responsible in order to guarantee continuity over the years. Also, the coordinator needs to fulfil the function as motivator for all the teams within a municipality.

Clustering keywords

citizens engagement; competition; relationship marketing

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4.44 Frankfurt Green City

Title Frankfurt Green City

Short description

"Frankfurt Green City" is a platform and communication strategy at the same time. It is an umbrella brand for all activities in the field of sustainability. Citizens can obtain information on five main topics, which also lead to the responsible city administrative units. Here, the City of Frankfurt gives an account of the status, trends and interim results in the areas of "Business and Consumption", "Planning and Building", "Education", "Climate and Open Spaces" and "Mobility". Thus, possible solutions to the challenge of the growing city and climate change are presented.

Objectives

Frankfurt's development into a more sustainable city in strategic, communicative terms

Location

Frankfurt, State of Hessen, Germany

Institution involved

The platform and homepage are operated by the City of Frankfurt. The city's environmental office with its department "Environmental Communication and Public Relations" is responsible for the platform and homepage.

Timescale

ongoing

Results achieved

Frankfurt has received numerous awards in recent years. The GreenBelt in Frankfurt has been awarded by UNESCO. With the "Frankfurt - 50% climate bonus" support programme, the city is one of the winners of the "Climate-active municipality 2019" competition. Frankfurt is also one of the most sustainable cities according to the Sustainable Cities Index. Frankfurt has applied for the title of "European Green Capital 2014" in 2011/2012 and, with Copenhagen and Bristol, made it to the final round.

Potential for transferability

The potential of the transfer exists. The financial and personnel costs could prove to be an obstacle. Not all municipalities have the resources to develop and maintain a comparable platform. There is learning potential in the area of direct contact with citizens. Forums in which citizens can express their ideas are a central element in sounding out the political acceptance of political decisions by the city. The opportunity to obtain comprehensive information about sustainability seems to be a positive effect in all regions.

Challenges encountered and tips for adoption

At the beginning the main challenges were to establish the brand "Frankfurt Green City" and to define common goals. Since then the challenges are the level of awareness and visibility of the progress. Therefore, it is necessary to build a versatile network with regular exchange opportunities for the stakeholders. Also the importance of synergy effects between projects and topics shouldn't be underestimated and therefore extended.

Clustering keywords

citizens' engagement; wheel of persuasion; e-engagement; crowdsourcing; co-planning

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5. Analysis of the GPs

The GPs were classified according to the template grid (Table 1), which can be seen filled in Table 3. The criteria for the categorization were provided based on the target group reached by the practice (stakeholders/ citizens) and the aim of the practice (increasing awareness through marketing / supporting the engagement to co-planning and decision making).

Table 3 Classification grid of the e-smartec Good Practices

No	Region	Title of the GP	Target		Aim	
			Stakeholders	Citizens	Marketing for awareness raising	Engagement for co-planning
1	RCM	VOLTARO		<input checked="" type="checkbox"/>	relationship marketing	
2	RCM	Mobithess: Urban Mobility Centre of Thessaloniki for the promotion of sustainable mobility		<input checked="" type="checkbox"/>	internet marketing	
3	RCM	MOTIVATE app: a crowdsourcing and interactive learning environment		<input checked="" type="checkbox"/>	undercover marketing	e-engagement, crowdsourcing; gaming, gamifications
4	RCM	Co-creation of mobile open government services with the substantial participation of senior citizens and other stakeholders	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		focus groups/public meetings/open space events
5	RCM	Macedonian Cuisine Food Truck of the Region of Central Macedonia		<input checked="" type="checkbox"/>	word of mouth	
6	RCM	REFORM: Fostering regional cooperation and capacity building for SUMP	<input checked="" type="checkbox"/>			capacity building
7	RCM	Cycling against Diabetes Melitus		<input checked="" type="checkbox"/>	cause marketing	
8	RCM	4mycity: a web and mobile based service for citizens' interaction to policy making and problem solving		<input checked="" type="checkbox"/>		e-engagement, crowdsourcing
9	RCM	Campaign for the promotion of sustainable mobility: ecomobility		<input checked="" type="checkbox"/>	relationship marketing	interactive events
10	RCM	Virtual Reality for the promotion of tourism in RCM		<input checked="" type="checkbox"/>		interactive events

No	Region	Title of the GP	Target		Aim	
			Stakeholders	Citizens	Marketing for awareness raising	Engagement for co-planning
11	WM	Coventry University Enterprises Ltd Location Independent Working (LIW)		<input checked="" type="checkbox"/>	word of mouth; wheel of persuasion	
12	WM	Coventry Recycling Club		<input checked="" type="checkbox"/>	relationship marketing	
13	WM	Cycle-R services		<input checked="" type="checkbox"/>	undercover marketing	
14	WM	"Go Electric Taxi" Scheme	<input checked="" type="checkbox"/>		word of mouth	
15	WM	Greening Your Fleet event	<input checked="" type="checkbox"/>		relationship marketing; wheel of persuasion	
16	WM	SUITS: Sustainable Urban Integrated Transport Systems: Transferable tools for S-M local authorities	<input checked="" type="checkbox"/>			surveys, interviews; capacity building; focus groups/public meetings/open space events
17	WM	CASI project citizen panel meetings		<input checked="" type="checkbox"/>		focus groups/public meetings/open space events
18	WM	Cycle Training in Schools (Bikeability)		<input checked="" type="checkbox"/>	relationship marketing	
19	LAZIO	Rome's SUMP participatory approach	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		surveys, interviews; focus groups/public meetings/open space events; e-engagement, crowdsourcing; interactive events
20	LAZIO	PEDIBUS: get together to school safely and sustainably		<input checked="" type="checkbox"/>	wheel of persuasion	interactive events
21	LAZIO	DESIRE: training on road safety and sustainable mobility		<input checked="" type="checkbox"/>	relationship marketing	
22	LAZIO	VIA LIBERA: car-free streets		<input checked="" type="checkbox"/>	undercover marketing	
23	LAZIO	FORMULA E ROME E-PRIX: An event's campaign supporting shift to sustainable mobility		<input checked="" type="checkbox"/>	undercover marketing	

No	Region	Title of the GP	Target		Aim	
			Stakeholders	Citizens	Marketing for awareness raising	Engagement for co-planning
24	Bratislava	Transdanube.Pearls - Network for Sustainable Mobility along the Danube	<input checked="" type="checkbox"/>			capacity building; focus groups/public meetings/open space events; interactive events
25	Bratislava	BA.cycloportal: engagement of users via online interactive portal for cyclists		<input checked="" type="checkbox"/>	internet marketing	
26	Bratislava	eGUTS: innovative ways to engage the people towards sustainable and green transport		<input checked="" type="checkbox"/>	internet marketing relationship marketing	
27	Bratislava	Promoting the implementation of a new sustainable mode of transport in city of Bratislava		<input checked="" type="checkbox"/>	social media; internet marketing; relationship marketing	interactive events; e-engagement; surveys, interviews
28	Bratislava	EdTWINL (Education Twinning): multicultural marketing as a tool for sharing the knowledge and best practises in international environment		<input checked="" type="checkbox"/>		capacity building; focus groups/public meetings/open space events
29	Bratislava	Silver Economy: creation of cross-border cooperation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	relationship marketing	capacity building; focus groups/public meetings/open space events
30	Bratislava	SacraVelo: Combination of two different aspects in one product to attract a broader group of people		<input checked="" type="checkbox"/>	undercover marketing	
31	Bratislava	Promotion of the implementation of new unified tariff system		<input checked="" type="checkbox"/>	internet marketing	
32	Bratislava	Creation of a unified image of tourist destination	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	social media; internet marketing; undercover marketing	surveys, interviews; gaming, gamifications
33	North Limburg	Energy transition game	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		gaming, gamifications

No	Region	Title of the GP	Target		Aim	
			Stakeholders	Citizens	Marketing for awareness raising	Engagement for co-planning
34	North Limburg	Trendsportal card game	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		gaming, gamifications
35	North Limburg	Cargobike Trendsportal – Competition		<input checked="" type="checkbox"/>	relationship marketing	focus groups/public meetings/open space events
36	Hessen State	Active Mobility Check for Municipalities in Hessen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	relationship marketing; undercover marketing	focus groups/public meetings/open space events; capacity building
37	Hessen State	School Bike Route Planner (internet/smartphone app)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	internet marketing; wheel of persuasion	e-engagement, crowdsourcing
38	Hessen State	“Better to school”	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	wheel of persuasion	focus groups/public meetings/open space events; capacity building
39	Hessen State	Active Mobility Marketing Toolbox	<input checked="" type="checkbox"/>			capacity building
40	Hessen State	Reporting platform for cycle traffic		<input checked="" type="checkbox"/>	relationship marketing	e-engagement, crowdsourcing
41	Hessen State	Mobilfalt: campaign promoting combined transport		<input checked="" type="checkbox"/>	relationship marketing	
42	Hessen State	"365" Flat rate Ticketing		<input checked="" type="checkbox"/>	word of mouth; relationship marketing	
43	Hessen State	City cycling competition	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	relationship marketing	capacity building
44	Hessen State	Frankfurt Green City		<input checked="" type="checkbox"/>	wheel of persuasion	e-engagement, crowdsourcing

A total of 44 practices were identified, the majority of which (38) are addressing citizens' awareness and engagement, either as stand-alone target group or in combination with the engagement of stakeholders. The practices targeting stakeholders are 17 in total, out of which only the 7 exclude citizens from the approach.

The clustering towards the different categories of the aim (awareness raising increase vs engagement to co-planning) indicated more techniques for marketing (44 vs 38). The further clustering into the various techniques used per aim (Figure 3), indicates the predominance of relationship marketing for awareness raising and the preference to focus groups/ public

meetings/ open space events (usually combined with interactive events) and capacity building opportunities for engaging stakeholders and citizens to decision making.

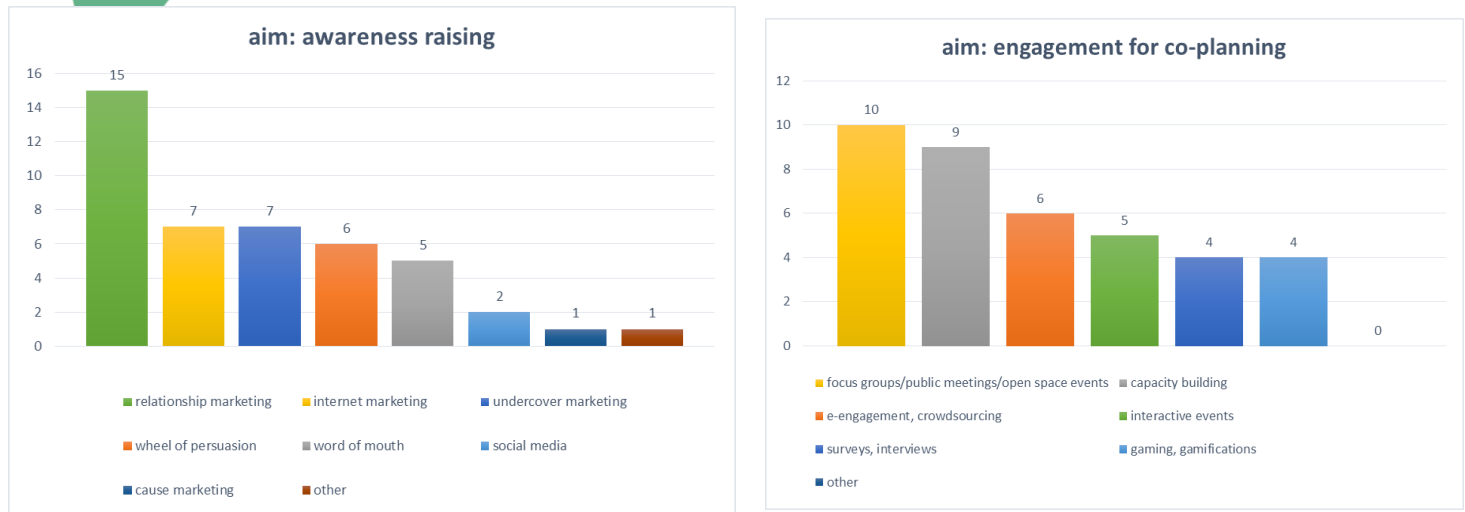


Figure 3 Clustering of the GPs based on the techniques used per aim

Internet marketing is also widely used, reaching a wide audience through i.e. web channels and email marketing sequences, while undercover marketing manages to influence citizens' mobility decisions usually when combined with direct co-planning approaches, such as crowdsourcing or gaming techniques.

Crowdsourcing tools (e-engagement) enable the wide participation and feeling of ownership that are necessary to sustainable mobility planning, thus are widely used, while gaming techniques are also identified as a very promising tool for co-planning. Interactive events still remain high to the preference for engagement, indicating the importance of bringing both the problems and the solutions brainstorming to a level of face-to-face interaction, as well as the importance of involving experiential learning to convince a wider audience of citizens for the benefits.

Some first important findings deriving from the success stories of the identified GPs are provided below:

- An effective way to make a service attractive to the target group is to allow its involvement to the co-creation process.
- Engagement techniques for raising citizens' awareness on new services are necessary to be segmented to the needs of the audience (i.e. young people reached through social media, elderlies who have access to smart-phones or PCs to be educated in the use of the services, etc.)
- When mobility plans are concerned, citizens and stakeholders need to feel benefits are tangible and need to perceive that the plans will be realised on a reasonable timeline. They must be informed on the costs of the new infrastructures and services and on the benefits. It is also important to create a common understanding of the

plans' goals and first ensure a seamless cooperation among different departments before reaching wider target groups.

- As the role of the government is changing in many regions, current and future social issues cannot be solved without the stakeholders. That's why it is imperative to engage them from the start in the process of mobility planning and enable the change to start from the society!
- Bringing a diversity of stakeholders together requires a strong organization, coordination and motivation. Opportunities for all should be explored and highlighted. The creation of tangible list of activities that is constantly being checked and potentially updated based on the feedback of the stakeholders is also crucial for the overall success.
- When staff member of public authorities is concerned, it is important to introduce any initiative as an opportunity and not as a new workload.
- Attention should be paid to the individuals and their interests and should always ensure that something is in it for them. Groups of citizens or non-profit organizations that are already passionate can provide valuable inspiration to others. Existing networks can be also exploited for promotion.
- The public should always be respected and their ideas seriously considered (even if eventually not selected).
- Awareness raising should start from everyone clearly understanding the need for change, as well as the long term target.
- Behavioural change requires constant messaging and contact/content for continued benefits to be achieved. On-going communication/messaging keeps the scheme fresh and encourages continued engagement. The word change may sound very fundamental and quickly cause uncertainty, but the change will take place in small steps, all of which follow a big goal. In order to keep the motivation of all participants high, small steps that lead to short-term success are meaningful and important.
- Messages planned to be widely communicated should be carefully picked.
- Organizational changes must be initiated with concrete, target-oriented activities that can achieve clear results. The goals must correspond to the capacities of the departments, they must be achievable and, above all, measurable. A sustainable mind-set is not a thing that can be dictated from leadership - it has to develop among the staff, for which time and many small impulses are needed. The topic of interest must be given priority on the agenda and for each new project it must be examined which concrete activities can contribute to achieving the big goal. Only this way can the changes in routine ways of working, that are important for change, occur.
- Experiences from other regions are important, as a lot can be learned from the difficulties already encountered!

6. Overall conclusions

The current report provides a non-exhaustive, nonetheless a significant, cross-section of the techniques used for increasing citizens' and stakeholders' awareness raising and for engaging them to decision/ policy making. Although the majority of the collected GPs has a clear focus to the mobility, their mining was not limited to that topic, as other fields, such as environmental protection, tourism and gastronomy, were also involved, indicating, though, clear and strong potential of transfer to mobility sector as well.

All six e-smartec regions have demonstrated a significant effort in the use of techniques for bringing along citizens and stakeholders to planning and for increasing awareness and triggering behavioural change. 46 GPs were identified, which show a variety of approaches in the light of used techniques. The GPs were classified towards different target groups and aim of the practice, with the help of a categorization grid.

The need for further capitalization of the regional GPs will be a core activity of the following e-smartec actions and will be closely linked to the identified relevant gaps and challenges of each participating region.

7. Annexes

Annex I: Template for the GP description

Annex II: Detailed description of the GPs (completed templates)

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