



# CIVITAS INSIGHT

## Social marketing for sustainable mobility

To support a shift towards more sustainable modes and provide visible results, a combination of infrastructural measures and information campaigns and educational efforts is needed. Changing people's travel behaviour and raising their awareness on sustainable mobility is the core of Mobility Management.





## From information services to personalised social marketing

Social marketing can be defined as the adaptation of commercial marketing technologies to programmes designed to influence the voluntary behaviour of target audiences to improve their personal welfare and that of the wider society. Professor Michael L. Rothschild, of the University of Wisconsin, says that the challenge here lies in 'showing the individual that immediate and sometimes continuous (undesirable) behaviour must take place to achieve the long-run benefits'. Although education can present long-run benefits, marketing exchanges may be needed to initiate behaviour, or laws may be needed to overcome the perceived lack of benefits.

The National Social Marketing Centre<sup>1</sup> from the United Kingdom has developed eight key features for social marketing:

- 1 Behaviour:** Change people's actual behaviour. Routine daily behaviour tends to be based on habit, so people may not be thinking consciously about what they do. Therefore it is important to start by thinking about an audience's attitudes, hopes, wishes, desires and other motivations. This is generally more productive than trying to identify and fill information gaps. Understanding people's emotional engagement is critical.
- 2 Customer orientation:** Focus on the audience. People have to be involved and not be treated as research subjects.
- 3 Theory:** Use behavioural theories to understand behaviour and inform your activity. Human behaviour is complex. However, different theories can offer better understanding of your target audience and the factors that influence them and their actions.
- 4 Insight:** Customer orientation lets you identify 'actionable insights'. Insights, which will lead the development of effective activity, are more than just pieces of data. Insights include two types of barriers: tangible barriers that can be addressed through changes to the physical environment, and emotional barriers to address complex behaviours which are the 'social norm' (i.e. a pattern of behaviour in a particular group, community, or culture which is accepted as normal and to which individuals are expected to conform). It is important that both types of barriers are addressed.
- 5 Exchange:** Consider the benefits and costs of adopting and maintaining a new behaviour. Exchange is 'the exchange of resources or values between two or more parties with the expectation of some benefits'. Whether consciously or unconsciously, people

<sup>1</sup> NSMC - National Social Marketing Centre, Criteria for success, accessed November 02, 2015, <http://www.thensmc.com/content/what-social-marketing-1>



make a cost-benefit analysis at some level before they decide to act, and therefore it is important to ensure that the benefits associated with the desired behaviour are equal to or greater than the costs. However, there is the problem of postponed benefits, in that social marketing asks target audiences to do something for which social marketers will not always be able to give an immediate or short-term benefit.

- 6 Competition:** Understand what competes for the audience's time, attention, and inclination to behave in a particular way. Addressing direct and external factors that compete for the audience's time and attention and developing strategies to minimise the impact of competition are essential.
- 7 Segmentation:** Avoid a 'one size fits all' approach. It is important to identify audience 'segments', which have common characteristics, and tailor activities appropriately. Segments should be prioritised and selected according to clear criteria, such as size and readiness to change.
- 8 Methods mix:** Use a combination of approaches to bring about behaviour change and don't just rely on raising awareness. All primary intervention methods (inform and educate, support, design and control) should be applied. Also, all four Ps (product, price, place and promotion) need to be considered. Promotion should be used to 'sell' the product at the right price in the right place to the target audience, not just to communicate a message.

Evaluation is a critical and ongoing component of social marketing programs and should be research-driven. Research before engaging in social marketing helps practitioners to develop and refine concepts, messages, products, services, pricing, and distribution channels before they are fully implemented. Marketers often use qualitative methods, such as focus groups or interviews, to pre-test marketing concepts, messages, and materials in a cost-effective manner. They may also test materials with individuals who share characteristics of the target market in order to see if they are effective, identify channels for delivering the message, and measure outcomes. Process evaluation methods are used to track outputs and processes during implementation. Social marketers also conduct research after a measure has ended, often in the form of outcomes monitoring. This analysis compares the objectives with its immediate and long-term outcomes to determine what worked, what didn't, and whether the programme was cost-effective.<sup>2</sup>

It is important to remember that social marketing often does not have immediate results. In addition, social marketing campaigns usually must concentrate on removing barriers to an activity, while enhancing the benefits. A growing variety of approaches, including tailored campaigns, social media, and gamification, are being employed by cities throughout and beyond the CIVITAS Initiative.

<sup>2</sup> MAX - Successful Travel Awareness Campaigns and Mobility Management Strategies, 2007, Comprehensive State of the Art Report, Annex B1.1, Behaviour Change Models



## CIVITAS recognises that messages are as powerful as infrastructure

Since 2002, CIVITAS cities have been making urban transport more efficient by influencing travel behaviour and modal choice through campaigns, action days, educational activities, individualised social marketing measures, mobility information centres and more. The CIVITAS Initiative's Thematic Group on Mobility Management<sup>3</sup> provides a number of resources relevant to the topic of social marketing, such as training resources, a toolkit on communicating with citizens, guidance material, policy recommendations, and many more.

### CIVITAS I | Graz (Austria): Innovative marketing and quality management for public transport

As part of its efforts to increase the modal share of public transport, the City of Graz aimed to present its public transport system as an attractive and positive choice for passengers. This measure aimed to improve the communication between the public transport user and the public transport operator through innovative marketing measures and personalised information. To meet these goals, the public transport operator used insights gained from customer orientation, introducing entertainment in public transport vehicles and targeted the social marketing feature of exchange by promoting public transport as a modern and pleasant way of travelling. Actions not normally associated with public transport were carried out, such as musicians playing for passengers, a mobile birthday party, trailers advertising public transport on TV and a raffle with the chance to win a ride with friends in a cabrio bus.

To support this measure, a website for stop-to-stop travel planning was established, making it much easier to find complete real-time travel information, including tips on the best leisure trips by public transport. The importance of this service was reflected by the increase in users from 64,000 in September 2003 to 260,000 in June 2005. The travel planner has most likely also contributed to more people travelling by public transport. Since January 2006 door-to-door planning is available as well, completed with distance and time estimates and downloadable maps showing the route to take on foot from door-to-stop. Additionally, so-called 'mystery shoppers' performed quality controls on buses and at stops. In case of bad service, the public transport operator was contacted. These hidden checks are now considered an important part of improving the public transport system and raising customer satisfaction.<sup>4</sup>

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<sup>3</sup> CIVITAS Initiative – Thematic Group on Mobility Management, accessed November 16, 2015, <http://www.civitas-initiative.eu/TG/mobility-management>

<sup>4</sup> Innovative marketing and quality management for public transport, CIVITAS Initiative, accessed November 02, 2015, <http://civitas.eu/content/innovative-marking-and-quality-management-public-transport>



## CIVITAS II | Odense (Denmark): Creating alternative mobility options for owners of old cars

Because of high taxes on vehicles in Denmark, the average age of cars is higher than in the rest of Europe. These older cars pollute more and consume more energy than newer models. Older cars are often owned by lower income families or are used as a second car by wealthier ones. Therefore they are typically used on a seasonal basis with a low annual mileage. If other mobility alternatives are introduced, these car owners and users could be persuaded to choose different modes.

This measure was designed to demonstrate that personalised mobility management, together with integrated transport services, can remove older cars from the roads. Taking a segmented approach, a marketing plan and campaign strategy were developed in cooperation with a public relations agency to attract families. The first stage of implementation, between February and March 2006, was a marketing campaign

to attract target families. Large posters were put up in the city, and television coverage, press releases and internet marketing were also used. As a result, 160 families joined the campaign between March and September 2006, many of whom were attracted by the coverage on local television.

The families were given campaign packages that explained the alternative travel options in the city and how to use them. The campaign package contained free travel on local city buses for one month, membership of Odense's car-sharing club, a 25 percent rebate on the purchase of a bicycle for personal use, and a journal to record daily trips. Data collected by the families were evaluated at the end of the campaign in December 2006 and showed that a total of 6,602 trips covering 145,275 km were recorded in May and June 2006, while 6,628 trips covering 150,705 km were registered in September and October.<sup>5</sup>

## CIVITAS PLUS | Funchal (Portugal): Awareness-raising campaigns for sustainable mobility

Rising family incomes and improved and new infrastructure over the last decade in Madeira's Autonomous Region led to an increase in the number of cars and emissions of greenhouse gases and pollutants. Meanwhile, the island's public transport continues to lose passengers year on year. To prevent a further increase of pollution, the City of Funchal established awareness-raising campaigns targeted at younger people.

Firstly, more than 1,000 students from seven schools took part in a large range of activities such as thematic conferences and a video competition. Secondly, the pedestrian mobility campaigns consisted of a 'City Treasure Hunt' in which the participants were invited to rediscover the city by walking around and participating in the game. In total eight events were conducted over four years and over 1,500 residents participated.

Furthermore, public transport campaigns sought to promote the environmental and economic advantages of regular public transport use to the city's population. For this purpose, conferences and eco-driving training sessions were organised for municipal fleet drivers and bus drivers, as well as eco-driving workshops for citizens.

The public transport campaign was one of the most significant successes of the measure, and serves as an excellent example of using a mixed methods approach to initiate behaviour change. Such a campaign can be easily replicated in other cities since despite its innovative character, it is easy to organise, is fairly cheap and encourages schools and environmental associations to work together and reach a large public. In the framework of the CIVITAS MIMOSA project, the campaign was also successfully replicated in the City of Tallinn<sup>6</sup>.

<sup>5</sup> Creating alternative mobility options for owners of old cars, CIVITAS Initiative, accessed November 02, 2015, <http://civitas.eu/content/creating-alternative-mobility-options-owners-old-cars>

<sup>6</sup> Mobility management: making public transport more popular, CIVITAS Initiative, accessed November 02, 2015, <http://civitas.eu/content/mobility-management-making-public-transport-more-popular>



## Social marketing in the context of sustainable mobility

To encourage people to change their travel behaviour there is a need for soft measures like social marketing, as well as hard ones, examples of which are new transport infrastructure and facilities. There is universal agreement about this. Lifestyles and travel choices are complex. Travel awareness campaigns which simply broadcast a message to the population are likely to have little impact. Campaigns which embrace the principles of social marketing, however, will do far better, as they build on insights gained from people about their travel and get closer to the enabling factors which will encourage change.<sup>7</sup>

The following is an overview of different tools and guidelines regarding social marketing, as well as examples and experiences of past and ongoing projects and initiatives in Europe.

- The European Mobility Week is an annual campaign on sustainable urban mobility, supported by the European Commission. The aim of the campaign, which runs from 16-22 September every year, is to encourage European local authorities to introduce and promote sustainable transport measures and to invite people to try out alternatives to car use. The week culminates in the 'Car-Free Day' event, where participating towns and cities set aside one or several areas solely for pedestrians, cyclists and public transport for a whole day. In 2015, 905 cities all over the world participated in the 'Car-Free Day'. Since its introduction in 2002, the impact of European Mobility Week has been steadily growing, both across Europe and around the world. In 2015 a total of 1,837 cities from more than 40 countries officially registered for the campaign.<sup>8</sup> For many CIVITAS cities, the European Mobility Week has been an important opportunity for organising awareness raising activities.
- The Traffic Snake Game<sup>©</sup> is a campaign to promote walking and cycling to school for children aged 4-12 and their parents and teachers. It was created by Mobiel 21 and started out as a small campaign with only a handful of schools in Flanders, Belgium. However, over the years the number of European countries interested in playing the game has increased. Evidence has shown that the campaign increases the use of sustainable transport modes and reduces CO<sub>2</sub> emissions. As of November 2015, 19 countries have signed up to play the game and take advantage of this successful strategy which encourages parents and children alike to try alternatives to the car for home to school trips. The Traffic Snake Game Network has been established to share the experiences of the game with more cities and schools across Europe and beyond. This network disseminates the campaign, extends its impact and publicises the results and experiences that keep the award-winning campaign<sup>9</sup> alive.<sup>10</sup>
- The MOBI project (2013-2016, co-funded by Intelligent Energy-Europe) builds on the successes of the 'From5to4 game'<sup>11</sup> created in the Netherlands. The aim of the game is to encourage employees to travel to work more smartly (for example by walking, cycling, or using public transport or car sharing) as well as have fun competing against their colleagues. In return, the website gives employees bespoke information about how much energy they have saved, calories burned as well as the opportunity to win prizes. It's a simple formula: every week, try one day of smarter commuting.<sup>12</sup>

7 Mobiel21, 2009, MaxTag - Travel Awareness Campaign Guide  
 8 European Mobility Week, accessed November 02, 2015, <http://www.mobilityweek.eu/home/>  
 9 The project was awarded the Sustainable Energy Europe Award in the category 'Promotional, Communication and Educational Actions'.  
 10 The Traffic Snake Game Network, accessed November 02, 2015, <http://www.trafficsnakegame.eu/>  
 11 From5to4 game UK, accessed November 02, 2015, <http://www.f5t4.co.uk/>  
 12 The MOBI-project, accessed November 02, 2015, <http://www.mobi-project.eu/>

**FS T4 FROM5TO4**  
The mobility game

TO \_\_\_\_\_  
FROM \_\_\_\_\_

IF YOU WILL COMMUTE SMARTER BY \_\_\_\_\_ THEN:

I will come to work  by foot  by bike  by bus  by train  
 by \_\_\_\_\_ (choose right option)

I will make you \_\_\_\_\_

I will buy you \_\_\_\_\_

\_\_\_\_\_



- The SEGMENT project (2010-2013, co-funded by Intelligent Energy-Europe) has tested the use of consumer market segmentation techniques to help persuade people to change their travel behaviour and adopt more energy-efficient forms of transport. This project has been working in seven cities across the EU, testing different approaches and developing tailored marketing campaigns. The SEGMENT project aimed to maximise the impact of campaigns through the use of two segmentation techniques. One targeted consumers undergoing 'life change moments' which

cause them to question and reconsider their travel habits, and the other used detailed questionnaires to cluster consumers into similar groups (in terms of their attitudes towards car use, cycling, electric vehicles or wider issues such as climate change and health) and then using the findings to devise special campaigns. Their segmentation methodology and questionnaires can be applied to other European cities and countries. The project identified a smaller set of eight 'Golden Questions' that are required to allocate individuals to a certain segment.<sup>13</sup>

## The future of social marketing for sustainable mobility

### Raising awareness and changing attitudes through gamification

Delivering mobility-related information is necessary, but on its own it is insufficient to initiate behavioural change. This can only be achieved if the information aims to influence the attitudes and motivations of road users. Gamification is a useful tool to trigger behaviour change. It is the application of game design approaches and mechanics (for example point scoring, leaderboards, methods to measure achievements) to non-game contexts, such as transportation and mobility.

Effective gamification is based on a series of metrics to measure success towards a goal, which is achieved through a set of tasks. Based on these metrics, users gain feedback about their performance and achievements. Users may also communicate with others, compare their performance and compete with one another. To improve performance, users may need to change their mobility patterns and undertake different behaviour or perform alternative tasks.

Gamification is an effective method for a simple reason: it can transform a simple, boring everyday task to a

something which is fun to do. It gives new purpose to everyday habits and challenges users to compete with others, improve their status and excel. Users become aware of the effects of their behaviour on the environment and transportation system. However, incentives are important in mobility games, for example:

- Saving time and money
- Receiving information and optimising trips
- Achieving (social) recognition for being eco-friendly or healthy

Special attention should be given to the variety of mobility behaviour, as well as the perceptions and beliefs of travelers. The more flexible the gamified design, the greater the acceptance over the short and long term by users, and behavioural change becomes more likely. In mobility games, a good transportation planner thinks like a game designer, and a good mobility game provides players a sense of autonomy and control. It not only encourages players to play, but also keep them playing. Rewards of any type are important and should be tangible, unexpected and linked to performance.<sup>14</sup>

<sup>13</sup> SEGMENT – segmenting marketing for energy efficient transport, accessed November 03, 2015, <http://www.segmentproject.eu/hounslow/segment.nsf/>

<sup>14</sup> Dr Eleni Vlahogianni, Gamification and Sustainable Mobility, LinkedIn, accessed November 16, 2015, <https://www.linkedin.com/pulse/gamification-sustainable-mobility-eleni-vlahogianni>



## Social marketing is at a crossroads

The modern potential to use information and communication technologies to interact with clients, audiences, and partners; capture and analyse data and information about them; and tailor products and services accordingly, is greater than ever before. Additionally, never before have users expected to interact so closely with organisations and with one another to define and shape what they need. Marketing is now commonly considered a social process, composed of human behaviour patterns concerned with exchange of resources or values. Users are motivated to become involved in such exchanges as means to satisfy their needs. It is no longer a mere function used to increase profits, but instead to create positive social change. It can be applied to promote positive products and services or to make a target audience avoid negative products and services and thus promote their well-being.

Sometimes social marketing is seen as little more than using the principles and practices of generic marketing to achieve non-commercial goals. This is an oversimplification: social marketing involves changing seemingly fixed behaviours in environmental, economic, social, political, and technological circumstances with resources which are often limited. If the basic objective of corporate marketers is to satisfy shareholders, the bottom line for social marketers is to meet society's desire for improved quality of life, but this does not mean that commercial marketers cannot contribute to achievement of social good. This requires a long-term planning approach that moves beyond the individual end user to groups, organisations, and society, characterised in the following table.<sup>15</sup>

As a result, the desired outcomes of social marketing are usually ambitious: the products are more complex, demand is diverse, the target groups are challenging, the necessary involvement of end users is greater, and competition is more varied. However, like commercial marketing, behaviours are always the focus: as already mentioned, social marketing is also based on the voluntary (but more unconventional) exchange of costs and benefits between two or more parties.

Social marketing therefore offers a useful framework for planning, that social marketers can use with other approaches at a time when global, regional, national, and local problems have become more critical. The other approaches might include advocacy; mobilising communities; building strategic alliances with public sector agencies, non-governmental organisations, and the private sector; and influencing the media. Many social marketing issues are so complex that one organisation cannot address them alone. Unsurprisingly, besides public health, social marketing is being applied in various fields including the environment, economics, and education.<sup>16</sup>



<https://www.facebook.com/Civitas-Initiative-35555381152607/?fref=ts>

|                   | Micro Level<br>(Individual) | Group Level<br>(Organisation) | Macro Level<br>(Society) |
|-------------------|-----------------------------|-------------------------------|--------------------------|
| Short-Term Change | Behaviour Change            | Administrative Change         | Policy Change            |
| Long-Term Change  | Lifestyle Change            | Organisational Change         | Sociocultural Evolution  |

<sup>15</sup> Source: Adapted from Sidney Levy and Gerald Zaltman. 1975. Marketing, Society, and Conflict. Prentice Hall.  
<sup>16</sup> Olivier Serrat, 2010, Asian Development Bank, The Future of Social Marketing



## Is the use of social media the answer to everything?

The second generation of web-based applications (Web2.0, for example Facebook, Twitter, LinkedIn), in which users control communication, promises to significantly enhance promotional efforts within social marketing campaigns. Social media applications can directly engage target groups in the creative process, as they depend less on traditional communication channels, and produce and distribute information through collaborative writing, content sharing, or social networking. It can also enhance the power of social marketing by increasing the speed at which the audience shares experiences and opinions with progressively larger audiences.<sup>17</sup>

Because of social media's novelty and potential effectiveness, social marketers may be enticed to prematurely incorporate it into the promotional plan. Before launching a social media promotional strategy, social marketers should consider several key questions.<sup>18</sup>

With the rise of so many platforms across the social media landscape, this has never been more important. But to do so, it is important to understand where certain groups are clustering.<sup>19</sup> The following table provides an overview of the main user group regarding key demographics (in percent) and the main use of Facebook, Twitter and LinkedIn.<sup>20</sup>

|                     |   |
|---------------------|---|
| Priority population | <p>Can the needs of the priority population best be met by using social media?</p> <p>What are the social media habits or behaviours of those in the priority population?</p> <p>Can the priority population be segmented by their behaviour on social media?</p> <p>For whom is social media best suited?</p> <p>Do those in the priority population have access to social media?</p> <p>Do those in the priority population feel comfortable using social media?</p> <p>Do they have the knowledge and skills to use social media?</p> <p>Are there social costs for using or not using social media?</p> <p>Is social media accepted in the environment of the target group?</p> |
| Resources           | <p>What are the costs associated with social media versus the benefits?</p> <p>Can providers afford the financial costs associated with social media?</p> <p>How difficult will it be to implement a social media strategy?</p>   |
| Goals & Objectives  | <p>Does social media enhance the intervention strategy?</p> <p>Is it the right time to introduce social media to the priority population?</p> <p>Does social media help to meet the needs of the priority population?</p> <p>Can social media help to reduce barriers for the target group?</p> <p>Is it possible to evaluate the effect of social media?</p>   |

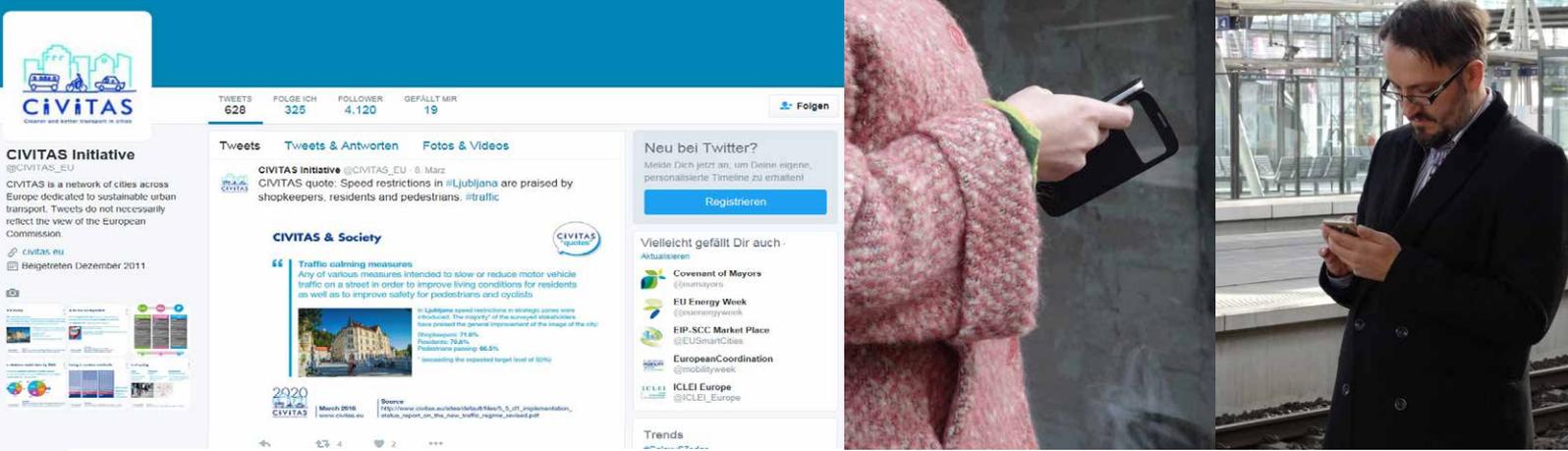
|                     |   | Key demographics         |  |  |
|---------------------|---|--------------------------|--|--|
| Main characteristic |   | Gender                   | Age  | Location                                     |
| Facebook            | With Facebook one can build a fan base, share pages with friends, post a Facebook link, and give incentives for people to like the page.                        | Women: 77 %<br>Men: 66 % | 18-29: 87 %<br>30-49: 73 %<br>50-64: 63 %<br>65+: 56 % | Urban: 71 %<br>Suburban: 72 %<br>Rural: 69 % |
| Twitter             | Twitter easily can help for directing people to a website to generate leads. It transforms lengthy blog articles to small snippets of information.              | Women: 21 %<br>Men: 24 % | 18-29: 37 %<br>30-49: 25 %<br>50-64: 12 %<br>65+: 10 % | Urban: 25 %<br>Suburban: 23 %<br>Rural: 17 % |
| LinkedIn            | LinkedIn is different from the rest of the social media outlets. It is possible to connect with individuals themselves but also with other business as a whole. | Women: 27 %<br>Men: 28 % | 18-29: 23 %<br>30-49: 31 %<br>50-64: 30 %<br>65+: 21 % | Urban: 32 %<br>Suburban: 29 %<br>Rural: 14 % |

17 Thackeray et al. 2008 Society for Public Health Education, Enhancing Promotional Strategies Within Social Marketing Programs: Use of Web 2.0 Social Media

18 Ibid.

19 Sproutsocial, 2015, Social Media Demographics to Inform a Better Segmentation Strategy, accessed March 06, 2016, <http://sproutsocial.com/insights/new-social-media-demographics/>

20 The Difference Between Facebook, Twitter, LinkedIn, accessed March 06, 2016, <https://www.impactbnd.com/blog/the-difference-between-facebook-twitter-linkedin-google-youtube-pinterest>



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## The use of social media to involve citizens in urban mobility projects and city planning

The panorama of the use of social media exploited by local authorities is very complex and varies from one city or country to another: while some cities have been using social media in structured way for many years, other cities have just started. There are also cases where the use of social media is completely absent. Overall, many cities are making some use of the social media (mainly Facebook, Twitter and LinkedIn), but only few are doing it with a proper and well-defined strategy. For this reason, the current policy note aims at providing a set of guidelines to the cities that would like to start building their own social media communication strategy, but could also be very useful for cities that already have a social media strategy in place and would like to improve it.

In general, much has to be done to improve the understanding of the social media revolution in public administration and this policy note would like to contribute to this. At the same time, there is a growing interest among local authorities who use social media not only to rapidly increase their visibility to a wider audience using limited resources, but also to create an additional communication channel and a useful, direct information exchange with citizens.

The main challenges for cities already using social media include how to reach people who are not interested in sustainable mobility, thus reaching a wider audience and increasing as much as possible the level of interaction with end users.

The biggest revolution of our days is without any doubt the possibility to access to the internet via mobile phones. Most city dwellers live in an always-on condition, using their mobiles to have a continuous access to their networks. The answer to this trend must be promptness. Local authorities and administrations should be ready to offer real-time communication, and to answer to requests

in the fastest way, to let citizens feel they are listened and supported in their everyday-life actions. Cities can use new channels to distribute valuable content, information and news that could have a positive impact on the sustainability of mobility. At the same time they must be ready to offer customer care for their services, giving constant assistance and fast individual answers.

From this perspective, social media are not only a powerful system to keep citizens updated on mobility or safeness issues that affect their daily habits, but can be the perfect channel to plan leisure activities, that will increase affection and good attitude, both through infotainment online initiatives, such as online games and contests, and through touristic information programmes that could be shared and crowdsourced to offer a better experience of the territory: another kind of activity that could please both citizens and tourist and improve the positive image of a public administration.

Moreover, citizens, as social media users, are nowadays used to a two-way communication; they are used to express their point of view and, in most cases, to be listened by other users, by brands or by companies offering a service. In the same way they now want to participate to the public debate about issues affecting their lives and the life of their community. In this way, creating opportunities for participation, collecting ideas and feedback within online communities or planning crowdsourced fundraising projects, not only during the election campaigns period, administrations can make citizens feel part of the decision-making process.

Social media are not only a question of visibility anymore. They have great potential in increasing a new two-sided communication based on listening and engaging people in a transparent and up-to-date way to ultimately build a loyal community that will be supportive to the overall efforts and plans of local governments.<sup>21</sup>

21 CIVITAS WIKI Policy Analyses: The use of social media to involve citizens in urban mobility projects and city planning, accessed March 06, 2016, <http://www.civitas.eu/content/civitas-policy-notethe-use-social-media-involve-citizens-urban-mobility-projects-and-city>



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