

Communication Directorate: Evidence and Research Strategy

Section 1: Introduction

1.1 The aim of this document is to pull together the evidence needs of the Communication Directorate, and to set out our strategy for commissioning, managing, and communicating these needs.

1.2 The mission of the Communication Directorate is to deliver expert, effective communication to support the Department's conduct of business, its reputation and the delivery of its policy objectives, across all relevant internal and external audiences, so that:

- Departmental actions and initiatives are seen as consistent and convergent with wider Government policies;
- stakeholders, partners and the wider public understand and acknowledge its intentions and achievements;
- individuals, groups and communities are influenced to take decisions or actions conducive to its goals;
- the Department's staff feels involved and informed, and identify with its achievements and ambitions.

1.3 Led by a Director of Communication, the directorate comprises five sections:

- Strategic Communications, which leads long term communication planning and relationships with stakeholders and planning of Ministerial visits
- Press office, which co-ordinates dialogue between media and Ministers and also has Ministerial speech writing responsibility too.
- Marketing, which leads the department's paid publicity activity, publishing, print and e-communications.
- Editorial unit and Internal Communications, which lead the delivery of information to departmental staff and the Executive Agencies.
- Business management, who supports front line delivery across all communications channels and leads and advises on all corporate governance arrangements (e.g. risk management).

Section 2: Aims/Objectives

2.1 CD supports all the Department's objectives, in partnership with all other directorates and Agencies, through delivery of the Department's communication strategy. Over the next year, in particular, we will face a number of key challenges most notably how we communicate with a range of

audiences on issues such as: the continuing debate on road pricing; the impact of transport on climate change; improvements to the security of the transport infrastructure; incorporation of SRA franchise work into the Department; increasing costs of local transport plans; delivery of road safety communications and, implementation of the Rail and Aviation White Papers. This is coupled with the news management of any major incidents that occur e.g. accidents or security incidents.

2.2 Detailed objectives, KPIs and milestones for 2007-08 have been agreed as part of DfT's Business Planning process. These reflect CD's involvement in all major areas of the Department's work and PSA targets. Each Directorate will have desired outcomes and priorities. Our role is to ensure that both the Department's strategic plans and the evidence and reasoning that underlie them are communicated clearly to all the Department's stakeholders, delivery partners, other interested parties and wider audiences, particularly the general public; and that fair and open two-way discussion is generated.

2.3 In taking this work forward, we need to consider with Policy directorates the full range of evidence considered (statistical, research activity, monitoring and data, internal analysis and evaluation) and how best this can be communicated to our target audiences. We need also to consider our specific communication research needs to support our paid publicity activity, primarily on our road safety and climate change communications.

Section 3 - Evidence Needs

3.1 Although CD will work across the department on a range of communication issues, research in 07/08 will focus on four areas:

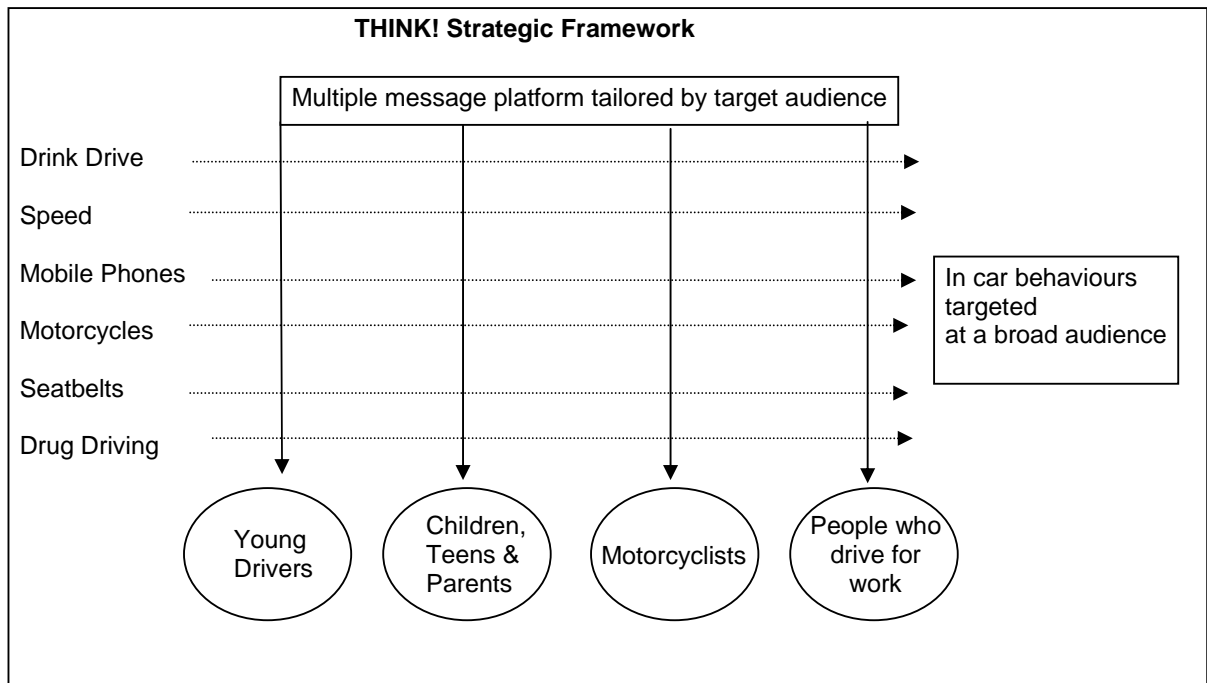
- **Road Safety:** qualitative research to inform the development of the THINK! road safety campaigns and quantitative research to evaluate effectiveness;
- **Climate Change:** similar research to support the development of the recently launched "Act On CO2" communication campaign, drawing on the extensive climate change research commissioned by the Department's social researchers.
- **Web Usability Testing:** the Department launched a new website in February 07, the development of which was informed by user testing research to measure the accessibility and ease of use of the site to inform future navigation, ensuring that we meet Government wide accessibility targets. The site is now designed to reflect the needs of our customers rather than reflect the internal structure of the Department. We shall carry out further usability testing to further develop and refine the site.
- **Transport Perceptions:** We will be taking forward research work examining how the Department works with business, how this might be improved and how the Department is perceived.

(I) The THINK! Road Safety Campaign.

3.2 The THINK! campaign is part of a pyramid of activity embracing education, enforcement and engineering designed to deliver the Department's road safety objectives. In particular, the specific PSA target to "reduce the number of people killed or seriously injured in Great Britain in road accidents by 40% and the number of children killed or seriously injured by 50%, by 2010 compared with the average for 1994-1998, tackling the significantly higher incidence in disadvantaged communities."

3.3 Priorities for publicity are based on the TRL analysis of the Stats 19 police data. There are some topics that are perennial and are targeted at a broad audience in order to stigmatise the behaviours generally: speeding; drink and drug driving; seat belt wearing; mobile phone use and motorbikes.. In addition we target specific audience groups with higher than average accident rates with multiple messages, examples of which are people who drive as part of their job, young drivers and child pedestrians and cyclists.. The publicity weight each topic and audience is given will depend on policy priorities and the level of KSIs each accounts for.

3.4 The THINK! campaign strategy for fiscal year 07/08 **[web link to strategy to be inserted]** focuses on five perennial priorities: drink drive, speeding, motorcycling, seatbelts and child and teen road safety. The campaign will use all aspects of the marketing mix – advertising, PR, partnership marketing, sponsorship and field events – with the majority of expenditure devoted to the five priorities. In an increasingly fragmented media market, reliance on media advertising is no longer sufficient. We need to engage more effectively with our target audiences. Engagement strategies are therefore being developed with teens, younger drivers, motorcyclists, and those who drive for work. The visual below illustrates the campaign approach. High profile advertising on the five priorities focussing on our target audiences, but reaching a wider audience too to maintain social stigma around unsafe driving practices; complemented by engagement activity, which is designed to encourage our audiences to pull our road safety messages to them for wider circulation, rather than we simply pushing messages to them via media advertising



3.5 In addition to the STATS 19 data, future development of the campaign will also be informed by the research discussed in this and last year's Evidence and Research Strategy produced by the Roads and Vehicle Safety Standards Directorate. We also draw extensively on media industry research, such as TGI, which measures consumer attitudes towards a wide range of issues; MOSAIC, a geographical/social analysis of postcodes; plus wider media industry research, which measure public interaction with media, to help us target audiences effectively.

3.6 Typically our approach is as follows:

- Analysis of past activity - drawing on desk research and latest evidence based reviews discussed in the RVSS return mentioned above;
- Strategic research - designed to enhance insight and explore propositions that resonate with our target audiences.
- Creative research - to test the attractiveness of particular creative routes and messages and channels to be used to communicate.
- Tracking - to measure the impact of our actions and inform future activity.

3.7 Our research will generally be bespoke qualitative work, although on occasion we may use quantitative omnibus surveys. The findings from this stage are fed into the creative brief for our advertising agencies. Our agencies will then develop a number of alternative approaches, which will again be researched to ensure that the communication resonates with the audience. This is particularly important as in most cases the publicity team are not part of the target group and are unable to give an objective assessment of the likely message impact.

3.8 Fundamentally, our approach to developing communications is based on detailed insight and understanding of our audiences. We never produce any advertising communication unless we are certain that it resonates and is understood by our target audiences

3.9 This approach is best illustrated by the practical example, which describes the use of research in the development of our award winning mobile phone publicity aimed at teenagers. The approach involved considerable use of research to gain key insights of teenagers and what would motivate them to act. We needed to develop a communication that would resonate. Our use of deep insight and our willingness to innovate helped us achieve effectiveness.

3.10 The teen campaign example highlights the impact of research in shaping our communication activity. Similar research will be put in hand to help deliver our THINK! communication priorities for 2007/08 as follows:

- **Drink Drive:** a new communication is to be launched in mid July 07. The same process employed in the development of the communication for teenagers is currently being taken forward. Stakeholder development days have been held so that we can gain wider industry views; together with strategic research testing motivating propositions to be followed by creative research testing the resonance of creative propositions.
- **Speed:** latest KSIs reveal increasing number of loss of control accidents, particularly on rural roads. Traditionally the emphasis of our anti-speed messages has been urban locations. In autumn 2006, we launched communications promoting safer driving on rural roads. We shall use tracking research to measure the impact of that and to inform future developments. Research/interpretation of STATs 19 data in partnership with RVSS will determine the overall priority to be given to urban/rural speed messages.
- **Motorcycling:** motorcyclists continue to feature highly in KSI statistics. We shall use tracking research to measure the impact of our urban motorcyclists messages, which centre on the TV communication "Take longer to look for bikes." We have also developed an engagement strategy with British Superbikes focussing on leisure motorcyclists and centred on the THINK! Academy www.thinkmotorcycleacademy.co.uk Research/dialogue with motorcycling groups/motorcyclists will be employed to inform our evolving approach both to our activity on-site at the Superbikes races and online.
- **Child/Teen Road Safety:** Because of the particular sensitivities around communicating with children, as a result of additional qualitative research carried out in March 07 we will have two panels for 07/08, one of younger children aged between 7 and 10, and one for 11 to 15 year olds. This will help us get a clearer understanding of their world and how it changes. Of particular importance is their

use of media as they move away from television and radio to new media. We expect also to gain insight into their mindsets, motivations and influences which will assist us in creating communications that reach them in the places where they are most comfortable, talking to them in a voice they identify with. All information gleaned will be shared with the road safety community via the THINK! website and LARSOA weekly newsfeed - <http://www.thinkroadsafety.gov.uk>, <http://www.larsoa.org.uk>

- **Seatbelts:** a new communication is to be launched in 07/08FY. This FY we will undertake an enforcement/education research project, followed by stakeholder development days, then strategic development research to test motivating propositions which will be followed by creative research to test the resonance of creative propositions in order to launch in 07/08FY.
- **Speed:** a new communication is to be launched in 07/08FY. In the second half of this FY stakeholder development days will be held, followed by strategic development research testing motivating propositions to be followed by creative research testing the resonance of creative propositions in order to launch in 07/08FY.
- **Driving for Work:** a new communication is to be launched this FY to expand on the communication in 06/07FY. Strategic development research will be undertaken to test motivating propositions which will be followed by creative research to test the resonance of creative propositions.

Assessing overall impact

3.11 Once the publicity has been run we use research to evaluate its impact. This is done either as part of the omnibus surveys we do periodically with BMRB or, where the activity has been more local, via bespoke research. An example of this is the Drug Drive campaign that ran last summer at music festivals. We used a youth specialist research company, 2CV, to administer a qualitative survey at the locations, which was followed up by a telephone survey two weeks later to check whether our message had been retained.

3.12 Since THINK! was launched in 2000 we have used tracking studies to check awareness and impact of our publicity. This used to be a monthly survey conducted by TNS. From July last year, we have changed our approach and our supplier so that we now work with BMRB. We no longer do a monthly tracking survey but instead are where possible bunching together pre and post campaign activity into single surveys and have thereby cut down the number of surveys we need in a year. In 07/08, we are doing 6 over a ten month period to include an annual survey where we are able to track changes to attitudes and behaviours to road safety in general.

(II) The "Act On CO2" Climate Change Campaign

3.13 The climate change communication campaign, launched in March 07, <http://www.dft.gov.uk/ActOnCO2>, is part of a wider package of Departmental measures to meet our high level “Improving the Environment” strategic theme and government wide commitment to meet the UK’s Kyoto targets. The campaign focuses on two prime areas:

- Fuel efficient cars promoting the “Best in Class“ vehicles that produce the least Co2 emissions; and
- Smarter driving encouraging the public to use “eco-safe” driving techniques to save fuel. The campaign complements wider policy initiatives with an Eco-Safe requirement already being placed on driving instructors and a likely extension of eco-safe driving requirements into the formal driving test.

3.14 Research has been used extensively in campaign development comprising market segmentation, quantitative analysis, positioning and creative research. A similar process of research was used, in partnership with DEFRA, which led us to the design of the campaign branding and the specific message to “Act on CO2.” This is to be used as a cross government unifying brand for climate change messages. Having developed the campaign using research insight, we shall during 07/08 track its impact through quantitative research and use strategic research to develop the campaign further.

(III) Research to Support the DfT Website.

3.15 The new DfT website is the product of extensive user research. Analysis was undertaken of the types of people visiting the website, how they browsed the site, searched for content and interacted with it. Having identified distinct user groups (transport professionals, teachers, local authority workers, etc), representatives were given tasks to categorise content from the site into subjects, audience and relevance. This groundwork enabled the Web Team to create a new Information Architecture (site structure) developed around the needs of people who use the site.

3.16 Throughout the build of the new website, the team has undertaken research to ensure it is accessible and usable to all members of the public. Independent companies have been procured to provide detailed analysis of current functionality and to provide suggested improvements. The website will continue to be assessed to measure the effectiveness of any implemented improvements.

3.17 DfT staff will continue to be consulted on ways to improve the functionality of the website. Wider user surveys will be conducted in Q2 07/08 to provide feedback and suggest enhancements to functionality. Additional third party testing will help provide independent assessment of our public impact.

Section 4: Communicating Research and Evidence

4.1 We communicate the results of our research widely. All strategic and tracking research is published on the THINK! and Act on CO2 sites with clear links from the main DfT website. Regular updates are also cascaded to our core stakeholder target audience – Road Safety Officers – via the LARSOA weekly news feed and quarterly meetings.

4.2 Key stakeholders have been identified for the climate change campaign. We have produced an initial stakeholder dialogue paper and will be keeping stakeholders in touch with research and wider campaign developments.

4.3 We also share the results of research with key stakeholders as campaigns are in development, through “ways in days” where stakeholders, creative agencies and we “thought-shower” campaign approaches.

Section 5: Collaboration

5.1 Close collaboration with a range of external and internal stakeholders is vital:

- **External Stakeholders:** as discussed in sections 3 and 4, we liaise regularly with a range of stakeholders directly. We also participate in forums, such as the Road Safety Advisory Panel, established by Policy Directorates.
- **Other Government departments:** a cross-departmental working group has been established on climate change to ensure respective messages are mutually reinforcing and do not clash. We liaise very closely with DEFRA in particular and funded and developed the climate change communication branding in partnership with them. On road safety, we liaise very closely with the Home Office and sit on their cross-government Alcohol Reduction communications group.
- **Policy colleagues:** CD acts as a communications adviser and deliverer. Policy directorates are our clients. We must meet client expectations and regular dialogue is essential. That is taken forward via formal and informal dialogue and meetings. In our role as adviser, we also feed into Directorate research proposals. For example, our Strategic Communications section has been liaising closely with the Department's Social Research and Evaluation team on the development and implementation of research to explore attitudes to road pricing. An 18 month deliberative research project is underway to gauge how attitudes to road pricing change over time in response to particular stimuli. The aim of the project is to identify the factors that determine whether or not road pricing is acceptable, and how those factors might be addressed in both scheme design, and through

communications. CD has been part of the project team from the start and continues to play an active role in the progression of the research.

- **Agencies/NDPBs:** our road safety and climate change communications impact upon many areas of Agency work. Again, regular dialogue is maintained via the joint Departmental/Executive Agency Marketing Council and other formal/informal channels.
- **Internal Staff:** are natural messengers for our campaigning messages and have capability to act as ambassadors. We use the range of internal communication mechanisms – newsletter, staff magazine and electronic news system to spread awareness of our messages.

5.2 We also commission ad hoc research with stakeholders to gain insights into their perceptions of DfT and how communications can be improved. As in previous years there will be a stakeholder audit to be completed and presented to the board by the end of March 2008.

Section 6: Professional and Technical Skills

6.1 All professional staff in CD are required to meet competencies laid down by the Government Information Service, which cover areas such as professional knowledge, creative appreciation, judgement, determination and communication. Many staff also have professional communication qualifications, such as those offered by the Chartered Institute of Marketing. Appreciation of research skills is a key element within the GIS competencies and a broad range of tools and methods are used beyond formal training courses, including attendance at seminars, workshops and conferences, to develop job-specific expertise. CD staff also liaise frequently with the Department's social researchers and with communication research specialists in the Central Office of Information. Inward and outward secondments between the Department and its specialist media agencies are also encouraged.

Section 7: Evidence and Research Management

7.1 Evidence needs and priorities are discussed with policy staff, external advisers, other divisions, agencies, departments and Ministers in building CD's research programmes as part of our overall communication strategies. We let all research contracts by competitive tender, either following advertisements for expressions of interest or by direct contacting of capable parties. We draw either on research frameworks operated by the DVO agencies, the Office of Fair Trading and the Central office of Information; or if the nature of the research dictates – such as the children's panel mentioned earlier - by direct tender to relevant agencies. Tenders are assessed by a panel featuring communication and procurement specialists and evaluated against set criteria.

7.2 Once let, projects are closely managed with regular meetings with contractors. The nature of our communications research is that most are short-term projects lasting a maximum of three months. Our tracking research with BMRB described in Section 3 is ongoing. On project milestone completion, communications and policy staff review draft reports. The completed projects are evaluated and annual programme meetings are held to discuss recent evaluations in order to ensure that lessons are brought forward where necessary.

Section 8: Technology and Innovation

8.1 CD's research focuses on communications issues. While some may be the communication of technical subjects, CD does not commission any research on technology or innovation. We do look to innovate in how we communicate and have achieved a world first in shooting a commercial advertisement through a mobile phone camera. (The teenage ad discussed at annex). We also innovate in our use of media and achieved the highest ever response in the UK in Bluetooth advertising to promote our anti drink driving messages. We shall be looking to innovate further as communication through the Internet expands.

Section 9 – Transport Futures

9.1 CD has had limited involvement in the Transport Futures work outlined in other Directorate's Evidence and Research Strategies.

**CD
March 07**

Annexes to Communication Evidence and Research Strategy

- Annex 1 Developing our teen road safety communications
- Annex 2 Developing the Climate Change Communications campaign

Annex 1

Targeting Teens - Illustrating CD's use of research to Inform Communications Campaigns

1. Our starting point based on KSI (killed or seriously injured) data is that each year:

- 3,200 people are killed on the roads in the UK
- 33,000 are seriously injured.
- The Government has set a PSA target to reduce the number of people killed or seriously injured by 40% by 2010
- The target for children is a 50% reduction.

Why target teens?

2. Among teen pedestrians in 2005:

- 51 teens aged 11-16 were killed
- 1,268 seriously injured; and
- Over 5,500 slightly injured.

Add in deaths in cars and cyclists and approximately 133 teens die each year on our roads.

3. Traffic's impact on teenagers is borne out by fact finding research among 11-16 year olds carried out in July 2004 which indicated that:

- Almost one in five (18%) said they had been involved in a road accident or 'near miss' on their way home from school
- 6 out of 10 have either been in an accident/near miss or know someone at school who has been.
- 65% have had to stop a friend from having an accident by either pulling them back or calling out
- 62% admit to being distracted by talking to friends as they cross the road
- 36% of girls and 25% of boys say they get distracted by using their mobile phones

Attitudes to Road safety

5. Yet despite the statistics - both killed and seriously injured and the near misses, attitudinal research has told us that only 4% of teenagers say that road safety was their main concern. Reality is that by the time teenagers reach secondary school, road safety receives less attention than the dangers of sex, drugs and alcohol that become the main focus for teenagers, their parents and teachers. Basically, teens have so many other things to worry about that road safety isn't on their agenda, yet they overestimate their competence as road users and are willing to take a calculated risk.

6. The same attitudinal research also reveals that teens feel that

- road safety is juvenile.
- they know it all already.
- They're invulnerable. And they don't need to take road safety seriously.

What's more, although they are vulnerable to traffic, most feel that 'just after school' is when they had most freedom and control over their lives. The post school mood is a very powerful, emotional experience. Teens speak about this as 'their time' and feel a sense of elation. They are often hyper. It is the time of the day when they feel least at risk.

7. Unfortunately it's actually the time of day, KSI statistics reveal, when an accident is most likely to occur as teens are easily distracted as they travel in

small groups to and from school, wrapped up in their own world. Effectively they're often on 'autopilot' when crossing the roads.

Developing a New Approach

8. In moving our strategy forward in 2005 and developing a new communication campaign targeted at teenagers, we looked again at accident statistics. We knew when teen pedestrian accidents occur:

- most are between 3 and 8pm, with accidents peaking after school during the week.
- At the weekend, accidents are more evenly spread throughout the day.
- The majority of accidents happen in the journeys teens make most often.

But we wanted greater insight into why they occurred. So we went back to basics to move the THINK! teen campaign to its next stage and ensure awareness led to action. To do that, we looked again at academic research, commissioned strategic research and re-engaged with teenagers.

9. Our main objective from this work was to:

- gain new insights into the teens' market and specific recommendations to improve our communications with them; and
- test strategic propositions and key messages to form the basis of a new approach to our teen communications,

In particular, we wanted to re-explore:

- teenagers' attitudes towards road safety and risk taking?
- How gender, age, attitudes and lifestyle affected their road safety behaviour?
- The roles peers play in their road safety behaviour?
- Why they take risks on the roads?
- How we could address the fact that other distractions (e.g. sex, exams, drugs, alcohol) take priority and push road safety down the agenda?
- The most appropriate tone to use when talking about road safety
- How we could get teenagers to reconsider their road safety behaviour?

10. We use the term teenagers loosely. Our key target is 11-16 year olds - a wide target audience with different attitudes/confidence levels. For example we needed to:

- explore conscious and unconscious risk taking; and
- develop a communications strategy that would appeal to 11-12 year olds, which is the age group at which deaths and serious injuries peak due to the transition from primary to secondary school.

Key learning - Academic research

11. Research by Strathclyde University and the Transport Research Laboratory previously commissioned by road safety researchers gave us real insight into the major causes of teen accidents. Basic problems are that:

- teens often think they are looking for traffic and give cursory glances left and right. In reality, they are not really paying full attention or engaging with the road situation.
- while teens believe they have the same road skills as adults, in actuality their road skills are not as developed as adults are. Combined with their increased exposure to distractions such as mobile phones and personal stereos, this means they are significantly more at risk as pedestrians.
- The tendency to overestimate ability is strongest in 13-15 year olds. In road safety tests, in spite of performing less well than adults in almost every case, on several occasions these groups ended up believing the tasks to be easier than even adults judged them to be
- Individually adolescents behave less safely when in small groups
- more planned and extremely risky behaviour - e.g. playing games in the road - holding on to moving cars when on a bike or a skateboard and running races in the road - is very rare but 13-14 year old males are more likely to report this than other age groups.

Having reassessed the academic research, we then commissioned research among teenagers primarily by focus groups, backed up by quantitative analysis, looking at communications, risk, risk behaviours, actions on the street and teenage interaction.

Key learning - Communication issues

12 The research indicated to us that teenagers:

- feel bombarded with safety messages and as a result suffer from a heightened sense of risk. These messages come from various places – school, parents, TV, magazines and from friends.
- receive so many safety messages that they screen many out. Those that cut through are those that have felt to have touched them or their world personally.

Key Learning - Risk

13. The research identified three different attitudes to risk and these tended to vary depending on the age of the teenager. These are:

- Passive risk averse – primarily 11-12 year olds fall into this category. It includes dangers such as distraction and failing to be equipped to read complicated traffic situations.
- Active risk disposed – are primarily 12-14 year olds. This behaviour includes conscious risky behaviour on the roads such as traffic slowing.

- Active risk averse – 15 year old form the majority of this group. These teenagers think they are paying attention on the road but are easily distracted. They may also take calculated risk judgments such as running across the road for a bus and misjudging the traffic situation.

There are of course overlaps in terms of teen behaviours and variations in the number of teens that fall into the three groups, but broadly they form a good basis for understanding teen attitudes to road risk.

14. We identified 5 key behaviours:

- Total distraction e.g. crossing the road without looking at all.
- Active distraction e.g. talking to friends whilst crossing.
- Calculated goal risks e.g. crossing a busy road by finding gaps in traffic.
- Incidental play e.g. shoving and pushing each other near roads.
- Planned play in the roads e.g. playing chicken.

Key Learning - Street Actions

15. Not surprisingly the research identified good and bad behaviours. The bad covered:

- One in four young people cross at the traffic lights without waiting for the green man.
- Almost one in four teenagers messes around in the street.
- One in four teenagers chats on their mobile phone while crossing the street.
- Around one in five teenagers texts on their mobile phone while crossing the road.
- Around one in ten teenagers involved in an accident said they weren't looking or paying attention.
- Post school mood contributes to road risk through their euphoric and sometimes hyper state.

Key Learning - Teenage interaction

16. Positively, the research highlighted some key opportunities for effective communication using the emotional power of friendship groups:

- These groups are tremendously important to teens and the role of the friendship group shouldn't be underestimated.
- Teens have very strong emotional attachments to the group, even if they change frequently. Threats to the group are highly feared.
- Teens individually and collectively within groups cannot relate easily to the concept of their own mortality but showing them how their death or serious injury could impact on close friends and family is highly emotive.

17. We also took the opportunity to retest the suite of past teen advertising and the recent excellent advertisement prepared by Transport for London based on MTV programming with the message - *"Don't die before you've lived"*. All performed strongly. Teens felt they were very good at raising awareness of teens' vulnerability on the roads. But, they requested more information about what the teens in the ads had actually done to get run over and how they could change behaviour. They also told us not to lecture them or tell them what to do.

Pulling Insights Together

18. No easy task but we talked further to parents, academics, road safety officers and our communications agencies. Our challenge was to take road risk into teens' personalised world, make teens think twice at the roadside and so trigger behavioural change. We decided to:

- Use the powerful influence of friendship groups.
- Tap into the post school mood.
- Give teens more insight into what they can do to make themselves safer on the roads.
- Focus primarily on the dangers of distraction as this is a major cause of accidents.

19. Given media clutter and teens' filtering of safety messages, we needed an approach that had standout and would engage. The creatives at our advertising, Leo Burnett, had a spark of genius and offered us a highly innovative idea centred on:

- a crucial teenage accessory;
- a highly popular teenage fashion; and
- a common source of teenage distraction.

In short, a mobile phone. And what's more in a creative first for advertising, we decided to film the TV ad through the mobile phone camera.

20. That was our first innovation. Our second, again using research insight, was our decision not to talk to teens directly as government as that would just make them switch off. Instead, to make the ad realistic and engaging and to ensure that tone was spot on for teenagers we used actual teenagers rather than actors to create the ad. The advertising - tested first in creative research - is the first of its kind, using some un-scripted footage taken by teenagers on a camera phone to create the typical walk home from school with friends. Our aim was to convey genuine friendships and the kind of distraction that being with friends can entail.

21. To gain footage, we simply gave camera phones to 14 groups of teenagers and asked them to film their everyday interactions. The group featured in our ad came across as the most natural and relatable and is a genuine group of friends, all teenagers who have no acting experience, on the streets they walk on every day in Stoke Newington, London.

22. The group is enjoying a typical day bantering and teasing each other. They are so distracted, they fail to see a vehicle approaching. One walks into the road without looking properly. The accident, (actors and stunt experts were used for the crash itself) is seen through the camera phone, together with the sight and sound of shock as the group realize what has happened.

23. Having created a highly effective ad, which commentators in independent creative agencies have described as "brilliant, devastating and a work of genius", our simultaneous challenge was to ensure we targeted teens effectively. Again taking stock of available research and the expertise of our media-planning agency, we decided on a mix of TV and cinema advertising, outdoor and viral marketing by releasing an unbranded version of the ad prior to TV launch.

24. Our approach in seeding a viral ad was influenced by research. Adolescence is often a time for conformity, when fitting in with the group is really important. Some, however, are prepared to become 'trend-setters' at an early age & these 'early adopters' often influence their peers in the clothes they wear, the music they listen to and their attitudes. These are the people we tried to communicate with via the viral message i.e. getting to them before the mass launch & allowing them to find the ad for themselves and hopefully show it to their friends. Over 200,000 viewings occurred in the few weeks after launch.

25. Peer approval remains essential across the teenage years, and advertising can have a limited direct influence in their decision making process. BBC research indicates that word of mouth accounts for more than 80% of the influence on an individual's actual behaviour. This influenced our media placement - with Carat, our planning agency, selecting TV programming and films with the 'coolest' creds with the viral messaging, spreading the word pre-launch via credible teen channels.

26. Summarising we have drawn on research and:

- looked to establish commonalities & differences within the age group;
- segmented by key life transitions and exploited 'triggers' of different lifestyle and behaviour choices
- Understood the issues that concern this group today - coming of age/ entering the consumer markets etc.
- Exploited technical literacy & desire for contact;
- Understood aspirations and concerns and how these relate to the various sectors in which the young participate.

27. We have also tracked the impact of our activity. Initial tracking research after launch of the new ad showed we achieved:

- 79% prompted recall of the commercial
- 95% said that the ad made them think again about road safety
- 93% said it made them realise it could happen to them

And crucially the numbers of teenagers killed or seriously injured continues to fall. In 2004, 1,464 teenage pedestrians aged 11-16 were killed or seriously injured. In 2005, this fell to 1,319.

Annex 2: The Climate Change campaign

1. In June 2006, the Minister of State for Transport announced a new climate change communications campaign, which aims to promote consumer information/action on buying more fuel efficient cars and on smarter driving (eco-safe driving). The initial phase of the campaign launched on 11 March 2007 and encourages the existing driving public to consider:-

- purchasing a car with a more fuel efficient engine; and
- the way they treat their engine when they drive.

2. The creative approach centres on a car engine as the cause and solution of the road transport CO₂ problem. The engine is intended to provide an appropriate unifying factor through which to talk about both car purchasing and driving behaviour, and provides an ideal way to help explain a complex issue simply. It also steers away from the emotive issue of a car's image.

3. The campaign is not anti-car and aims to show that people don't have to compromise on the type of car they choose in order to contribute to tackling climate change. People will be directed to an interactive DfT micro-site (website) dft.gov.uk/ActOnCO2, which will provide information on the 'best in class' car from a CO₂ emissions perspective.

Using Research

4. First steps at the outset of the project were to conduct a market segmentation study in relation to attitudes and behaviour towards climate change and cars. Taken forward in partnership with Mindshare, a media planning company, we identified two key audiences - both ABC1s - that would be most susceptible to messages that encouraged them to consider their car in relation to climate change:

- Cosmetic Compromisers: The most upmarket group, they are concerned about the environment, but also love to drive and can afford a high-performance car. They are also most likely to buy a new car in the next 12 months.
- Practical Parents: This group have medium to large sized cars that are purchased due to circumstance. They need a practical car to transport the family.

Quantitative Analysis of Attitudes & Behaviour

5 Levels of engagement with the issue of climate change vary enormously. From awareness, to interest, to being informed, to being knowledgeable, to ultimately acting on an issue. One of the earliest project tasks therefore was to understand where, and with whom, the key barriers existed.

6. We commissioned a quantitative questionnaire to produce a Customer Decision Path. This helped us 'track' consumer awareness, concern and understanding of the climate change issue; their precise level of knowledge regarding the link with cars; and, their subsequent behaviour (i.e. whether they act on their understanding of the issue). The output was a clearer understanding of where, and with whom, the key barriers were. We subsequently used qualitative research to understand why these barriers exist, and collaborated with industry experts to brainstorm potential approaches (see 'Ways In' para 12).

7. The quantitative research clearly showed that the problem was not one of awareness – people know about climate change and its connection with cars, most even know that factors such as engine size, fuel type, and mpg affect CO₂ emissions. The problem was that – of the sizeable majority who understood these things – only a minority claimed that they were 'very likely' to buy an environmentally-friendly car.

8. In short, there was a "knowing – doing gap".

9. We concluded from this research that we needed to turn positive attitudes and knowledge into action. We needed to explain to people what they should do. So, with car purchasing, the task was to move people across the gap – from knowing that different cars have different emissions that affect the environment, to acting positively on it.

10. As regards driving style, the task was a composite one, but one which would involve driving home the link between car emissions and driving style and furnishing people with constructive tips that they can easily act upon.

'Ways In' Session with Stakeholders

12. We conducted a Ways In workshop session to generate a number of communication messages and platforms for both car purchasing and smarter driving. This involved enlisting the help of a number of industry experts and stakeholders. We undertook the following process:

- Identify why, and with whom, the problem/s exist – barriers.
- Identify psychological and behavioural triggers that could overcome these barriers.
- Identify compelling rational messages.
- Find relevant and motivating expressions of these key messages that could form the basis of concepts for research - 'communication

platforms’.

13. The output was the raw material from which we produced a body of stimulus for research. This stimulus consisted of:

- (i) key rational messages that sought to address fundamental consumer barriers; and
- (ii) communication platforms through which we might enable consumers to reappraise these barriers.

Positioning Research

14. Using the concepts generated, we used qualitative research to gain learnings on the most motivating and effective ways of changing attitudes and, ultimately, behaviour with regard to buying more fuel efficient cars and smarter driving. Specifically, we wanted to understand whether there were common threads which could help form the overall strategy across the two consumer strands; and to understand more about the tonality our campaign should employ.

15. The research concluded that our approach should include some *education* about the relationship between cars and climate change, and plenty of *reassurance* that action doesn’t require compromise. A guiding principle of “going green needn’t be extreme” was endorsed as being an effective approach. So, when talking to car purchasers, we needed to:

- (i) suggest that a better understanding of CO₂ emissions makes for a more informed car buyer; and
- (ii) reassure car buyers that ‘going green’ doesn’t have to involve compromise – you just choose a more fuel-efficient version of the model you want.

16. When talking to drivers, generally, we needed to:

- (i) educate people that the fuel we burn when we drive produces CO₂, and CO₂ contributes to climate change; and
- (ii) reassure people that they can just change one simple thing at a time to address this issue and that they don’t have to go to extremes.

17. One communication platform performed particularly well. This was a concept that encouraged consumers to engage with the issue of climate change through thinking about the car engine rather than the car itself. This proved compelling as it:

- (a) took the focus away from the car – a motivating element for people who tend to ‘defend’ their cars;
- (b) suggested that this consideration was easy to incorporate into their existing behaviour: i.e. find model first, then choose a fuel efficient engine; and

- (c) provided some explanation of the CO₂ culprit, but also emphasized the engine as the key to a constructive and practicable solution.

Creative Brief

18. We used the "Engine" communication platform as the basis of our advertising creative brief. In summary, our research until this point had told us the following:

- We needed to get people to see that behaviour changes needn't be extreme.
- We needed to show that 'going green' didn't involve compromising on what they want or need from their car and driving.
- We needed a platform with which we could inform about the problem and educate about the solution, encompass both strands of communication, and get people to see past cars per se as the problem.

19. Our research had also given us a checklist for our creative work:

- An idea that works across all elements of the campaign, in all media.
- A campaign that doesn't just raise an agenda, but enables positive action.
- A campaign that empowers people to see what they can do and inspires people to change behaviour.

20. Our proposition, from which we would generate creative work, was: "**there is a key to climate change under the bonnet of your car**". We provided support for this claim by saying that "your engine, and the way you treat it, has a direct effect on the fuel that's burnt and the harmful CO₂ emissions produced".

21. Our advertising will encourage car buyers to look for a more fuel-efficient engine; and will encourage drivers to think about the way they treat their engines, by observing some simple and practicable tips. The proposed advertising does this very simply and clearly. The "engine" which provides the unifying creative factor has been tested on the general public and is clearly recognised as such. It deliberately has elements of realism rather than animation. The series of tips that feature in press and online advertising emanate from the car's engine, reflecting the real world situation with the engine and how it is treated being the cause and solution of the problem.

22 The first burst of the campaign in March 07 focuses on smarter driving. Information on buying a new car starts in May 07. Quantitative tracking research will be utilised during 06/07 to measure impact and inform future strategy development.