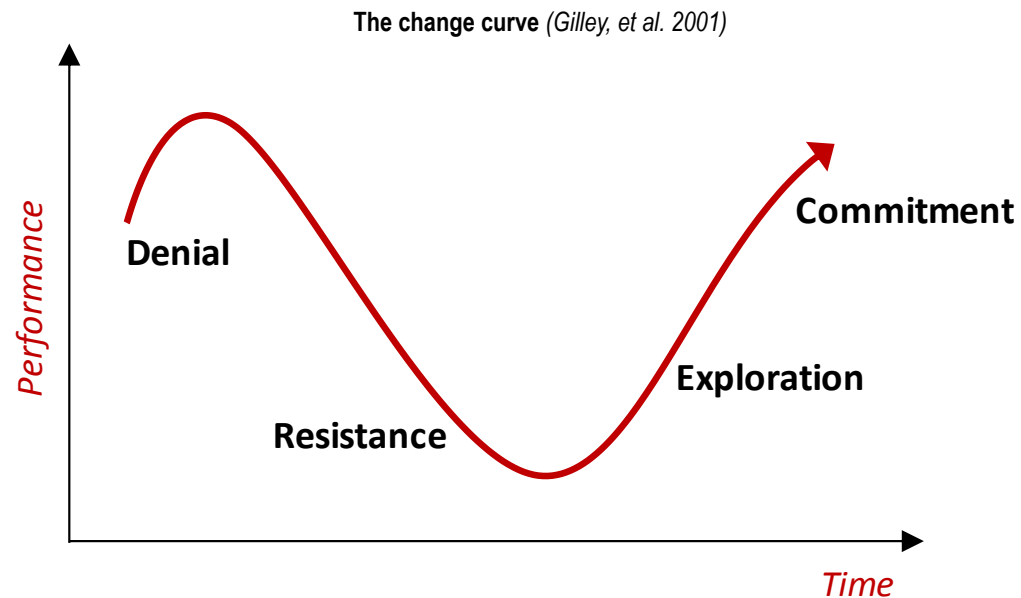
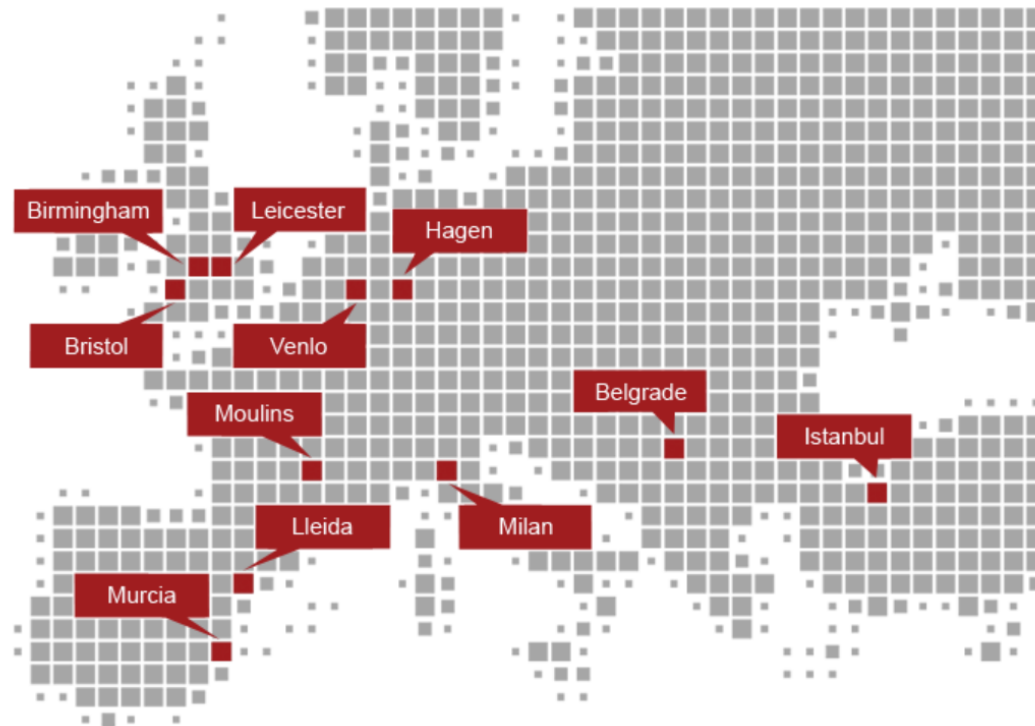


The Change process



*When change occurs, everyone goes through the steps of the change process (predictable pattern of reactions). **Understanding the change process** and applying **appropriate measures** to shorten the period from denial to commitment leads to successful change management.*

Pilot sites



- *January 2012 – February 2015*
- *11 pilot sites in 11 cities in 8 countries*
- *26 partners with an overall budget of almost 7 million Euros*
- *co-funded by the European Commission within the CIP ICT Policy Support Programme*

The SMARTSPACES recruitment strategy

- Result of multiple meetings and project workshops with professional and technical staff from all eleven pilot sites
- Core characteristics:
 - **inclusion**: engage all citizens – of different age, occupation and level of technology awareness
 - **balance**: find the right mix and number of recruitment measures
 - **coherence**: achieve consistency across pilot sites

Core elements:

- *As-is analysis – getting to know your audience*
- *Message development – catching attention*
- *Materials / incentives – fighting the fear of the unknown*
- *Branding – providing consistency*
- *The organisational structure – overcoming resistance*
- *Training – facilitating exploration*

As-is analysis

- Delivers information on the profile of staff/visitors in the buildings, the hierarchical strength, the organisational relationships (e.g. boss – colleague or city mayor - executive), goals, values, etc.
- Identifying the target audiences in the buildings (age, interests) and their needs, as well as available channels for communication, suitable materials and incentives, and possible problems that may occur during recruitment.

The as-is analysis should include at least:

- **Audience profile:** Who are the target audiences, what do they like, which channels do they prefer?
- **Organisation:** Can organisational relationships influence the changes, who are the change initiators?
- **Materials:** What are suitable materials and incentives for the different audiences?

Message development

SmartSpaces message development process



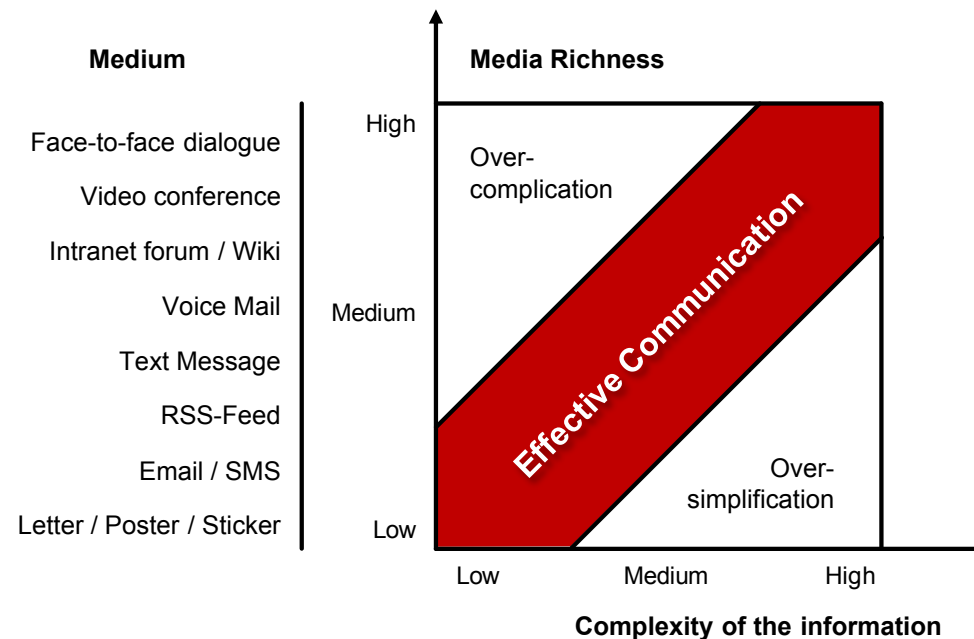
- In SmartSpaces messages are usually oriented around topics that are close to the target audience. For example, in an economic crisis with job uncertainty, municipal workers would most likely support the idea that energy saving contributes to saving municipal money and therefore helps to keep jobs.

*Messages should tick the boxes of being **relevant**, **interesting**, **credible**, **clear**, **convincing**, and come from a **trusted** source.*

Macnamara's (1992) pyramid model was used as a guiding source for the message development process.

Media richness

Different media as part of an effective communication (Heeren and Lewis 1997)



The media richness theory alludes to the importance of having the **right mix of channels** in order to avoid oversimplified or overcomplicated communication. Channels like **face-to-face** and **video meetings** offer the most effective results and should be applied when possible. However, the right mix should be selected based on the as-is analysis for each individual case.

Materials & incentives

- leaflets and brochures
- posters and banners
- articles and other publications
- newsletters
- video materials
- social media
- presentations and workshops
- games and quizzes
- free services/bonus system
- energy coaching services



The centralised database used by the consortium for generation of ideas, reuse of materials and general knowledge collection, has been specifically designed for the purpose of pilots being able to easily share ideas, templates and work collectively towards achieving desired results.

*All materials and activities should be **tailored** to the needs and expectations of the different audiences.*

Branding

The way in which an idea is presented influences dramatically the idea's success. E.g.:

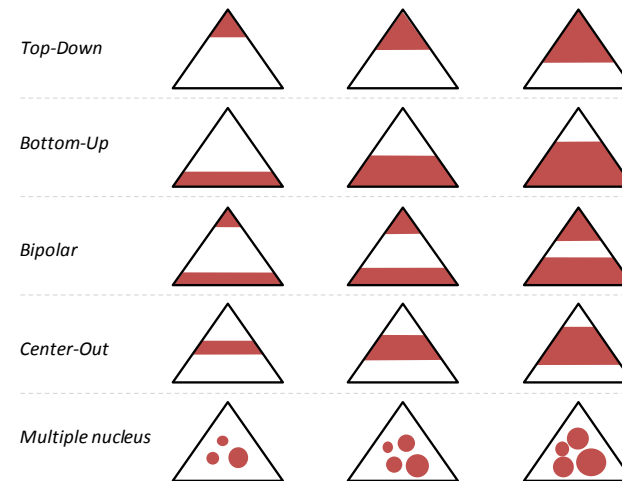
The initial message proclaiming initiatives to save energy and money should come from communication sources for which the consumer associates no negative vested interest; a source that they feel is independent, ideally on their side and/or the side of the environment, but at least not on the side of the utility companies.

These and other considerations suggest strongly that the recruitment strategy should have a clear view on what the face of the initiative/project is.

Typical related questions concretely for the case of SmartSpaces include 'Who is providing the services – a private company, the municipality, etc.?', 'How are the services and/or products branded – under SmartSpaces, under the municipality programme, under national initiatives that have more authority and respect among people, etc.?', 'Who has already won people's trust and can be used to endorse the SmartSpaces services?'

The organisational structure

As public buildings are owned or controlled by the state and most of them have an established structure, one should take into consideration the value the structure could provide when it comes to communicating an idea and inducing change in an organisation. There are different approaches for initiating such changes.



*The most common models in the case of SmartSpaces suggest the use of a **top-down-strategy** where the top management's authority is undisputed and actively involved (city mayor, department executives), a **bottom-up strategy** where the users bring forth a request for change that is acknowledged by the top management, or a **mixed strategy** combining the previous two.*

Training

Trained and motivated users have the ability to further disseminate among their fellow colleagues or among visitors, creating a cascading effect that has the potential to achieve high user awareness and education. Effective training includes multiple sessions or focus group with support materials such as manuals and instructions. Designated contact people for each building combined with a hotline are further facilitators for supporting users in their exploration of the new technology.

*The concept of **champions** was utilized in SmartSpaces to expedite the wider update. Champions are individuals who serve as role models to others and influence them through their actions and opinions. A champion can be anyone with good social skills. In SmartSpaces they are seen as 'social hubs' that have great potential in raising awareness and recruiting new users. Therefore, the process of identifying these persons in each building began early on in the project.*

Core Message: Saving the Council Money



Visitors (> 1,000,000)
Staff (6,000)
Professionals (10)

- Various
- ‘Core’ buildings/offices vs. ‘Non-core’ schools/museums/etc.
- Directly related to their job

Incentives / Means to market the service	Focus groups	✓	Free tickets		Direct contact	✓
	User meetings	✓	Lottery		Bonus system	
	Tutorials	✓	Champions	✓	Survey	
	Chat / E-mail service	✓	Interviews	✓	Intranet	✓
	Letters		Coaching	✓	Designated contact	✓
Dissemination & Measures	Social Media	✓	Intranet	✓	Web portal	✓
	Newsletters	✓	Videos	✓	Self-assessment	
	Brochures		Radio		Games	
	Posters	✓	Articles	✓	Presentations	✓
	Banners	✓	Workshops	✓	Common room	✓
	Magazines	✓	Quizzes		Dedicated hotline	✓

SMARTSPACES
Shared
Content

Social
Media



Training

