

Selling Sustainability

Seven lessons from advertising
and marketing to sell low-carbon living



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Foreword

Climate change is by definition a global problem, but one that requires each nation, each individual to take their share of responsibility – and more importantly, to take action. How we bridge this gap – between recognising our responsibility and taking action – is the subject of this report.

Encouraging people to make this move will require expertise and insight from as many relevant fields as possible. In this case, we asked BMRB – one of the leading market research agencies in the UK – Millward Brown, Ogilvy, and The University of Cardiff. Their insights, into what we can learn about behaviour change from commercial and social advertising and marketing, make this report an unusual but important contribution to the debate around how we respond to climate change.

Together with the insights from our practical programmes around innovation, we hope that these findings form an increasingly powerful combination that will help the UK meet the challenge of low-carbon living.

As always, we welcome your thoughts.

Jonathan Kestenbaum

CEO, NESTA

June, 2008

NESTA is the National Endowment for Science, Technology and the Arts.

Our aim is to transform the UK's capacity for innovation. We invest in early stage companies, inform innovation policy and encourage a culture that helps innovation to flourish.

Executive summary

Climate change represents a major threat to human society. Significant social change, alongside technological innovation, is necessary if we are to avert this threat.

This will require millions of individuals to change their everyday behaviour, from the power they use at home, to how they travel. If they are to have this kind of impact, the public campaigns that seek to influence individuals need to embrace the most sophisticated approaches and techniques from advertising and marketing – including ‘selling’ the positive opportunities and emotions that could be associated with taking action.

Policy has not yet fully recognised the importance of mass behaviour change in meeting the climate challenge

Climate change is a major threat to human society

There is an overwhelming international scientific consensus that increasing levels of man-made greenhouse gases – most prominently, carbon dioxide (CO₂) – are leading to global climate change, and that the possible consequences include rising sea levels, flooding, drought and extreme weather events, food and water shortages, the displacement of hundreds of millions of people and the loss of numerous species.

UK policy has tried to respond to this threat

The UK has a long-standing commitment to reducing CO₂. In 2003, the UK Government set a long-term goal of reducing CO₂ by 60 per cent of 1990 levels by 2050. The Scottish Government has set itself the ambitious aim of an 80 per cent reduction in Scottish emissions by 2050, in line with the most recent scientific evidence. The Welsh Assembly Government has established a Climate Change Commission, drawing on the expertise of key sectors with an interest in climate change and providing policy advice. Northern Ireland is already committed, on a non-statutory basis, to a 25 per cent reduction in greenhouse gas emissions by 2025.

Innovations in low-carbon technologies – from renewables to carbon capture and storage – will play a key role in meeting these targets. But the scale and urgency of the issue means that new science and technology will not be sufficient.

Individual behaviour change will be essential to reduce our contribution to climate change

Forty per cent of UK greenhouse gas emissions come directly from individual behaviour. Consequently, changes in areas such as residential energy use, road transport and other travel, will be at least as important as technological developments.

Unlike structural or long-term initiatives to tackle climate change, such behaviour change can begin today. But this will need to be encouraged by effective campaigns to influence individual behaviour.

Governments, businesses and non-governmental organisations have increasingly attempted to engage the public with the issue of climate change

UK Government efforts such as the ‘Are You Doing Your Bit?’ campaign, and ‘Act On CO₂’, have aimed to overcome confusion and apathy, and to motivate the public to reduce carbon use. In particular, they have sought to make people aware of the link between their own everyday behaviour and climate change. Further, non-governmental organisations have launched high-profile campaigns to inform the public and to influence government policy and international agreements, such as the Stop Climate Chaos coalition.

Despite these efforts, there is little evidence of significant behaviour change to reduce emissions

The UK’s emissions are still on the rise. Between 1990 and 2005, household energy consumption rose by 40 per cent. Further,

emissions from transport, and aviation in particular, continue to increase.

This is because there is often a gap between awareness of climate change and individual action

Studies have revealed that there is often a gap between awareness of climate change and individual action – the ‘behaviour gap’.

Recognition of the problem of climate change among the UK population is high, although many people are unclear about some details. More worryingly, there is a tendency for individuals not to regard climate change as an immediate threat to themselves, seeing it rather as a threat to future generations and ‘far away places’. As a result, they tend to place responsibility for action on national and global institutions rather than with themselves.

The climate change communications agenda needs to move beyond awareness to changing behaviour

Research evidence on consumers and climate change points to two priorities to bridge the behaviour gap. The first is to address deeper levels of awareness so that individuals understand the relationship between their consumption and climate change. The second – and most important – is then to move people beyond awareness and understanding to secure lasting behaviour change.

Social marketing suggests new communications opportunities to change public behaviour in response to climate change

Moving beyond awareness requires harnessing the potential of social marketing

Social marketing goes beyond conventional social communication strategies. It seeks to achieve policy goals by changing individual behaviour, through harnessing concepts derived from the commercial sector, such as sophisticated market research, product development and incentives.

The potential of social marketing to secure behavioural change has been proven with, for example, effective health promotion campaigns in areas such as stopping smoking, drug use and promoting exercise. However, there has been relatively little research investigating the use of social marketing for environmental issues, and limited application of these ideas to campaigns.

A social marketing approach has a number of potential benefits for this issue, in that it:

- emphasises behaviour change and maintenance, as opposed to just awareness;
- begins with researching and understanding ‘customers’, and especially their barriers to action and how these might be overcome;
- recognises the need for flexibility, in addressing different audiences at different stages of awareness and responsiveness in different ways.

In particular, by understanding how people differ in their attitudes and behaviour towards climate change via audience segmentation, communicators can spend their time and money more effectively.

Insights from consumer research suggest several opportunities which future campaigns could take advantage of

Firstly, campaigns should avoid being ‘miserable’ (despite the potentially catastrophic consequences of not acting), instead emphasising that taking action on climate change is ‘normal’ – hence encouraging more people to engage with it.

Secondly, campaigns should recognise the importance of fairness. Everyone needs to be seen to be doing their bit, including government and industry.

Thirdly, campaigns should be personally relevant. Campaigns should relate to *our* environment, not *the* environment.

Fourthly, campaigns should identify the opportunities for individuals in taking action. For example, consumer research shows that millions of people desire a lower-stress, less consumption-orientated lifestyle for reasons other than environmental sustainability; this could form one basis for a social marketing campaign.

Public behaviour campaigns should also harness insights from the commercial sector, especially in using fresh thinking and seeking emotional responses

The most successful television ads generate an immediate, conscious response to a new product

Commercial advertising has proven incredibly powerful in selling products and ideas. While there are important differences between social issues and private consumer goods, the techniques used to sell the latter could be better harnessed for public behaviour change.

Drawing on data that measures the effectiveness of more than 3,000 TV ads screened over the past decade, and an analysis of award-winning (consumer and public) campaigns, this research demonstrates that the most effective advertising:

- says something new;
- reaches new audiences;
- evokes an immediate conscious response;
- also works at an emotional level, especially in making a product more appealing;
- clearly identifies what is being advertised, rather than the general product type;
- is seen as relevant to the consumer; and
- is easy to follow.

Emotion is vital in advertising effectiveness

Groups of associations – feelings, images, sounds, fragments of experiences – all influence behaviour. In particular, consumers often base their decisions on the pleasure experienced (or expectations of it). Simply put, consumers are more likely to buy the brands that make them feel good. This is not to ignore the importance of rational messages, but to recognise that emotion and reason are often linked (for example, the feeling of security in buying a car with a high safety rating). Both need to be addressed in effective campaigns.

Future campaigns should embrace a new set of positive principles to influence behaviour change

Recent campaigns have struggled to change behaviour because they have neglected the importance of positive emotions

Bridging the behaviour gap requires that campaigns use positive messages. Communications regarding climate change need to work at both a rational and an emotional level. The emotional side needs to be employed to make individuals feel positive, for example, by illustrating the feelings gained

from more environmentally-responsible behaviour. This might include promoting the opportunities that could be associated with taking action, such as an increase in overall quality of life. Emotion can also be used to reinforce new behaviours, ensuring longer-term impact.

We need a new set of core principles for future public campaigns: the 7Cs

From this analysis, a remarkable consistency emerges on the factors underpinning effectiveness in advertising and marketing, which should form the core principles of future campaigns. These are the 7Cs:

1. Clarity of the proposition: it is clear what you are asking people to do as a result of the communication.
2. Compelling message: your communication works at a rational and emotional level.
3. Connection to the issues: they are perceived to be relevant to people's everyday lives.
4. Creativity: you challenge perceptions by saying something new.
5. Communications mix and shape: your media planning is integrated, timely and effective.
6. Consistency: your message is reinforced through wider communication and policy activities.
7. Confidence to act: you use customer segmentation as an approximation of the marketplace. You act when the insight is good enough.

Whilst using the 7Cs will not guarantee success, adopting them will significantly increase future campaigns' chances of encouraging people to make a positive contribution towards the challenge of climate change.

Whatever the brilliance of the advertising, the 'product' has to deliver

Efforts to encourage mass behaviour change need to be credible within a wider agenda for action by government and industry. People's perceptions of broader fairness and equity of effort are important for them to take individual action. Moving to a low-carbon society and economy will require a broader commitment – by government, industry and other organisations – for social as well as technological change, supported and driven by a clear policy framework.

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Part I: Government has not yet fully embraced the importance of mass behaviour change to respond to climate change

1.1 Climate change is a major threat to human society

There is an overwhelming international scientific consensus that increasing levels of man-made greenhouse gases are leading to global climate change, and that the possible consequences include rising sea levels, increased flooding, drought and extreme weather events, food and water shortages, and the displacement of hundreds of millions of people and the loss of numerous species.

Over the last 100 years the average global surface temperature has risen by 0.74 degrees Celsius. According to the Intergovernmental Panel on Climate Change (IPCC), it is “very likely” that these temperature changes are caused primarily by rising levels of greenhouse gases such as carbon dioxide (CO₂) in the atmosphere (the concentration of CO₂ has risen by more than 30 per cent since 1800).¹ Human activities, such as burning fossil fuels, are the main source of these rising levels.

In February 2007, the IPCC issued its starkest warning yet. It concluded that the high-end of the range of possible temperature rises this century has increased to 6.4 degrees Celsius (from 5.4 degrees Celsius in the IPCC’s previous report, published in 2001). This rise is largely due to a better understanding that climate change will make nature less able to absorb CO₂. This alone could raise estimates by more than one degree this century.

Only one of the six scenarios for future climate change analysed by the IPCC generated a best estimate of less than two degrees of warming this century. Any level of climate change might be dangerous for some parts of the world, but there is a broad consensus that two degrees of

warming above pre-industrial levels represents a critical point.² This is because of the potential impact of higher temperatures on vital natural systems, for example, it could trigger the irreversible melting of the Greenland ice sheet and the collapse of the Amazon rainforest.

1.2 UK policy has tried to respond to this threat

There has been increasing public concern over recent years about environmental degradation and climate change. The commercial success and critical acclaim for Al Gore’s documentary *An Inconvenient Truth*, and the impact of the 2006 Stern Review³ highlighting the potential economic impacts of climate change and the need for substantive action to combat global warming, have pushed the issue rapidly up the political agenda.

The UK has a long-standing commitment to reducing CO₂, and in 2003, the UK Government set a long-term goal of reducing CO₂ by 60 per cent of 1990 levels by 2050. Firstly, the Climate Change Bill, currently progressing through the UK Parliament, makes this target legally binding, through a succession of five-yearly carbon budgets.⁴ Secondly, the Energy White Paper provides a three-pronged strategy to reduce carbon emissions: saving energy; developing cleaner energy; and securing reliable energy supplies.⁵ Thirdly, alongside these domestic measures, the UK has made efforts to secure a new round of international agreements, most notably when it chaired the G8 in 2005.

Further, the Scottish Government has set itself the ambitious aim of an 80 per cent reduction

1. The IPCC groups 2,500 researchers from more than 130 nations and is the most comprehensive overview of climate change for guiding policymakers. See Intergovernmental Panel on Climate Change (2007) ‘Climate Change 2007: The Physical Science Basis, Summary for Policymakers, Contribution of Working Group I to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change.’ Geneva: IPCC. Other greenhouse gases include methane and nitrous oxide, which are also released by modern industry, agriculture and the burning of fossil fuels.
2. As predicted by the IPCC, a concentration of 510 parts per million (ppm) gives us a 33 per cent chance of preventing more than two degrees of warming, while a concentration of 590ppm gives us a 10 per cent chance. The IPCC’s calculations were based on the then current level of greenhouse gases in the atmosphere of 459ppm.
3. HM Treasury/Cabinet Office (2007) ‘Stern Review on the Economics of Climate Change.’ London: HM Treasury.
4. HM Government (2007) ‘Draft Climate Change Bill.’ London: The Stationery Office. The Bill was introduced in Parliament in November 2007 and completed its passage through the House of Lords in March 2008. The Government’s aim for the Bill is to receive Royal Assent by summer 2008.
5. Department for Trade and Industry (2007) ‘The Energy White Paper: Meeting the Energy Challenge.’ London: The Stationery Office.

in Scottish emissions by 2050, in line with recent scientific evidence. Consequently, it is introducing policies to promote renewable heat and increased micro-generation; the establishment of an expert panel on building energy efficiency; and plans to introduce a 'one stop shop' for domestic consumers across Scotland offering sustainable energy advice. The Welsh Assembly Government has established a Climate Change Commission, drawing on the expertise of key sectors with an interest in climate change and providing policy advice. In addition, it has set an aspiration for all new buildings to be zero carbon from 2011 and that public sector procurement sets an example in this area. The Northern Ireland Assembly has given its legislative consent to the extension of the Climate Change Bill to Northern Ireland. Northern Ireland is already committed, on a non-statutory basis, to a 25 per cent reduction in greenhouse gas emissions by 2025.

Market-led approaches such as 'cap and trade' carbon trading⁶ as well as developing science-led innovations in low-carbon technologies – from renewables to carbon capture and storage – will play a key role in meeting this challenge. But as the Stern Review on the economics of climate change argued: "Climate change presents a unique challenge for economics: it is the greatest example of market failure we have ever seen".⁷ The scale and urgency of the issue means that new science and technology will not be sufficient.⁸

1.3 Individual behaviour change will be crucial to responding to the threat of climate change

Responding to the threat of climate change cannot just be a spectator sport. Social change will be just as (if not more) important as technological developments, particularly how we encourage people to make changes to their lifestyle and use less carbon.

The impact of our behaviour is significant. In 2006 (the most recent year for which validated figures are available), 15 per cent of CO₂ emissions were from the residential sector and 22 per cent were from road transport, while 40 per cent of emissions were from the energy supply sector and 17 per cent from businesses.⁹

Unlike structural or long-term initiatives to tackle climate change, behaviour change can begin today. It is not fettered by the planning

system, market uncertainties or the regulatory climate. Rather it requires action from each of us.

1.4 Governments, businesses and non-governmental organisations (NGOs) have increasingly attempted to engage the public with the issue of climate change

From 1998, the UK Government focused on the 'Are You Doing Your Bit?' campaign, intended to inform people to change their attitudes (to overcome barriers such as confusion and apathy) and motivate them to act. This was one of the first environmental initiatives from the then new Labour Government, developed in the run up to the Kyoto negotiations in 1997. It was consciously designed as not 'just' an environmental campaign but to ensure the greater integration of environmental and transport messages from government, reflecting the merging of the Departments of the Environment and Transport and the development of the Integrated Transport White Paper. 'Are You Doing Your Bit?' was intended to link responding to climate change with personal benefits, such as energy saving (and so reduced bills).

In March 2007, a successor campaign, 'Act On CO₂', was launched. This was again a cross-government brand, developed jointly by the Department for Environment, Food and Rural Affairs (Defra) and the Department for Transport. This has sought to make people aware of the link between their own everyday behaviour and climate change. Its key message is that carbon emissions cause climate change and 40 per cent of emissions in the UK come directly from individual behaviour.

In the NGO sector, amongst other campaigns, Stop Climate Chaos (a registered charity) was launched in September 2005. It aims to be the broadest and most diverse coalition yet established in the UK to campaign for changes to government policy on climate change. Its membership includes many of the UK's leading environmental organisations, international development agencies and other national campaigning bodies. In October 2006, the coalition launched its 'I Count' mass public campaign. The coalition aims to build public pressure on the UK Government to act at home and abroad to prevent global warming from exceeding the threshold of two degrees Celsius.

6. A system whereby a firm is allocated a maximum carbon allocation. If it doesn't use its allocation, it can sell the surplus to other firms. Conversely, if it wants to exceed the allocation, it must purchase the extra from another firm. Similar systems can operate between industries or nations.

7. HM Treasury/Cabinet Office (2007) 'Stern Review on the Economics of Climate Change.' London: HM Treasury. p.1.

8. For a critique of the limitations of selective, top-down 'big science' and technology solutions in response to major social challenges, see Steward, F. (2008) 'Breaking the Boundaries: Transformative Innovation for the Global Good.' London: NESTA.

9. Department for Environment, Food and Rural Affairs/National Statistics (2008) 'Statistical Release, UK Climate Change Sustainable Development Indicator: 2006 Greenhouse Gas Emissions, Final Figures.' 31st January 2008. London/Newport: Defra/National Statistics.

10. Ibid.

11. Ibid.

In March 2008, Al Gore launched a \$300 million, three-year campaign to mobilize Americans on climate change. The We Campaign is a project of The Alliance for Climate Protection, a non-profit, non-partisan effort founded by Gore. As with the Stop Climate Chaos campaign, the We Campaign aims to increase public pressure on politicians to take bold action on climate change.

1.5 Despite these efforts, there is little evidence of significant behaviour change to reduce emissions

Yet despite this progress, the UK's emissions are still on the rise. They fell in the 1990s more by accident than design, when a large proportion of electricity generation switched from coal to lower-carbon North Sea gas. Indeed, the UK will meet its Kyoto target largely because of this switch.

However, since then, reductions have tapered off (and have been increasing steadily from the energy sector).¹⁰ Since 2005, residential emissions have fallen by 4 per cent, but emissions from the energy supply industry have risen by 1.5 per cent.¹¹ Over a long term, though, the trend is still worrying; between 1990 and 2005, our household energy consumption rose by 40 per cent.¹² Further, emissions from aviation continue to increase. Between 2005 and 2006, CO₂ emissions from international aviation increased by 1.5 per cent, due to an increased number of flights.¹³ Between 1990 and 2006, emissions from aviation fuel use more than doubled. More generally, CO₂ emissions from transport rose 1.3 per cent in 2006 over the previous year.¹⁴

1.6 This is because there is often a gap between awareness of climate change and individual action

Concern about tackling climate change has prompted research into consumer engagement with broader environmental issues and the specifics of climate change. Some studies have concentrated on levels of public awareness and concern, whilst others have sought to understand what drives particular aspects of consumer behaviour on climate change.¹⁵

Most importantly, there is often a gap between awareness of climate change and individual action, with various barriers that can prevent

people doing things in new ways. Anable, Lane and Kelay's 2006 review provided a useful synthesis of research into public attitudes to climate change with regards to transport.¹⁶ Their study reviewed a wide range of relevant literature from the previous ten years, analysing 60 studies in depth. They conclude that:

- The evidence suggests that recognition of the concept of climate change among the UK population is exceptionally high, but a more sophisticated understanding appears to be random and inconsistent.
- The vast majority of the public say they believe that climate change is happening, and around two-thirds of the population are convinced that climate change is linked to human activity. However, they are unclear about the detail.
- Many people are well informed about some of the causes of climate change. However, the prevalence of common misconceptions points to varying degrees of uncertainty about the causes.
- Although climate change generates concern it is not a 'front-burner' issue. Public concern for climate change is tempered by uncertainty about where and when climate change will occur, the degree of change and by their concern with other issues.
- Whilst most people do not regard climate change as an immediate threat to themselves, seeing it as a threat to future generations and 'far away places', some people believe the threat is more immediate and already materialising.
- Although there are encouraging indications that people are acknowledging their own contribution and responsibility towards climate change, they generally place the onus on national and global institutions. Even the majority of those already making changes believe their own efforts are making little difference.

1.7 The climate change communications agenda needs to move beyond awareness to changing behaviour

Building on these findings, and drawing on other research in this area, we can identify three main conclusions from climate change related communications effort.

12. Retallack, S., Lawrence, T. and Lockwood, M. (2007) 'Positive Energy, Harnessing People Power to Prevent Climate Change.' London: IPPR.
13. Department for Environment, Food and Rural Affairs/National Statistics (2008) 'Statistical Release, UK Climate Change Sustainable Development Indicator: 2006 Greenhouse Gas Emissions, Final Figures.' 31st January 2008. London/Newport: Defra/National Statistics.
14. Ibid.
15. For example, the 2004 Brook Lyndhurst-commissioned ICM survey of a representative sample of 1,015 UK adults which formed the basis of the Bad Habits/Hard Choices report; the Synovate Global Omnibus survey on climate change which interviewed 14,220 respondents across 21 countries; MORI's 2004 survey of 1,004 UK adults that informed its The Day After Tomorrow: Public Opinions on Climate Change report; the 2007 Ipsos/MORI survey of 2,031 adults aged 16+ which was the basis for their Tipping Point or Turning Point? report on climate change; the Public Attitudes to Climate Change studies undertaken by the Central Office of Information (COI) for Defra, 2005-2007; the Defra/BMRB 2007 Survey of Public Attitudes and Behaviours toward the Environment which canvassed 3,618 UK adults; the 2007 Consumers International What Assures Consumers? project which canvassed 2,734 people in the two countries (US and UK); the 2007 Future Foundation Climate Change and the Future of Brands research (as yet unpublished) which canvassed 1,600 UK adults.
16. Anable, J., Lane, B. and Kelay, T. (2006) 'An Evidence Base Review of Public Attitudes to Climate Change and Transport Behaviour, Report to the Department for Transport.' London: Department for Transport.

17. Department for Environment, Food and Rural Affairs (2002) 'Survey of Public Attitudes to Quality of Life and to the Environment: 2001.' London: Defra; Department for Environment, Food and Rural Affairs (2007) 'Survey of Public Attitudes and Behaviours Toward the Environment: 2007.' London: Defra; BBC/ICM (2004) 'Climate Change Poll for Newsnight.' Published on BBC News Online, 'A Britain Unsure of Climate Costs.' 29th July.
18. Scottish Executive (2002) 'Public Attitudes to the Environment in Scotland, 2002.' UKDA study number: 5265. Edinburgh: Scottish Executive.
19. BBC/ICM (2004) 'Climate Change Poll for Newsnight.' Published on BBC News Online, 'A Britain Unsure of Climate Costs.' 29th July.
20. Department for Environment, Food and Rural Affairs (2007) 'Survey of Public Attitudes and Behaviours Toward the Environment: 2007 – Full Report.' National Statistics publication prepared by BMRB. London: Defra. p.30.
21. Ibid. p.45.
22. Ibid. p.30.
23. Alexander Ballard and Associates (2005) 'How Can Local Authorities Stimulate and Support Behavioural Change in Response to Climate Change? A Report for Hampshire County Council Undertaken as part of the ESPACE Project September 2004–May 2005 Volume 1: Main Report.' Hungerford: Alexander Ballard and Associates.
24. BMRB (2007) 'Can Fly, Will Fly.' London: BMRB. The research demonstrated that the 1.3 per cent segment of the population with the strongest environmental attitudes and behaviours are more likely to fly than other groups – with 19 per cent of them taking three or more return flights by air in the last 12 months, compared with 12 per cent of the British adult population.
25. A Brook Lyndhurst/ICM/ The Future Foundation survey of 1,015 UK adults in 2005 compared the purchase behaviour of those expressing strong and weak environmental values. There was a significant link to strong environmental values, such as behaviour like recycling and taking showers instead of baths but there was little difference in behaviours such as purchasing organic food or avoiding leaving appliances on standby, and the purchasing of low energy bulbs was more commonplace amongst those with weaker environmental values.

Firstly, awareness has been largely achieved. Efforts to raise awareness about climate change have been a success because recognition of the concept of climate change among the UK population is exceptionally high. Survey evidence shows that since 2004 the terms 'climate change', 'global warming' or 'greenhouse effect' have been recognised by over 98 per cent of the UK population – this recognition was there even before *An Inconvenient Truth* and the Stern Review, and the media coverage that accompanied them.¹⁷ We no longer need to improve awareness levels of the basic concept of climate change, nor do we need more research into basic awareness.

Secondly, understanding is improving but could do better. Strong awareness is not yet matched by understanding and knowledge, because a more sophisticated understanding appears to be random and inconsistent. The lack of a more sophisticated understanding is demonstrated by survey evidence: a prompted question in a 2002 public attitudes survey saw a higher proportion of Scots naming 'the hole in the ozone layer' (62 per cent) as a leading contributor to climate change than 'carbon dioxide emissions' (61 per cent).¹⁸ In the BBC's 2004 Climate Change Poll, 29 per cent of respondents also thought 'aerosol cans' were a leading cause of climate change.¹⁹

However, there are signs of improvement. A 2007 Defra study found that six in ten people now claim to know a lot or a fair amount about climate change,²⁰ with over 50 per cent of respondents identifying energy use in the homes as making a major impact on climate change, compared to 20 per cent in 2001.²² Nonetheless, there are still misconceptions – respondents also identified recycling as the most significant behaviour change that would make an impact on climate change.

For the future of climate change communication it is more important to understand the nature and depth of people's awareness. Alexander Ballard & Associates²³ suggest five levels of awareness of the issue:

1. Awareness of climate change/brand recognition.
2. Knowledge of the basic causes of climate change.
3. Knowledge of the issue's urgency and importance.

4. Acknowledgement of how individuals contribute to climate change.

5. Awareness of the underlying science and complexity of the issue.

Thirdly, and most importantly, behaviour, which is the missing link. There is only a weak connection between an individual's knowledge, awareness, attitudes to climate change and their actual behaviour. For instance, the 2007 Future Foundation's Climate Change and the Future of Brands survey, a multiple regression analysis, demonstrated that attitudinal variables explained at best 22 per cent of differences in reported behaviours (for food and general grocery shopping), and only eight per cent and 11 per cent of observed differences for energy use and travel respectively. The remainder of the observed differences were accounted for by other factors such as cost, time and access. This behaviour gap has also been demonstrated across a variety of research including personal travel,²⁴ purchasing habits,²⁵ and recycling and energy conservation.²⁶

The research evidence on consumers and climate change therefore points to two priorities in future communications.

The first is to tackle the deeper levels of awareness and understanding to convince individuals of the urgency and importance of the issues, and to understand the relationship between their consumption behaviour and the process of climate change. It is important that individuals believe that the issue is 'real' and that their own behaviour is relevant to it and can make a material (rather than merely symbolic) difference.²⁷

Motivating people on any issue requires personal relevance. Anable et al.'s finding that people relate the threat of climate change more to future generations and distant places suggests that people do not yet view potential impacts as personally relevant. While it is good news that only 24 per cent of people think their actions can have no effect on climate change, it is less encouraging that only 7 per cent believe they can have a large influence.²⁸ Moreover, there is conflicting evidence as to whether or not people know what they can do to mitigate climate change. On the one hand, Climate Group research found that 73 per cent of people claimed to be more aware of environmental problems rather than solutions and, beyond using less, people didn't know what actions they could take to help.²⁹ On the other hand, the 2004 Brook Lyndhurst/

ICM survey *Bad Habits/Hard Choices* survey concluded that people generally feel well informed about practical ways they personally could help mitigate climate change, but were generally not putting them into practice.³⁰

Therefore the second – and most important – priority for future communications efforts is to move people beyond awareness and understanding to secure behaviour change.

This project aims to get to identify what can help encourage individuals to adopt low-carbon behaviours, by harnessing the most effective advertising and marketing approaches and techniques. It is divided into two main parts. Firstly, we investigate the potential of social marketing to address behaviour change in relation to climate change. Secondly, we examine what can be learnt from success in brand communication and marketing more generally – exploring evidence from the private and public sector about the characteristics of advertisements and campaigns that have demonstrable impact on sales growth and behaviour change.

26. Several studies have revealed consumers engaging in pro-environmental behaviours that are not based on environmental knowledge or attitudes. Attitudes linked to financial prudence, a 'waste not-want not' mindset or a desire for a 'quiet life' can all prompt behaviour changes. The Future Foundation survey revealed a distinct and significant consumer segment who were engaging in pro-environmental behaviours such as recycling and energy conservation, but without them being driven by pro-environmental attitudes.
27. Peattie, K. (2001) Golden Goose or Wild Goose? The Hunt for the Green Consumer. 'Business Strategy and the Environment.' 10 (4), pp.187-199.
28. Department for Environment, Food and Rural Affairs (2006) 'An Environmental Behaviours Strategy for Defra.' Scoping report. London: Defra. p.27.
29. Op. cit.
30. Brook Lyndhurst (2004) 'Bad Habits Hard Choices – In Search of Sustainable Lifestyles.' London: Brook Lyndhurst.

Part 2: Social marketing suggests new communications opportunities to change public behaviour in response to climate change

2.1 Moving beyond awareness requires harnessing the potential of social marketing

Social marketing will be an important enabler of such future communications efforts. It can be defined as “the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behaviour for the benefit of individuals, groups, or society as a whole”.³¹

Social marketing goes beyond conventional social communication strategies to achieve policy goals by integrating commercially-derived concepts such as market research, product development and incentives into campaigns.³² Most social marketing initiatives focus on changing behaviour to increase the well-being of individuals or society. So, a campaign might promote a particular behaviour, such as encouraging people to recycle more goods; or it might discourage behaviour, such as wasting energy. Like commercial marketing, social marketing uses research to understand its target market, competition and marketing context.

There has been considerable debate over the exact nature of a social marketing campaign as opposed to socially-minded campaigns using elements of commercial marketing like celebrity endorsement or loyalty cards. As with commercial marketing, the key elements are an underlying empathy with the customer; the use of research to understand the customer's needs and environment; similar use of research into the environment in which the organisation exists and its influence; and the systematic application of marketing (some of the conceptual differences between social and

traditional marketing are outlined in Appendix 1).

Overall, this approach has a number of potential benefits:

- **Emphasis on behaviour change and maintenance:** social marketing seeks to go beyond changing attitudes to changing behaviour, and to ensure that new behaviours, once adopted, are maintained.
- **Customer orientation:** social marketing shares commercial marketing's emphasis on researching and understanding customers to improve responsiveness and deliver more effective communication. For social issues it moves from a focus on the message and communication expertise to considering the audience's point of view. Such an approach could help to connect people with the idea of sustainability. It could also find better ways of encouraging less carbon-intensive consumption than making people feel guilty about their behaviour.
- **Emphasis on overcoming barriers:** conventional social communication campaigns have tended to focus on promoting the desired behaviour and giving reasons why the target market should engage in it. Social marketing tends to focus more on understanding why the target 'consumer' is not currently behaving differently, and then finding ways to overcome any practical or financial barriers.
- **Flexibility:** social marketing can be applied to people within the target audience at different stages of awareness and responsiveness. For those yet to consider an issue, the emphasis will be on awareness-raising; for those who

31. Kotler, P., Roberto, N. and Lee, N. (2002) 'Social Marketing: Improving the Quality of Life.' Second edition. Thousand Oaks, California: Sage Publications.
32. Fox, K. and Kotler, P. (1980) 'The Marketing of Social Causes: The First Ten Years.' *Journal of Marketing*, 44 (4), pp.24-33.

Key elements of a social marketing approach

The UK National Social Marketing Centre has developed eight benchmarks to test whether a campaign is based fully on social marketing (as opposed to conventional social communications):

1. A customer orientation: The campaign takes a holistic view of the 'customer' and develops a robust understanding of his or her life in the round, rather than focusing on a single aspect of it. It combines data from different sources, including consumer/market research,³³ to identify audience characteristics and needs, incorporating key stakeholder understanding, and a range of different research analyses.
2. A behaviour focus: The campaign is based on a strong behavioural analysis, which has gathered a rounded picture of current behavioural patterns and trends, including for both the 'problem' behaviour and the desired behaviour. It also has clear actions and measurable goals for specific behaviours (it is not just focused on information, knowledge, attitudes and beliefs), with key indicators related to a specific social good.
3. A theory base: The campaign uses behavioural theory to develop, guide and inform the intervention and its development.
4. Founded on insight from research: This is based on developing a deeper insight into what moves and motivates the customer. It involves drilling down from a wider understanding of the customer to focus on identifying key factors and issues relevant to positively influencing particular behaviours. It seeks to identify and develop 'actionable insights' – insights which can lead to practical changes in behaviour – using considered judgement, rather than just generating data and intelligence about what 'moves and motivates' people.
5. Exchange: This involves developing an understanding of what the person has to give to get the benefits proposed. It includes a clear analysis of the full (transaction) cost to the consumer in achieving the proposed benefit (financial, physical, social or time spent). It includes an analysis of the perceived or actual costs compared to the perceived or actual benefits, and identifies the incentives, recognition, rewards and disincentives that could be tailored to specific audiences based on what they value.
6. Competition: It includes an analysis of what competes for the time and attention of the audience, including internal competition (for example, psychological factors, pleasure, desire, risk taking, addiction) and external competition (for example, wider influences/influencers competing for an audience's attention and time, promoting or reinforcing alternative or counter behaviours). This also considers strategies to minimise the potential impact of such competition by considering positive and problematic external influences and influencers.
7. Segmentation: It breaks the target audience into small groups with similar characteristics to avoid blanket approaches and develop customised strategies for specific market segments whose members have a strong degree of similarity, and who collectively can be distinguished in some way from other segments.
8. Methods mix: The final benchmark identifies an appropriate mix of methods and avoids relying on single approaches used in isolation. Four primary intervention approaches can be considered: informing/encouraging; servicing/supporting; designing/adjusting environment; and controlling/regulating.

33. Formative research looks at the community in which an organisation is situated, and helps it to understand the interests, attributes and needs of different populations and persons in their community. Formative research can occur before a programme is designed and implemented, or while it is being conducted.

are committed to it, the emphasis will be on helping people continue to behave more responsibly.

- Partnership opportunities: the tackling of social issues, such as reducing carbon-intensive consumption, can provide new opportunities for partnership between public bodies, NGOs, companies and communities. For example, a social marketing campaign to reduce the use of private cars for commuting could involve transport providers, major employers and public officials combining to understand the needs of commuters. This could then lead them to develop and promote public transport, car-pooling and cycling.

The attraction of social marketing for significant policy challenges involving behaviour change is that commercial marketing represents the sphere of human activity in which the most effort has been put into understanding people's behaviour and how to change it. As a 2006 Brook Lyndhurst report for Defra noted: "...the greatest expertise in behaviour change is undoubtedly in the field of marketing. Policy should continue to make explicit and strategic use of this kind of resource".³⁴ The key challenge is in translating the store of commercial marketing tools, wisdom and expertise effectively into a means to address social challenges.

The eight benchmarks developed by the UK National Social Marketing Centre provide a toolkit with the potential to promote almost any form of sustainability-oriented behaviour within communities, though such campaigns have tended to focus on relatively narrow actions including recycling, lawn-watering and commuting. However, there is now increasing interest in the application of social marketing approaches to the promotion of sustainability as a whole,³⁵ to more sustainable lifestyles,³⁶ and to issues like climate change.³⁷ But the key challenges and opportunities facing environmental campaigns in relation to applying social marketing have been less well researched than those for health. Many of these issues can be addressed by considering the benchmark criteria.

2.2 The potential of social marketing to secure behavioural change has been proven with health promotion

Stead et al.³⁸ examined 54 interventions (all relating to health behaviours such as smoking

cessation, tackling obesity, responsible drinking, drugs avoidance and the promotion of exercise) that met the full range of the 'benchmark criteria' produced by the National Centre for Social Marketing. They found clear evidence that social marketing principles could be effective across a range of behaviours, with different target groups and in different settings. But we face potential challenges in applying social marketing principles to environmental issues such as climate change. With health interventions, there is a relatively strong element of direct self-interest that can be used as the basis of campaigns. After all, the benefits of the intervention will principally accrue to the target of the intervention and their families. For environmental campaigns the benefits are less personal, less clear-cut and over a very long timescale, all of which are likely to reduce individual motivation to engage.

2.3 However, there has been relatively little research investigating the use of social marketing for environmental issues, beyond individual qualitative case studies

Social marketing has mainly been used for public health campaigns, and has mostly developed in the US, Canada and Australia. However, since its early days, there have been some campaigns addressing environmental issues, particularly through the work of Doug McKenzie-Mohr in promoting community-based sustainability campaigns.³⁹

For this study, we undertook an analysis of existing case studies to try to understand the factors that may have a direct influence in changing behaviours in this context. Eighty-one case studies were analysed from different sources, mainly *Tools of Change*,⁴⁰ *Social Marketing Institute*,⁴¹ and *Social Marketing Downunder*.⁴² Each referred to behaviour change and/or climate change directly or indirectly. Additionally, we consulted 21 sources from the literature.⁴³

Several findings emerged from the analysis:

- The motivations for campaigns tend to connect different aspects of the sustainability agenda – biodiversity with water and food; transport with energy usage; sustainable buildings with health and quality of life.

34. Brook Lyndhurst (2006) 'Innovative Methods for Influencing Behaviours and Assessing Success. Final Report for Defra.' London: Department for Environment, Food and Rural Affairs.
35. Downing, P. and Ballantyne, J. (2007) 'Tipping Point or Turning Point? Social Marketing & Climate Change.' London: Ipsos/MORI.
36. Peattie, K. and Peattie, S. (forthcoming) Social Marketing: A Pathway to Consumption Reduction? 'Journal of Business Research.'
37. Including Rose, C., Dade, P. and Scott, J. (2007) 'Research into Motivating Prospectors, Settlers and Pioneers to Change Behaviours that Affect Climate Emissions.' Available at: www.campaignstrategy.org/articles/behaviourchange_climate.pdf; Barr, A., Gilg, A. and Shaw, G. (2006) 'Promoting Sustainable Lifestyles: A Social Marketing Approach, Final Summary Report to Defra.' Exeter: The University of Exeter; AccountAbility/Consumers International (2007) 'What Assures Consumers on Climate Change.' London: AccountAbility/Consumers International.
38. Stead, M., Gordon, R., Angus, K. and McDermott, L. (2006) A Systematic Review of Social Marketing Effectiveness. 'Health Education.' 17 (2), pp.126-191.
39. See McKenzie-Mohr, D. and Smith, W. (1999) 'Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing.' Garbiola Island, B.C.: New Society Publishers; and McKenzie-Mohr, D. (2000) Promoting Sustainable Behaviour: An Introduction to Community-based Social Marketing. 'Journal of Social Issues.' 56 (3), pp.543-554.
40. See www.toolsofchange.com
41. See www.social-marketing.org
42. See <http://socialmarketing.co.nz>
43. The sources were analysed using NVivo 7 and yEd Graph Editor, and used the Tools of Change framework as a frame of reference.

- The mechanisms used in successful campaigns tend to be multiple and inter-linked. This implies that to address behaviour change in the context of climate change, they should complement each other, thus creating synergies.
- The issues that were most strongly linked in relation to climate change attitudes and behaviours were transport, energy usage, health, and air quality. Issues with a secondary but significant linkage were sustainable buildings, and waste and recycling.
- The most significant direct impacts made by successful behaviour change campaigns were as a result of the role of leaders and champions, financial incentives and disincentives, awareness-raising and regulation. Secondary but still significant mechanisms included the role of activism, building motivation over time, education and training, non-financial incentives and efforts to overcome specific barriers.

Environmental psychology provides further insights into behaviour change for sustainability⁴⁴ by addressing many of the

psychological dimensions of consumers' engagement with climate change as an issue. Some of the key insights include the need to:

- Frame the growing environmental crisis as a 'common enemy' which can unite people and motivate them to act.
- Concentrate on effective immediate actions that individuals can take, to prevent them from being overwhelmed by the scale and seriousness of the issue. As Rose et al. note, educational approaches based on climate change could otherwise lead to a demotivating mismatch between the 'problem frame' (global climate change) and the 'personal frame' of 'my life, home, work and family'.⁴⁵
- Avoid guilt as a motivator, by not implying that people's current behaviour is to blame. Although guilt and fear appeals are popular in some marketing contexts, they represent a high risk strategy because people will often look for a psychological 'escape route'. They could decide that the message isn't targeted at them; that the threat has been exaggerated; or that the source of the message lacks credibility or is hypocritical.

The theory base for climate behaviour change

The key elements of theory that can inform social marketing for climate change come from the fields of the sociology of consumption and environmental psychology. A sociological approach to consumption was central to Professor Tim Jackson's report *Motivating Sustainable Consumption*, the most comprehensive review of consumer behaviour in relation to the environment.⁴⁶

Jackson's review is particularly valuable because it helps to rebalance the available body of knowledge by combining sociological approaches to consumer behaviour and social context, with more conventional marketing-based approaches. In particular, the review revealed the importance of habit, social norms, situational factors and the broader social and cultural context in shaping behaviour. Jackson identified opportunities for

creative approaches towards government interventions which attempt to influence:

- Facilitating conditions and situational factors (for example, the availability of environmentally superior alternatives).
- The institutional context in which consumer choice is framed (for example, trading standards and regulations governing product marketing).
- The social and cultural context in which priorities are set and cultural values determined.
- Business practices and their influence on employees as consumers.
- The initiation and facilitation of community-based social change (particularly through social marketing approaches).
- The government's own environmental and social performance.

44. Clay, R. C. (2001) Green is Good for You. 'Monitor on Psychology.' 32 (4).
45. Rose, C., Dade, P. and Scott, J. (2007) 'Research into Motivating Prospectors, Settlers and Pioneers to Change Behaviours that Affect Climate Emissions.' Available at: www.campaignstrategy.org/articles/
46. Jackson, T. (2004) 'Motivating Sustainable Consumption: A Review of Evidence on Consumer Behaviour and Behavioural Change.' Guildford: Centre for Environmental Strategy, The University of Surrey.

- Exploit opportunities to connect to people's sense of self-interest and their emotional attachment to the land.
- Promote a less consumption-intensive lifestyle not as a question of self-sacrifice and deprivation, but as a less frenetic, less stressful lifestyle with more opportunities to spend time with friends and families doing the things that really matter.
- Appeal to people not just as individuals, but as members of communities. By fostering a sense of community solidarity and identity, initiatives can be developed that require community participations (such as car-share schemes or community recycling); there may then be opportunities to promote more locally based consumption and production activities that reduce their carbon footprint.

2.5 ...and how to approach these behaviours

Environmental psychology and aspects of the sociology of consumption were central to the 2006 Report to Defra by Uzzell et al., *Choice Matters: Alternative Approaches to Encourage Sustainable Consumption and Production*,⁴⁹ which examined three dimensions of securing behaviour change for sustainability:

1. Choice editing: Interestingly, in the survey findings of *Climate Change and the Future of Brands*, there was a surprisingly high level of support amongst consumers for manufacturers taking decisions on their behalf to reduce the availability of products with a high impact on climate change, or 'choice editing'. This was seen when patio heaters were de-stocked by B&Q (traditionally the leaders in sustainability issues in the DIY market) following the lead of Wyevale Garden Centres. By reducing such choices, we can cut the carbon footprint of even the 'sceptical minority' of consumers. Achieving such change will not require marketing directed at the end consumer, but at the business and policymakers who construct the choices with which consumers are presented.
2. A social networks approach: This approach is about individuals, and the physical or online networks to which they belong. Helping to spread the word has value because it can lead to the adoption of new behaviours rather than simply changing attitudes and perceptions. Social network theory helps to understand how new ideas, such as sustainable consumption, diffuse through society and to understand the people who influence the process. The potential use of social networks to promote environmental messages was also a central theme of the *Carrots, Sticks and Sermons: Influencing Public Behaviour for Environmental Goals*, a Demos/Green Alliance report to Defra.⁵⁰
3. Provoking emotions: The role of emotions in relation to sustainability and consumption has largely been ignored in a research debate that has focused on scientific knowledge, information and rational appeals. However, much of our behaviour is influenced by emotions. Transport research shows that the emotions evoked by travelling relate to people's preference for a particular transport mode, as well as issues of cost and convenience. Research from commercial marketing shows that

2.4 Climate change campaigns will have to carefully consider which behaviours to focus on...

Many types of behaviour have an influence on our carbon footprint and our contribution to climate change. Since there are various ways to categorise them, it is a challenge to achieve the right communications focus.

Rose et al.⁴⁷ note that Defra's *An Environmental Behaviours Strategy* for Defra lists 31 different target behaviours, five priority behaviour groups and nine 'headline behaviours' to target. They also note that particular behaviours are too multi-faceted to be easily addressed with communications campaigns. One option is to focus on consumption behaviour linked to those products which have the most significant impacts, since a small number of product categories have the biggest environmental impact in industrialised countries.

The European Environmental Impact of Products (EIPRO) Project⁴⁸ provides a rigorous analysis of research into the environmental impacts of products consumed by households. The project's input-output based methodology assesses 255 domestic product types against a wide range of environmental impacts. It concludes that 70-80 per cent of total impacts relate to: food and drink consumption; housing (including domestic energy); and transport (including commuting, leisure and holiday travel).

47. Ibid.

48. Tukker, A., Huppes, G., Guinée, J., Heijungs, R., de Koning, A., van Oers, L., Suh, S., Geerken, T., Van Holderbeke, M., Jansen, B. and Nielsen, P. (2005) 'Environmental Impact of Products (EIPRO): Analysis of the Life Cycle Environmental Impacts Related to the Total Final Consumption of the EU25.' Brussels: IPTS/ESTO, European Commission Joint Research Centre.

49. Uzzell, D., Muckle, R., Jackson, T., Ogden, J., Barnett, J., Gatersleben, B., Hegarty, P. and Papathanasopoulou, E. (2006) 'Choice Matters: Alternative Approaches to Encourage Sustainable Consumption and Production, Report to Defra.' Reading: Environmental Psychology Group, Reading University.

50. Collins, J., Thomas, G., Willis, R. and Wilsdon, J. (2003) 'Carrots, Sticks and Sermons: Influencing Public Behaviour for Environmental Goals.' London: Demos.

purchasing decisions are often not rational or linear but are opportunistic and emotional impulses shaped by cultural cues and wider social trends. One finding from the qualitative research within the Future Foundation's Climate Change and the Future of Brands project was that the image of an exhausted polar bear searching for the ice without which it could not survive (featured both in *An Inconvenient Truth* and a BBC nature documentary) had left a lasting impression on a number of respondents. Even though the legal judgement relating to this aspect of *An Inconvenient Truth* was unproven, the image seems to be a powerful and emotive one with which to connect consumers to climate change.

2.6 Customer segmentations can provide powerful insights for behaviour change communicators, allowing them to get closer to their audience

By understanding how people differ in their attitudes and behaviour towards climate change or the environment more generally, communicators can spend their time and money more effectively. It allows them to tailor the message, choose the appropriate tone, find motivating propositions, address barriers to change and identify where key audiences are starting to change their behaviour. Segmentation allows us to identify people with similar attitudes and behaviours, find what makes them tick and tailor our approach to them (see Appendix 2).

It is worth noting that those in private sector marketing see customer segmentations as approximations of the marketplace. They are inherently viewed as worthwhile because they let a marketer get 'one step closer' to their market. Often a segmentation that includes 60 per cent of the market will often be deemed 'good enough to go', and a campaign will be launched on the back of it.

In government, the social research community is often less comfortable with such approximations. It requires a far higher degree of 'fit'. Whilst this may reflect the rigour of social research, it also suggests a misunderstanding of what makes segmentation successful. Segmentations that accurately capture the whole diversity of the UK population need to be extremely complicated; experience suggests that the most effectively used segmentations are reasonably simplistic.

While it is important that decision-makers use segmentations to know their audience, it is also important that they have the confidence to know enough to act.

So what can we learn from research based on segmentation to promote behaviour change for pro-environmental behaviours? Findings from Barr et al.⁵¹ concluded that:

1. Very few respondents were keen to adopt radically different lifestyles, but many were willing to make incremental adjustments.
2. There is clear evidence of an 'intention-behaviour' gap, with individuals specifying many barriers to action, despite stating they are willing to act.
3. Specific barriers to participation need to be tackled and these vary across lifestyle groups.
4. Personal responsibility needs to be addressed in relation to the ascribed roles attributed to the individual, the state and major companies.
5. Many respondents highlighted the perceived role of 'big business', especially supermarkets and how modern lifestyles required such retailers.
6. Discussions suggested change is most likely to occur at scales where levels of collective action can be readily engaged.
7. Certain groups highlighted the importance of economic factors not in terms of environmental surcharges but more towards creating incentives.

Rose et al.'s study *Research into Motivating Prospectors, Settlers and Pioneers to Change Behaviours that Affect Climate Emissions* recently combined insights from conventional marketing segmentation approaches with environmental psychology, which has considerable synergies with social marketing logic. They used qualitative research to find communication approaches that would stimulate domestic behaviour change, and which could potentially be used to reduce carbon consumption. The study was based around the 'Value Modes' system that maps people according to their motivations; it focused on strategies to influence 'Outer Directed' (esteem seeking) personality types, who were considered an important target due to their consumption-intensive lifestyles and

51. Department for Environment, Food and Rural Affairs (Defra) (2006) 'Behaviour Change: A Series of Practical Guides for Policy-Makers and Practitioners. Number 2. Targeting Specific Lifestyle Groups.' Prepared by University of Exeter. p.6.

aspirations. The key communications elements which the analysis suggested are required to engage this key audience are summarised in Figure 1.

Insights that could be helpful in developing a successful intervention on climate change include the need to:

- make the issue personally relevant (about your home) and personalised;
- avoid negative guilt-based messages and instead focus on benefits relating to saving money, 'getting something' and convenience;
- associate behaviours with positive self-images for the consumer ('shrewdness', 'flattery' and glamour) and with the here (local and familiar) and now;
- be interactive and entertaining ('distractive') as well as informative.

marketing-based communications campaigns could take advantage, including:

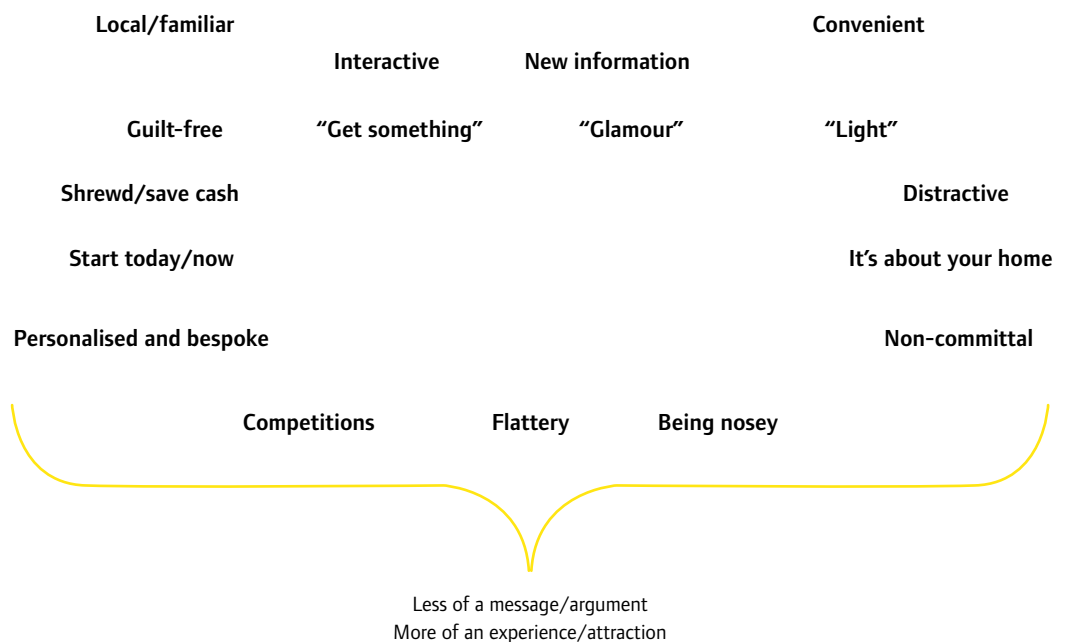
- Normal and not miserable
The BBC/Big Britain survey revealed that 84 per cent of respondents strongly agreed that everyone should take more responsibility for the environment and "want a more green way of thinking without being miserable or without being hippies".⁵² The work of Jackson and others reveals the importance of social norms; the more that taking action on climate change is considered 'normal', the more people will engage. Communication also needs to avoid being too 'miserable' despite the potentially catastrophic consequences of not acting.
- Fair
People are concerned with fairness. A key conclusion of reports like the *Bad Habits/Hard Choices* or the *I Will If You Will* report by the Sustainable Development Commission,⁵³ was that people were willing to consider changing their behaviour if they thought the burden was 'fair'. This makes it important that everyone is seen to be doing their bit, and that government and business are seen as leading by example.
- Personally relevant
Rather than communicating climate change in relation to the environment it should relate

2.7 On the basis of this analysis, there are a number of communications opportunities for behaviour change to respond to climate change

The insights from consumer research suggest several opportunities of which future social

52. Cited in Department for Environment, Food and Rural Affairs (2006) 'An Environmental Behaviours Strategy for Defra.' Scoping report. London: Defra.
53. National Consumer Council/Sustainable Development Commission (2006) 'I Will if You Will – Towards Sustainable Consumption.' London: National Consumer Council/Sustainable Development Commission.

Figure 1: Summary of the 'hooks' for an Outer Directed audience



to *our* environment, emphasising that the risks posed by climate change are not simply faced by other people in far away countries.

- Opportunity-orientated

It makes sense to link a less consumption-intensive lifestyle with notions of 'downshifting' and an increase in overall quality of life. According to research by the UK insurance company Prudential,⁵⁴ 1.4 million Britons have purposefully reduced their incomes in exchange for a better quality of life in recent years, and a further 600,000 planned to downshift between 2005 and 2006. The research revealed that just under a million 35-54 year olds were making serious plans to downshift; 40 per cent of under 35 year olds in full-time employment planned to downshift eventually in search of a better quality of life; and around 440,000 under 35 year olds planned to quit the 'rat-race' within the next three years and a further 900,000 by the year 2013. Even if many of the plans to downshift are never acted upon, they clearly represent a considerable latent demand for a lower-stress, less consumption-orientated lifestyle that could be the basis for a social marketing campaign for consumption reduction.

Finally, terminology is obviously important. One of the challenges of securing behaviour change is that although the brand 'climate change' is increasingly widely recognised, it does not in itself communicate very much. Like 'greenhouse effect' and 'global warming', 'climate change' has its roots in the objective and unemotional world of science. In itself, it is neutral, neither good nor bad.

The term 'warming' similarly conveys little in itself, and usually has pleasant and even reassuring connotations. There are very few contexts in which warming is a bad thing; similarly, a greenhouse tends to be a pleasant place. And because the UK has a less attractive climate than the Mediterranean, poorly informed consumers may even view a warming of our climate as a positive benefit.

NGOs have sought to inject an emotive element into the terminology by framing the discussion in terms of 'climate chaos', although this may be viewed as scaremongering, particularly by the more sceptical elements of the population whom it is important to win over. But consistently attaching an adjective like 'disruptive' to 'climate change' could assist in reinforcing the message that it poses a serious threat to our current and future quality of life.

54. Prudential (2003) Guide to Downshifting. London: Prudential. Available at: www.prudential.co.uk/content/acrobat/presscenter/2003_10_14_Downshifting.pdf

Part 3: Public behaviour campaigns should also harness insights from the commercial sector, especially in using fresh thinking and seeking emotional responses

55. Anderson, C. (2006) 'The Long Tail.' New York: Hyperion.

3.1 Commercial advertising has proven incredibly powerful in selling products and ideas and could be better harnessed for public behaviour change

As commonly understood, advertising is a form of communication that attempts to persuade potential customers to purchase or to consume more of a particular brand of product or service. Given the success of some forms of advertising in shaping perceptions and in influencing individuals to act to purchase a product, it is worth exploring how the knowledge and marketing tools of the commercial sector might be harnessed in 'marketing' low-carbon behaviours.

In this section, we examine a range of commercial experience on what constitutes strong advertising. Firstly, we provide a quantitative analysis of successful advertising research, drawing on data from Millward Brown's proprietary LINK pre-testing model. Secondly, we look at some of the winners of the prestigious Institute of Practitioners in Advertising (IPA) Effectiveness Awards, using these case studies as the basis for an in-depth review of the characteristics of effective campaigns. Finally, we draw on lessons from the public sector, examining health and environment campaigns.

3.2 Conventional media will continue to play a major role in behaviour change campaigns

Many of the examples discussed concern television advertising. Whilst we have drawn out the implications for other channels – particularly new media, which we will explore

next – commercial television advertising is still the most effective medium for brand exposure and should be part of the media mix for social marketing on climate change.

In today's world, modern technology has enabled a wide array of new options for entertainment, information, self-expression and connecting with others. When Channel 4 was launched in November 1982, it marked the end of the one-channel commercial television advertising monopoly. Now, as people increasingly move away from their old mass-media pursuits there is dizzying array of choice – on TV and elsewhere – all contributing to the creation of a media 'Long Tail'.⁵⁵ This presents advertisers with an abundance of novel ways to engage their consumers.

Traditional high-reach media like broadcast TV and newspapers appear to be under pressure. However, closer examination suggests that the allure of many new forms of media has become so great that just using them becomes the imperative.

The role of media is to advance the brand agenda – the 'brand idea' must come first. The contributions of a media mix must flow together with complete clarity, so that when people are ready to make a purchase, they have strong brand memories to call on; they have a clear sense of what the brand stands for rather than a disjointed or contradictory set of images and associations.

Dynamic Logic, a Millward Brown company specialising in digital media, has shown how media work best when used in harmony. Analysing 32 cross-media campaigns, they demonstrated that three media platforms – television, magazines, and online – contributed

incrementally, but at different levels, bringing various strengths at different points before a purchasing decision. TV and online did most to generate awareness, while magazines were stronger at building brand favourability and purchase intent, enriching attitudes to the brand (Figure 2).

This brings us to the subject of reach in communicating brand messages. The drive for niche audiences and the lure of the new are distractions from the necessity of most mass brands to deliver effective communications to a wide audience.

Put simply, it is because they can reach large audiences that the mass-media TV, newspapers and outdoor are still at the centre of advertising campaigns and will remain so for some time yet. As might be expected, this is a view shared by many broadcasters:

“Every study shows that TV is the most effective medium by far. The internet is not a replacement. As the media world fragments, broadcast advertising becomes more valuable, not less.” Rupert Howell, MD of commercial and brand, ITV.⁵⁶

But it is also a view widely held in the advertising industry:

“The facts are that, broadly speaking, TV viewing and exposure to commercials haven’t really changed much for the past three decades. It is not true to say that younger people are no longer watching TV, although they may be doing other things at the same time.” Hamish Pringle, Director General, IPA.⁵⁷

3.3 The most successful television ads generate an immediate conscious and emotional response to a new, relevant proposition

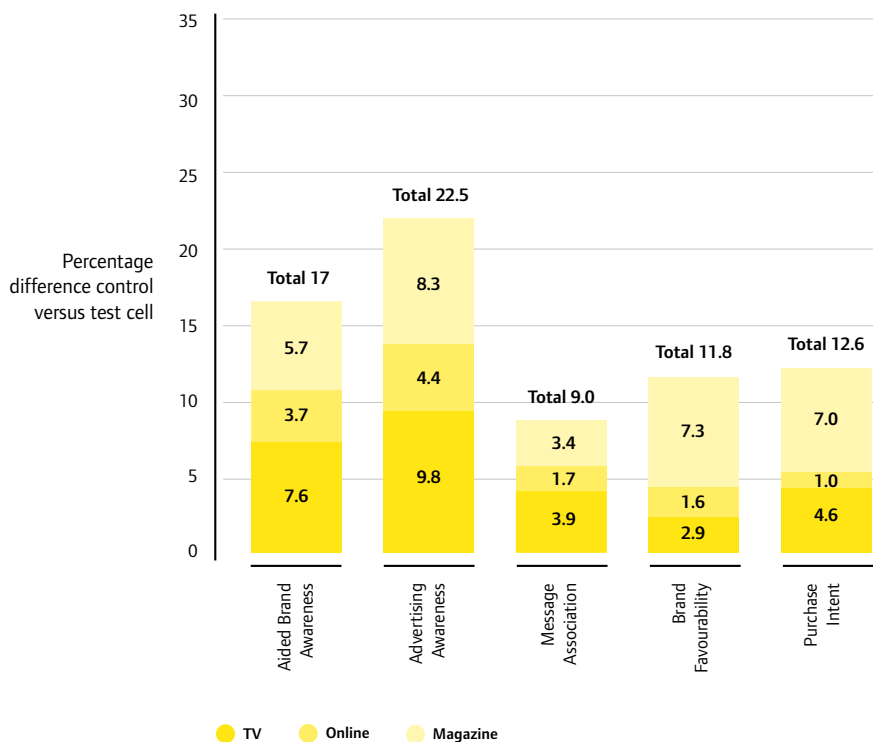
3.3.1 This is suggested by examining ads associated with identifiable, immediate behaviour change...

Periodically, Millward Brown obtains sales data for ads that have been aired, in order to calibrate and validate research metrics employed in the Link test. This data compares market share for the four weeks before an ad was aired with the eight weeks after airing.

56. Turner, C. and Lester, R. (2007) TV Ads Still Top the Ratings. ‘Marketing Week.’ 8th November.

57. Ibid.

Figure 2: The effectiveness of different platforms in 32 cross-media campaigns



A Link pre-test explained

Our research draws on over 3,000 TV ads that have been Link tested in the UK over the past decade or more. In a typical Link test, 150 consumers are invited into a hall (although they are increasingly interviewed over the internet at home); they are

shown a new TV ad (usually before it has been aired on TV); and they then answer prescribed questions in a 25-minute market research interview. The majority of ads last 30 seconds; they can either be finished (ready to air) or, if they are being tested in the early stages of development, in animatic (illustrated) format.

Table 1: UK Link norms for cases within the Link sales validation data set and total UK database highlighting significant differences in characteristics

Link measure	Sales validated UK cases 116 cases		Total UK database > 3000 ads		
	Significant volume share increase	No significant volume share increase	Top 10% on Persuasion	Top 10% on AI	Significant difference
Evoke an immediate and conscious response					
Persuasion – much/a little more likely to consider buying	48%	42%	65%	43%	Yes
Reach new audiences (non-triallists)					
Much/a little more likely to buy	43%	37%	61%	33%	Yes
Work at an emotional level also					
Made the brand more appealing	50%	53%	60%	54%	Yes
Clearly identify what is being advertised as distinct from the category in which they sit					
Brand cues – easy to take out brand	20%	12%	13%	26%	Yes
Clarity – are easy to follow					
Very easy to understand ad	64%	59%	66%	64%	
Are not necessarily more enjoyable/entertaining as advertising copy					
Enjoyed watching the ad a lot	37%	40%	17%	32%	Yes
Say something new, as opposed to the same stuff again					
Some/a lot of new information	54%	40%	25%	9%	Yes
'Connect' in that the message is perceived to be relevant					
Points made in the ad are very/somewhat relevant	68%	59%	76%	58%	Yes
Base of ads	37	79	230	243	

Source: Millward Brown.

This type of analysis – though simple – is commonly used among advertisers as an indication of success, although it is not proof of causality. (To prove this would require complex and expensive econometric modelling to strip out the effects of promotional activity, price differences or changes in distribution.)

We have isolated brands that demonstrated a significant (one percentage point) volume share movement around the airing of the ad, compared with those where share either went up by less than one percentage point, did not change, or fell. In other words, we have isolated ads associated with known behavioural change. Necessarily, the examples included are consumer goods. Due to client confidentiality data can only be reported in aggregate form (see Table 1).

Data is available for a total of 116 examples, although base sizes vary for individual research metrics due to changes in questionnaire wording. Because of this relatively low sample size, the differences we observe between the two groups of ads are generally not statistically significant. Directionally, however, they corroborate the industry view of advertising performance.

In summary, in Link pre-testing, TV copy that is associated with increased sales:

- Evokes an immediate conscious response, in that people are able to say they have been influenced to purchase the brand. While some suggest that advertising can work subliminally,⁵⁸ our data suggest that a conscious and measurable response occurs.
- Reaches new audiences, in that people unfamiliar with the brand show a strong response. In other words, their existing consumer base alone is insufficient to drive growth (although it is important not to alienate these people).
- Works at an emotional level, in that the brand becomes more appealing. This ties in with the view that humans are strongly influenced by pleasure or its anticipation.
- Clearly identify what is being advertised, as distinct from the general category in which the brand sits. Although this seems self-evident, the brand is not always the obvious 'hero' in many ads, and can easily be forgotten amidst everything else that is going on.

- Have clarity, in that they are easy to follow. In truth, only a minority of ads are perceived to be obscure, but over-complicating the main point usually won't work.
- Do not necessarily have high budget production values.
- Challenges (or creates) perceptions in some way, in that they are perceived to say something new. Repeating known information is far less likely to cause an immediate sales shift. That is not to say that novelty always sells. For established (or known) brands, constant change of direction would become destructive in the long term. Rather, ads are continually refreshed with new creativity, or a different perspective on the same theme.
- Connect, in that they are perceived to be relevant. This aligns with basic marketing principles that, rather than hoodwinking consumers, to be successful a product or service must meet a defined consumer need or want. This does not imply that the brand goes on to be successful in the long term – that will depend on how well it delivers in practice.

3.3.2 ...and by analysing the most impactful ads over the longer term

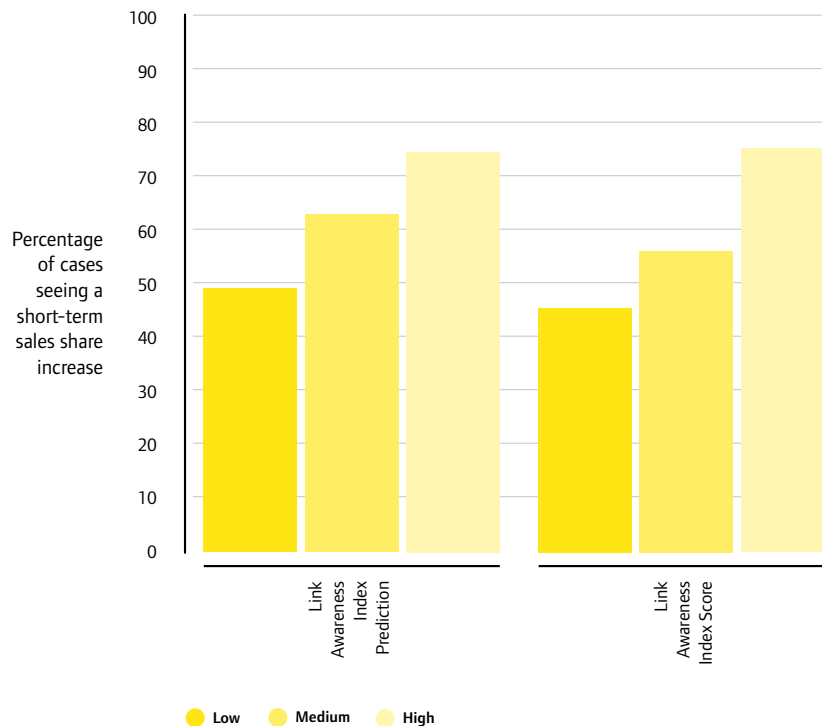
The above findings are based on relatively few ads, for which subsequent (and independent) sales data is available. Another way of exploring the subject is to conduct an internal analysis of more than 3,000 ads in the Link database, looking at top performers based on metrics collected in the research questionnaire. While this has no direct validation against sales, we know from separate analysis that we can focus on two key measures – persuasion and impact – that do have a proven statistical relationship at aggregate level. The greatest sales response is driven both by whether advertising is memorable and the persuasiveness of its content (Figure 3).

Firstly, persuasiveness is measured on a four point scale: it denotes an immediate and conscious increase in purchase interest which tends to be associated with TV advertising that features:

- New brands or variants rather than established brands, in other words, they have something new or different to offer.
- Rational approaches, rather than more emotional themes (although we argue later

58. Heath, R. and Feldwick, P. (2007) ("50 Years Using the Wrong Model of TV Advertising.") Working Paper Series. Bath: School of Management, University of Bath.

Figure 3: Sales validation Awareness Index and Persuasion Link metrics



59. Based on 872 cases (split into tertiles on total database norms) sales increase of 0.1 per cent market share points or more.

60. Waldorf Hotel seminar 22nd and 25th May 1989.

Source: Millward Brown.⁵⁹

that the combination of both is the most powerful).

- The product itself plays a big part in the ads, either by being consumed, used or having its benefits demonstrated.

However, we also know that this type of persuasiveness wears out, in that it becomes less effective on repeated viewing. A rational message, once registered and acted upon, is less likely to provoke the same response when seen the tenth time. Moreover, as we have seen, established brands have much less scope continually to present something new or different.

So, there is a second dimension known to relate to sales, that of impact. Impact (Awareness Index) is a composite measure that indicates the likelihood that people will remember an ad on air; it is calculated from enjoyment, engagement (whether the ad is passive or attention-grabbing) and link to the brand. As Gordon Brown, the co-founder of Millward Brown, has noted:

“It isn’t whether people are aware of your ad that matters; it’s how those memories are filed away in the brain. The question is

how readily memories of your advertising swing into the brain in association with the brand name.”⁶⁰

Impact represents the ability of an ad – and the brand it is promoting – to stick in the memory. This tends not to decline over time – an ad that is ‘appreciated’ in that it is enjoyable, engaging and well linked to the intended brand, tends to remain so. In fact, there are many examples of impactful ads which remain in the memory for years after airing, and which continue to influence behaviour.

Impact tends to be associated with TV advertising that features:

- Big, established brands using an ongoing approach. In other words, once established, a brand is more likely to use TV advertising to remain relevant by planting or maintaining images and associations that live on in the mind.
- Emotional messages, with engaging creativity that makes the brand more appealing.
- Light-heartedness of approach, in that over a third of the most impactful ads are classed as

‘funny’ and significantly more are fast-paced with prominent music.

- High use of established branding devices and distinctive creative styles; in other words, using a consistency of approach that makes the advertising more individual in the long run.

Some TV advertising works by presenting ‘new news’ which provokes an immediate and conscious response at the time of viewing. This suggests that the payback occurs in a short-term increase in sales.

In most cases, however, this does not happen – few ads pay for themselves in the short term. Millward Brown econometric analysis across many clients demonstrates that successful advertising continues to work in the medium term after the ad has been aired, with the most successful ads continuing to contribute in the longer term. This is because advertising works not just at the moment of exposure, but also by being remembered later on, either when one is about to make a purchase or when one is experiencing the brand.

What this means is that advertising also works by reinforcing the brand experience, providing a ‘hook’ on which consumers hang their feelings about the brand. For example, the coffee that tastes richer because of the provenance of the beans, or the car that feels smoother because of the attention to manufacturing detail.

3.3.3 Emotion is a crucial factor in advertising effectiveness

In his award-winning 2005 ESOMAR paper, Graham Page explores the emotional drivers of advertising success from the perspective of cognitive neuroscience.⁶¹ His conclusions, which focused on brand purchasing and communications, were:

- Shaping feelings as well as knowledge: Brands are not stored as processed entities, rather they are made up of groups of associations – feelings, images, sounds, fragments of experiences and abstract knowledge – which all influence behaviour. Our objective is to shape these representations to bias consumers’ judgements towards our goals; that includes shaping their feelings as well as knowledge, images and other elements.

- Acting on gut feeling: Consumers don’t think very hard about brand decisions; they go on what looks like gut feeling most of the time.
- Pleasure as the common currency: Feelings of pleasure may be the ‘common currency’ of all decision-making; in other words, consumers base their decisions on the pleasure experienced (or expectations of it) during different outcomes.
- Buying brands that make us feel good: Consumers are more likely to buy the brands that make them feel good. There is strong evidence from our research data that emotion is a key driver of brand success (see Figure 4).
- Rational benefits lead to emotional rewards: Should the ‘rational’ message be ignored, therefore? Far from it. Little of the work argues that decision-making is a solely emotional process; ‘intuitive’ decision-making does not preclude reason. Rational benefits can and do lead to strong emotional rewards – buying a car with the highest safety rating makes us feel good because we are protecting ourselves and our family.
- Providing a rational hook: We have a strong need to feel we are making the ‘right’ decision and often post-rationalise it; this requires a rational hook on which to hang our decisions. Failing to allow consumers the rational justification makes decision-making harder for them.

In the Link copy-testing database, we can see good evidence for this combined approach. When we look at the average sales effectiveness of ads (defined as likelihood to observe a sales uplift of at least 0.5 per cent of market share when the ad airs), we found the most successful were those which pursued a combined strategy of emotional and rational message.

Overall, this analysis suggests the following main points.

Firstly, when developing a campaign it is important to present a new angle rather than just using already familiar language or concepts.

Secondly, the proposition must be both clear and perceived by individuals to meet their needs (or wants), which in turn demands a proper understanding of market segments and their underlying motivations.

61. Page, G. (2005) ‘The Emotional Drivers of Advertising Success, Real Answers, Practical Tools.’ Amsterdam: ESOMAR.

Thirdly, while 'new news' presented rationally may win people over in the short term, longer-term results usually require a more emotional, engaging approach. This interplay between the rational and emotional is of particular importance for climate change, and is something explored in more detail below.

Fourthly, communications need to work not just by 'converting' people, but by making people feel good by reinforcing their existing behaviour. It needs to work not just when people are exposed to it, but be memorable enough to influence a wide range of individual behaviours in the future.

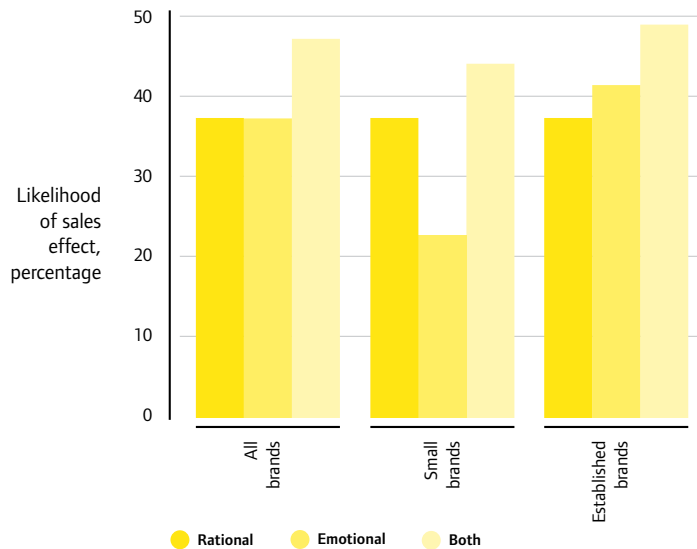
3.4 IPA Effectiveness Award winners reinforce the importance of fresh thinking in developing campaigns

The biannual Institute of Practitioners in Advertising (IPA) Effectiveness Awards are widely acknowledged in the industry as the most demanding, rigorous and consequently prestigious. Having this body of proven effective campaigns enables us to see whether these cases show the same characteristics as those in the Millward Brown database.

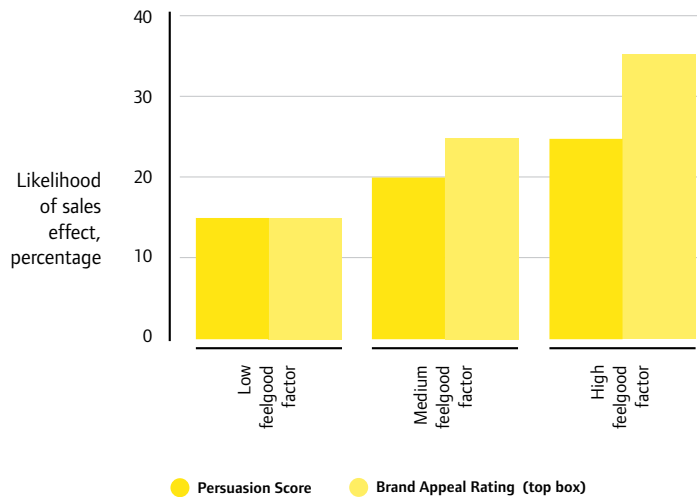
We have studied the award winners from the 2006 competition to draw some general lessons about the elements of a successful campaign.

Figure 4: Impact of emotional and rational message on sales effectiveness

Ads that pursue a dual emotional/rational strategy are more likely to be sales effective



Ads that evoke positive emotions have more motivational power



Source: Millward Brown.

We have also considered a number of winners who are directly relevant to the kinds of behaviour change that might be needed to address climate change.

After each competition, the judges draw a set of key lessons from the winning papers.⁶² From the 2006 awards, the watchwords were originality and fresh thinking. We found that the characteristics of success described by Millward Brown were employed throughout the winning campaigns, as identified below.

3.4.1 Fresh thinking about consumer engagement and marketing can reach new audiences

Hasbro's *Monopoly* is a good example of how the power of participation was harnessed to turn an old brand into the best selling board game of 2005. The updating of *Monopoly* to reflect modern-day London inspired the creation of *Monopoly Live* – a new experience of the brand through an online game played with cabs fitted with GPS transmitters designed to encourage participation and word of mouth marketing.

The BBC's *50 Pints or a TV Licence* campaign also demonstrated new forms of engagement. Faced with the challenge of reaching notoriously hard-to-reach students, the authors identified 30 touch points including established channels such as PR, direct mail and inserts

and more innovative messaging in campus activities, 'drop off days' (the day students first arrive), Freshers' Fairs, text messaging and student bar sponsorship.

The TV series *Jamie's School Dinners* was notable in the way it overturned convention around what constitutes a marketing idea – in this case the TV programme was inextricably fused with the advertising and broader communications mix. In doing this, Channel 4 was able to use cause-related activity to achieve both its commercial and its public service goals. This case also demonstrated an ability to harness a 'rainbow coalition' of stakeholders – a tendency that commercial brands are learning from the public and voluntary sector.

3.4.2 Fresh thinking about products and services can flow from clearly identifying what is being advertised

The Grand Prix-winning Marks and Spencer (M&S) case study rested on significant improvements to the products and services on offer at the stores. These improvements were magnified by the insight around the nature of our relationship with M&S – leading to the communication of 'Your M&S' throughout all touch points.

After improving their product, Branston Beans presented itself as a David to Heinz's Goliath

62. Dawson, N. (2007) Strategy: Fresh Thinking Works. 'Admap' June. 484, pp.42-44.

About the IPA Effectiveness Awards

These awards were originally conceived in 1980 to achieve two goals, which would be of long-term benefit to the industry: firstly, they would, through 'gold standard' case studies in advertising effectiveness, demonstrate the real contribution advertising could make to business success; secondly, by rewarding rigour and detailed analysis, they would promote greater sophistication in evaluation methods.

There was a clear intention to complement the creative awards which command currency among agencies but not necessarily among clients. While creative awards exist to foster originality and the 'magic' of big ideas, the IPA awards judge the measurable contribution a campaign

has made to the business objectives of the organisation.

While early awards were dominated by packaged goods manufacturers, today's winners are a varied group, typically including public sector campaigns, voluntary organisations, business-to-business and media owners as well as traditional consumer 'product' brands.

Similarly, the early focus of the awards tended to be on advertising effectiveness, whereas in recent years, as most marketers use a variety of channels and communications vehicles, the way these elements work together has been of greater interest. Hence, the awards focus increasingly on holistic campaigns embracing advertising together with other channels.

using the natural appeal of the underdog to its advantage. The creative idea was thus to get people to compare Branston with their regular choice, and vote for their favourite, in what they called 'The Great British Bean Poll'.

3.4.3 Fresh thinking about creative work can flow from understanding at an emotional level

Nicorette succeeded by redefining the task for smokers wanting to quit. 'Beating cigarettes one at a time' played to the insight that many smokers could picture themselves stopping for days or just cutting out on certain occasions, but found the idea of stopping altogether overwhelming.

Naturella disrupted the category norms for feminine hygiene. Care products had always emphasised protection but Naturella used the understanding that menstruation is also 'the gift of fertility' and so used the metaphor of the 'world of nature'. This allowed it to present itself in a softer, more feminine way contrasting with typical harsher, scientific approaches.

The VW Golf advert *30 Years in the Making* showed how a continued commitment to 'emotional reliability' endured through some very different creative expressions to build the brand successfully over time.

3.4.4 Fresh thinking about norms can challenge existing perceptions and create new ones

Several studies demonstrated how to shake up people's thinking in categories where the public may have become immune to certain recurrent messages or imagery.

Research for the British Heart Foundation (BHF) demonstrated how multi-quitters (hardened smokers who have failed several times to quit) had become de-sensitised to shock tactics over time. Rather than use the 'disgust-inducing norms' of the category, the BHF *Under my Skin* campaign aimed to increase smokers' determination to quit by illustrating physiological damage smoking causes in a way that made it real, relevant and immediate. Women's Aid raised awareness of its work with a tiny budget by hijacking Valentine's Day to publicise domestic abuse on a day associated with romance and harmony.

Looking beyond the 2006 awards and drawing general lessons from the full 25 years of the IPA Effectiveness Awards, we might add the following characteristics of many of the most successful campaigns:⁶³

- Understanding the longer-term nature of brands and habitual behaviour – in the 1990s, a whole new category was created to include studies demonstrating the 'longer and broader effects' of advertising as the value to a business often goes beyond the short-term blip in sales. (*The Economist*, VW and BMW are good examples).
- The importance of considering the holistic business and not just the sales impact – campaigns can benefit the organisation through inspiring staff behaviour (such as Halifax in 2004) or share price (such as Orange, the Grand Prix winner in 2002) or by other effects not always easily measured in traditional ways.
- The importance of integration – advertising working in concert with other disciplines (Barnardo's in 2004 is a good example of combining advertising with new methods of collecting donations).
- Creativity – the IPA awards have done much to eliminate the idea that creativity and effectiveness are alternatives. The number of campaigns winning both creative and effectiveness awards makes this increasingly clear – PG Tips, John Smith's, BMW, Wonderbra, Häagen-Dazs, Volkswagen, Oxo, Andrex, Boddington's, Walkers, Barclaycard, Tesco, Orange, *The Economist*, Levi's, Stella Artois.
- The potency of consistency – the most effective brands are without doubt the most consistently communicated. This has two aspects – consistency of presence and consistency of presentation. Recent Grand Prix winners all demonstrate this – O2, Barnardo's, Tesco and M&S all have an enduring quality that transcends any particular season or campaign.

Climate change communications differ from the more typical private sector marketing programme in several ways. Perhaps the most fundamental is the nature of the benefit to the individual. Acting on climate change is uncertain, social, long-term and intangible. It also provokes some 'hair shirt' expectations, where most marketing promises us greater utility of one sort or another. It is also harder clearly to identify what is being advertised. In campaigns for branded goods and services, this is relatively straightforward. However, less tangible categories such as social goods present particular challenges, in particular,

63. Green, L. (2005) 25 Years of 'Advertising Works.' 'Admap,' February. 458, pp.37-39.

the definition of what it is we want people to identify might not be obvious.

However, there are some 2006 winners with direct parallels. Here we consider two of them.

3.4.5 Case study: Drink Drive campaign, Northern Ireland

The Drink Drive campaign in Northern Ireland sought to change behaviour in ways which do not deliver a direct, obvious utility. Indeed some will have seen it as asking them to give up pleasures they previously enjoyed. Moreover, it was not seeking to add value to a brand nor impact on buying behaviour in the traditional sense.

Drink-related traffic deaths had risen as the arrival of peace prompted more people to go out for a drink, and the car-driving population grew.

Evidence from psychology literature revealed that: *“...when sober, people believe it is wrong to drive impaired. They acknowledge that others succumb to the temptation but believe they would not. But this all changes when they are out drinking. In social drinking contexts, under the influence of alcohol, people moderate both their moral convictions against driving while impaired and their judgments about engaging in this behaviour.”*⁶⁴

The research demonstrated that even low levels of alcohol consumption can influence an individual's resolve, and consequently behaviour, regarding drink driving. This insight established the need for a challenging and uncompromising message. ‘Never Ever Drink and Drive’ became the constant branding theme from 1995.

The campaign led with flagship TV commercials: 60 seconds long, powerful, emotionally involving narrative storylines relevant to younger men. TV was chosen for rapid coverage – over 90 per cent cover was achieved rapidly in two annual bursts to coincide with the road-death peaks in the summer and pre-Christmas. The campaign also used: cinema to harness the emotional opportunities of the big screen; the press to put more of the scientific background in place; in-bar beer mats and posters to communicate to drinkers; and advertising on the back of buses and on commercial radio to project the message while drivers were on the road.

The campaign showed significant and enduring improvements in drink-driving behaviour,

results that were not the result of changes in enforcement policies or any other variables. Specifically, alcohol-related road deaths fell by 35 per cent between the two periods 1986-94 (pre-campaign) and 1995-2005 (post-campaign).

Among the target audience, there were significant increases in:

- awareness of the campaign;
- perception that the safe amount to drink before it affects your driving is zero;
- perception that driving after just one drink is unacceptable;
- belief that drink driving is shameful;
- approval for more roadside testing; and
- approval for stiffer penalties.

3.4.6 Case study: Home Office Crime Prevention

The challenge for the Home Office was to give the public a shared sense of responsibility in fighting vehicle crime and empower them to take preventative action to protect their belongings.

Research revealed the alarming impact that media portrayal of crime has had on people's attitudes towards fighting it. Vehicle crime was viewed as an inevitability of life; people saw little point in fighting it. It was ‘something to be expected and tolerated, like bad weather’ – they felt powerless to challenge it.

From this, a clear role for communications emerged – to disassociate vehicle crime from the media image and empower people to take preventative action. What's more, research showed that the public believed responsibility for reducing crime rested firmly with the police and the criminal justice system. To suggest that people themselves play a role in fighting vehicle crime ran the risk of being seen to be side-stepping the real issue. Therefore, striking the right tone in communications and reframing the issue in the subject's mind would be essential to changing behaviour.

In reality, vehicle crime is rarely the intimidating, predatory picture painted in the media. The vast majority of incidents are opportunistic; vehicle thieves are mainly young men or boys who, by virtue of their youth as

64. Denton, K. and Krebs, D. (1990). From the Scene to the Crime: The Effect of Alcohol and Social Context on Moral Judgement. ‘Journal of Personality and Social Psychology.’ Vol 59 (2), pp.242-248.

much as economic or social circumstances, feel they have little stake in society.

Qualitative research among recently convicted offenders was highly instructive. None showed remorse for their crimes:

- “I’m free and independent, not a wage-slave.”
- “Why should they have all this when I have nothing?”
- “It’s all insured anyway.”

When people who had been victims of car crime witnessed this, they became indignant. Their image of car thieves shifted from someone to be feared to someone to be outwitted. The campaign then set out to reproduce this emotional response – to induce a determination to stop the vehicle criminal getting away with it.

The creative proposition was: ‘It’s easy to outsmart the vehicle criminal’.

This was supported by the preventative measures people could take to avoid becoming a victim of vehicle crime. Messages were weighted in favour of avoiding theft from vehicles, as they represent 85 per cent of all vehicle crime incidents.

The creative idea was to see things from the criminal’s point of view. This had the effect of humanising the criminal, making him less threatening. At the same time, it reinforced the audience’s indignation by showing the disregard with which he treated other people’s belongings. The campaign line was: ‘Don’t give them an easy ride.’

During the campaign, vehicle crime reduced more than 37 per cent. While a variety of factors influenced the overall reduction, evidence suggests that communications made a significant contribution.⁶⁵

The campaign was deemed to be so successful at changing consumer attitudes and behaviour towards vehicle crime that the communications task has since been broadened to include robbery and burglary.

3.5 Tracking public sector campaigns also emphasises the value of new messages that connect with target audiences in supportive ways

3.5.1 In an increasingly crowded market, public campaigns need to achieve high initial awareness

Finally, we now review in greater depth the success of public sector campaigns, drawing on 20 years of evaluation experience by BMRB.

Before we start, it should be noted that several factors complicate our assessment of what constitutes success. In particular, objectives are often long-term; it is difficult to prove causality from future impact; and there are many other influences on success.

Public sector campaigns have a wide range of objectives. They could be seeking cognitive change (for example, increasing knowledge of a new government scheme to help single parents get back to work). Or they could be looking to prompt action (for example, getting people to register to vote). Both of these examples have relatively immediate aims which can be measured in the short term, and are relatively straightforward to link changes in knowledge or action to the campaign.

However, objectives are often more ambitious, in that they are trying to change values or beliefs (reducing prejudice) or changing behaviour (giving up smoking). These longer-term aims cannot be measured in the standard campaign evaluation. An example of a campaign with long-term aims is the anti-smoking campaign, which BMRB has been tracking for 15 years. Once the message had been accepted, change occurred steadily across 20 years, until a hardcore of smokers remained; since the early 1990s, there has been little change in the prevalence of smoking, as Figure 5 illustrates.

The anti-smoking campaigns between 1992 and 1997 were reviewed to assess the effectiveness of mass communications. The findings were reported in the NHS/HDA 2000 publication, *A Breath of Fresh Air, Tackling Smoking Through the Media*⁶⁶ which concluded that the effect of mass-media campaigns was difficult to assess for a number of reasons.

Firstly: “...despite the political imperative for immediate results, it remains true that changes in social attitudes and behaviours such as smoking occur relatively slowly. This means that making judgements about the success or failure

65. National Social Marketing Centre (2006) ‘National Health-Related Campaigns Review, A Review of 11 National Campaigns.’ London: NMSC. p.116.

66. Health Development Agency (2000) ‘A Breath of Fresh Air, Tackling Smoking through the Media.’ London: HDA.

of a campaign based on early change (or lack of change) may be misleading.”⁶⁷

Secondly, it is important to recognise that mass media campaigns are only one aspect of effecting changes in behaviour – a wide range of social and economic measures also played a part, such as legislation and taxation.

Given these issues, proxy measures were used to assess how the campaign had been received. These included spontaneous recall, proven recall, recognition of the ads and message outtake, as well as thoughts and feelings about the campaign.

As the Health Education Board for Scotland (HEBS) stated in their 1999/2000 impact progress report: “Evaluation focuses on assessing public exposure to, awareness of and outtake from advertising and does not normally attempt to measure related behaviour change since causality is almost impossible to demonstrate. However in relation to anti-smoking advertising, experts have concluded that the balance of evidence suggests that such advertising does have a positive effect on consumption/behaviour.”⁶⁸

Ad recognition can be used as a measure of how well an ad stood out against others. Public sector campaigns often perform better than commercial campaigns, even those with higher levels of exposure. As Figure 6 illustrates, it is not uncommon for public sector ads to achieve high recognition scores (averaging 60 per

cent), even with relatively low budgets. This compares to average ad recognition of 49 per cent in the private sector, though this figure increases with spend.

In the past, public sector campaigns have benefited from a lack of competitors, making it easier to stand out. However as social marketing grows and the number of campaigns increases, this advantage is diminishing.

In addition to the absolute exposure or spend, attention needs to be paid to the patterns of media buying. Is it better to have heavier bursts or continuous drip-feeding of exposure? Analysis conducted by BMRB for HEBS suggested that, provided awareness reached around 80 per cent at the initial burst, awareness could be maintained with low or no exposure; however, if it did not initially reach these levels, then awareness dropped as exposure dropped (see Figures 7 and 8).

3.5.2 As with commercial campaigns, it is important to say something new

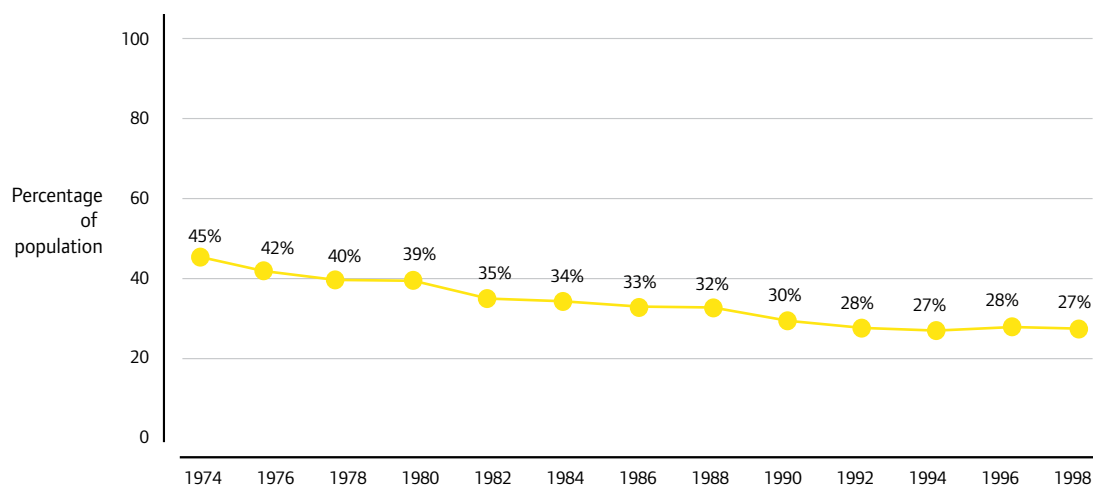
While recognition levels are linked to exposure, other factors also play their part. Ads which capture people’s attention and imagination, which they enjoy or which say something new, tend to fare better than one might expect given the level of exposure. Figure 9 shows the recognition figures for a well-received campaign. Comparing results with other ads in the same field, one can see it performed well, being recognised as much as others with greater spend.⁶⁹

67. Ibid. p.9.

68. Health Education Board for Scotland (2000) ‘Impact Progress Report 1998/99.’ Edinburgh: HEBS. For evidence on the latter point, see Action against Smoking and Health (1998) ‘Tobacco Explained.’ London: ASH.

69. Based on Millward Brown data (base 2241).

Figure 5: Smoking prevalence in Britain, 1974-1998



Source: ONS – General Household Survey.

The factors that make an ad stand out and achieve higher than expected recognition ratings vary from campaign to campaign. Longer ads are better recognised than shorter ads. ‘New news’ tends to capture people’s attention, while ads that people find confusing tend to fare worse than those they readily understand.

There are no hard and fast rules about styles of ads that work well. Celebrities can help improve ad recognition; some of the more successful public sector ads have used celebrities (including Gavin Hastings for HEBS and John Cleese for the anti-smoking campaign). As in the commercial sector, the celebrities need to be appropriate and fit the tone. Humour can be an appropriate way to soften the tone and avoid the image of an authoritarian government telling you what to do; again, it needs to be appropriate and it can become tired if people get fed up with the joke. As with other areas of campaign development, it all comes down to understanding the target audience, their motivations and barriers, and the manner through which they want to be communicated with.

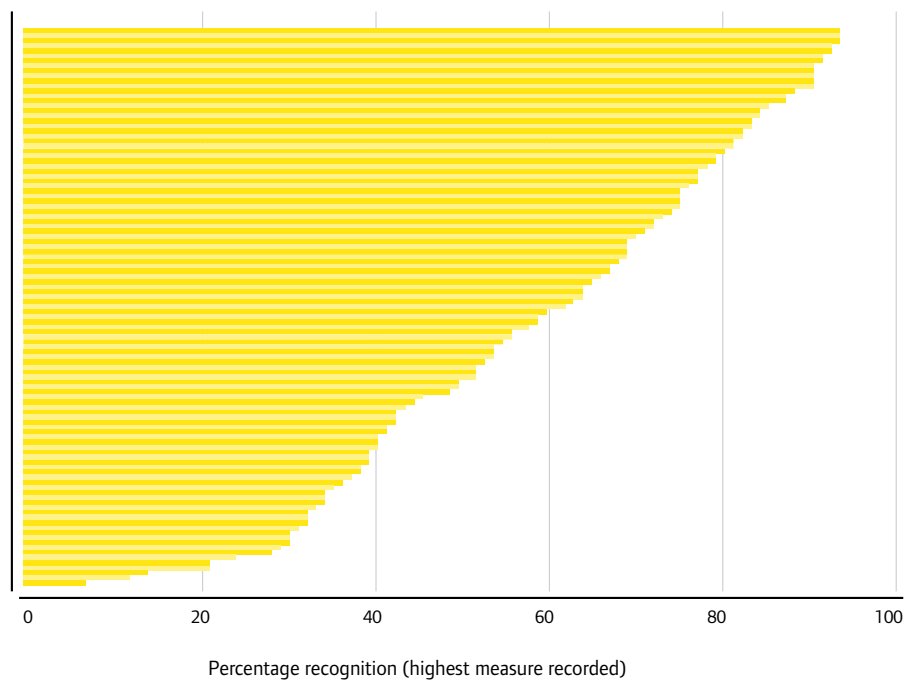
3.5.3 Effective ads need to be integrated into effective campaigns

Ads should be seen within the context of the whole campaign. Those that are clearly part of a wider campaign benefit from the support from different media, PR or other campaign strands; they tend to have higher awareness levels, but people need to be able to link the elements for the wider strands to help with the message.

HEBS recognised the value of an integrated campaign and took care to link the various elements through message, tone, visual style and strapline. The THINK brand links not only the Department for Transport’s various road safety strands, it also provides an umbrella brand for local agencies to use for their own activity, helping to promote a consistent message. In this way local initiatives benefit from awareness of the more expensive national campaign, maximising the impact of their smaller budgets.

Having a number of different executions, while allowing a number of different messages to be put out, can cause confusion. Therefore, it is usually preferable to have fewer ads

Figure 6: Prompted recognition of TV ads – public sector campaigns



This graph illustrates the prompted recognition of 116 public sector campaign ads evaluated by BMRB. Each bar represents the recognition for a single ad. The mean recognition is 60 per cent.

Source: BMRB.

with a higher exposure, clearly linked as one integrated campaign.

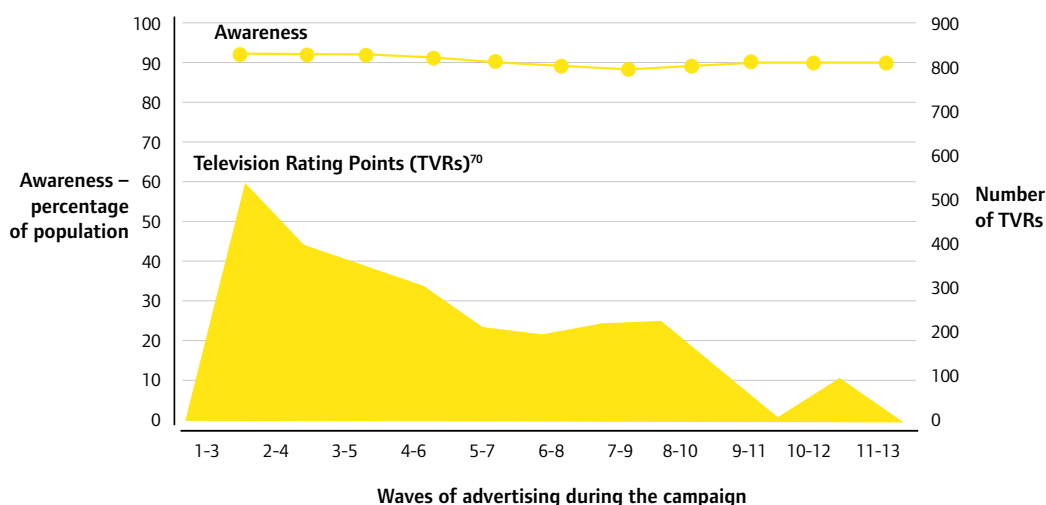
3.5.4 Supportive tone of voice is often important in public campaigns

There is more to creating an integrated campaign than simply using a common logo or slogan. It is important to have a consistent and appropriate tone of voice. This tone is particularly important for public sector campaigns where there is a danger of being seen to hector people. In health promotion,

including anti-smoking drives, there is a long-running debate about the relative value of shock tactics and a more supportive tone.

The Health Education Authority concluded that a hard-hitting message was necessary to cut through in a noisy environment, but a supportive tone was more effective at changing behaviour as people were less likely to reject a supportive message. So, they focussed on campaigns with impact but tempered them with humour (the John Cleese campaign – one

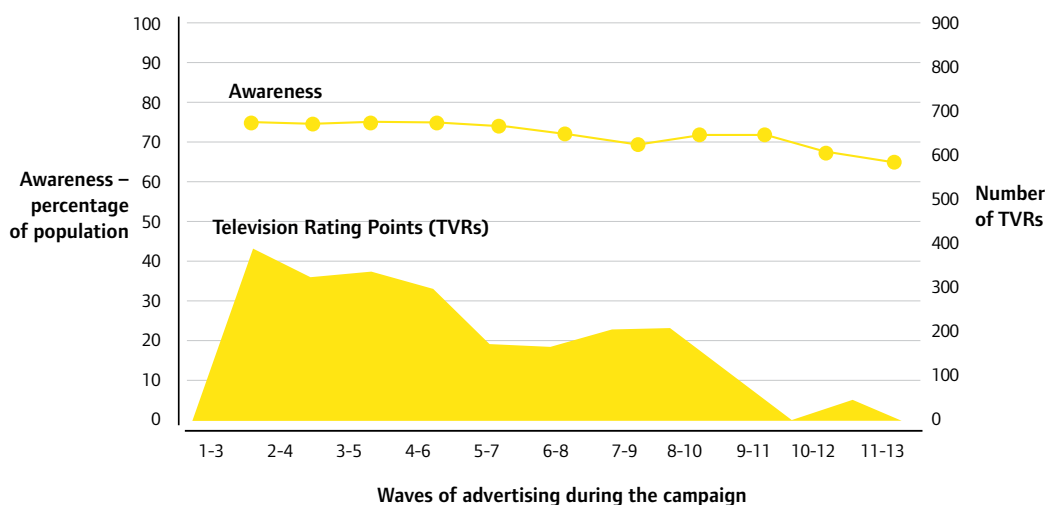
Figure 7: Recognition of Gavin Hastings ad for HEBS



70. One TVR represents reaching 1 per cent of the population with one 30 second advertisement. The TVRs in most of the periods of the campaigns ('waves') sum to more than 100 because there are multiple viewings of the same advertisement during each period.

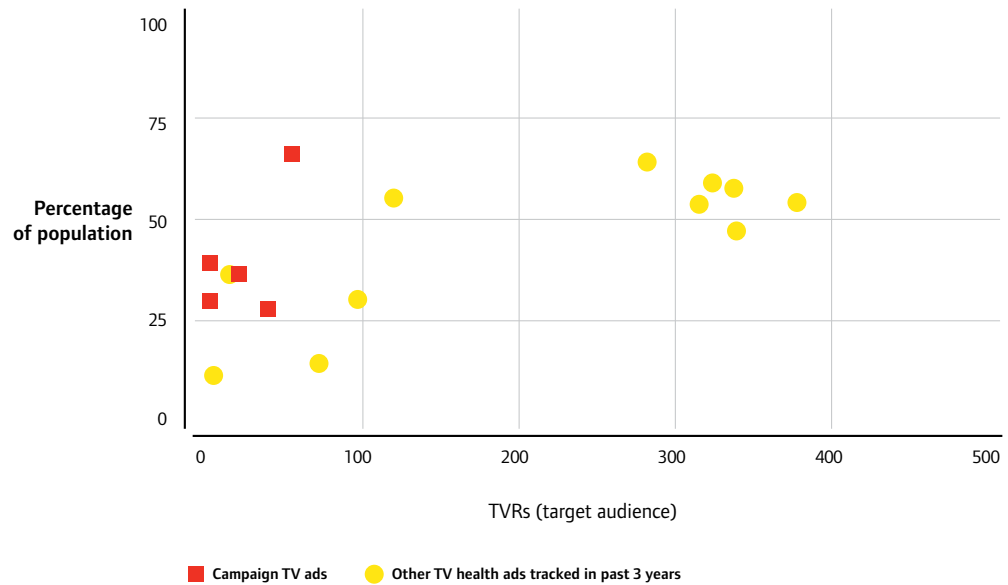
Source: BMRB – HEBS Annual Review.

Figure 8: Recognition of Lifesavers ad



Source: BMRB – HEBS Annual Review.

Figure 9: Recognition of campaign TV ads



Source: BMRB.

of the most successful smoking campaigns run by the HEA) and testimonials (where people tell their own stories about how they got ill through smoking – an approach used over the last decade). Both these approaches proved more effective than the less emotive ‘Break Free’ campaign in 1996 which research found to be ‘inoffensive’, ‘soft’ and ‘bland’, and did not show high awareness, as Figures 10 and 11 illustrate.

Similarly HEBS found from qualitative research that people saw them as being on their side and a friendly source of advice and help rather than a ‘white coat telling you what to do’.

The importance of tone is particularly important with young people. Hence the FRANK campaign created a brand character with whom you could talk (‘Talk to Frank’ was used in all the communications including the website address, talktofrank.com). HEBS urged young people to ‘Think about it’ and make their own decisions, rather than telling them what to do. The tone is described by HEBS as ‘gutsy, empowering, non-critical and non-finger-wagging’. This strategy was effective with research showing that both campaigns were well received by this notoriously hard to reach group.

3.5.5 The message must be relevant and be related to opportunities to change behaviour

While the communicator’s tone of voice matters, the message is equally important. Research helps to identify where people are, their real life needs, what would motivate them to make a change in their behaviour and any barriers. This all helps to develop the motivating proposition which will become the message of the campaign. Demonstrating that you know where people are coming from and understanding their everyday lives makes people more open to the message. It is also useful to use theories of behaviour change to understand where people stand within that process to tailor the message accordingly. So making people’s needs the starting point from which to develop the appropriate tone and message is likely to be more effective than simply putting out information and expecting people to take notice and act on the knowledge.

Communications that are opportunity-orientated, looking at different motivators for action, can be very effective. For example, a healthy eating campaign focused on the opportunity for a family to communicate if they eat together, rather than the fact that people tend to eat healthier foods if they eat communal meals instead of eating on the run.

Figure 10: Impact of tone of voice on awareness – Awareness of smoking campaigns – spontaneous awareness

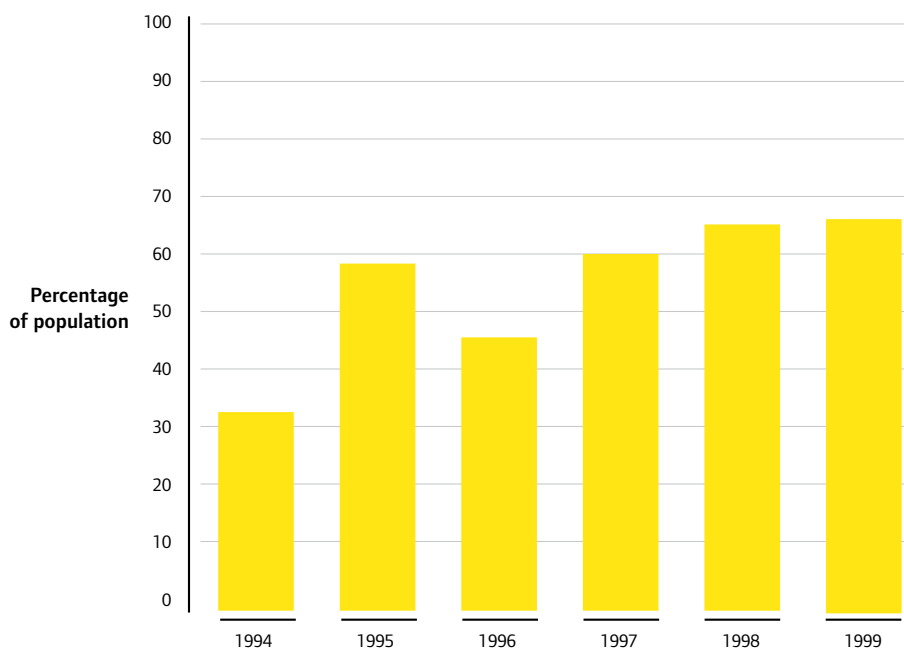
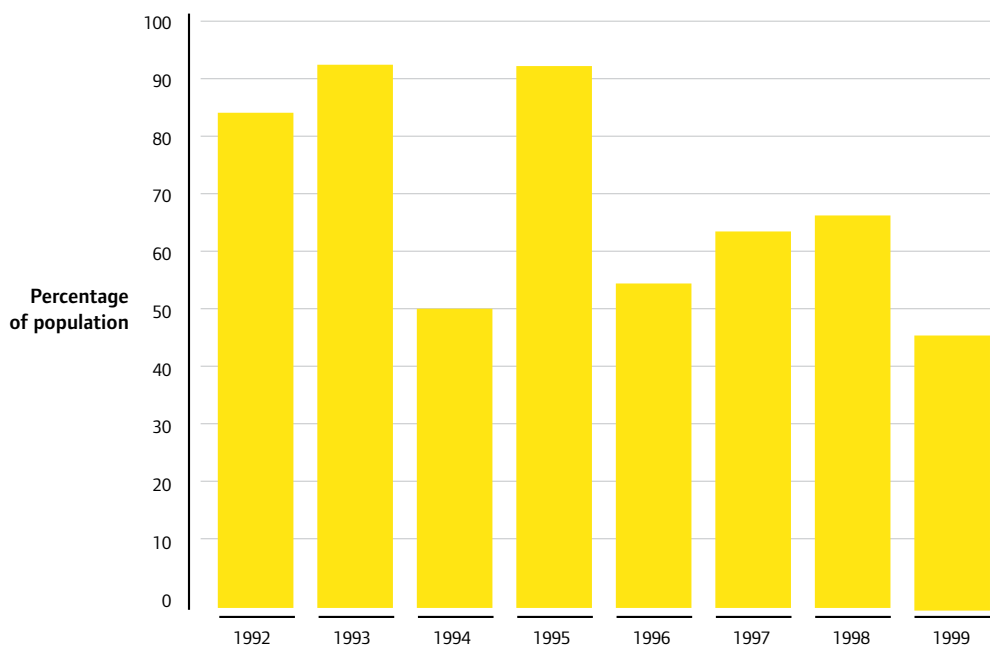


Figure 11: Impact of tone of voice on awareness – Awareness of smoking campaigns – prompted awareness



71. Health Development Agency (2000) 'A Breath of Fresh Air, Tackling Smoking through the Media.' London: HDA.

Source: Health Development Agency.⁷¹

And a physical activity campaign emphasised the immediate benefit in improved sleep rather than better cardiovascular health which is the larger but longer-term benefit. A smoking campaign which emphasised the amount of money saved in a year if you give up smoking,

rather than the health benefits, was particularly well received (reaching prompted recognition levels of 84 per cent after initial exposure compared to recognition levels of 54-76 per cent achieved by other 'top tips' ads in the series, despite lower levels of exposure).

As we have seen, segmentation allows one to tailor the message, choose the appropriate tone, find motivating propositions, address barriers to change and identify where people are in the process of behaviour change. Segmentation based on demographics, attitudes and behaviours helps not only to identify the key groups to whom a campaign should be aimed, but also to understand how to tailor the approach to those groups.

However, if progress among the target group is to be tracked, thought should be given to how the segment is defined. If it is too complex to recreate, it may not be practicable to reproduce it in regular surveys. It may be valuable to identify a simpler version which broadly represents the target group for tracking purposes – for instance, The Life Values segmentation developed by BMRB and Millward Brown is based on the answers to twelve attitudinal statements.

3.5.6 Public campaigns often have the added requirement to shift not just individual behaviours but broader social attitudes

Most public sector campaigns aim to change societal attitudes as well as individual behaviours; the balance between the two depends on the task in hand. Where barriers to change include societal norms – such as drink driving – campaigns need to make disapproval of those norms the new socially acceptable behaviour. Similarly, concern about the environment needs to be seen as normal rather than the preserve of a committed minority.

However, this takes time, as Figures 12 and 13 illustrate.

Mass media are often used primarily as the tool with which to affect change in society as a whole, while local interventions are the focus of individual behaviour change.

HEBS placed its mass media activity within its strategic goal of influencing culture and individual knowhow. While the ultimate goal was to improve the health of Scottish people, the immediate aim of its mass media advertising was to develop a pro-health culture to help support other initiatives. However, as discussed earlier, the long-term nature of such change and the difficulties of direct attribution meant that immediate impacts such as awareness reaction and message outtake were used as proxy measures of success (see Figure 14 for a summary of outputs, impacts and outcomes).

Parallels can be drawn with the commercial world where mass media are the vehicle used to build and maintain brands, while other elements including point of sale activity prompt purchases.

Overall, there are seven main lessons from this analysis of public campaigns:

1. Clarity and simplicity: make it abundantly clear and meaningful to the viewer what s/he should do differently as a result of the communication (the equivalent to demonstrating a clear product benefit in a packaged goods advertisement).
2. Synergy: ensure the campaign clearly complements other forms of activity. In both examples, the communication and regulation or enforcement activity combined to create success.
3. Emotional and rational content: engage as well as educate. Creative development should acknowledge and play to the emotions, thus provoking a powerful reaction – whilst still providing a rational hook.
4. Scale: ensure the scale of activity is realistic for the task at hand. Both campaigns highlighted here were well-defined and well-resourced.
5. Communications shape: ensure the timing of the communications activity is relevant to the activity at hand. For instance, the drink drive campaign was timed to coincide with road-death peaks.
6. Consumer insight: understand the barriers that make it difficult for people to engage in new behaviours. In the drink driving campaign, this was the insight that consuming *any* alcohol created psychological barriers to adopting the desired behaviour.
7. Action focus: empower people to take actions to address the issue at hand. The vehicle crime initiative moved people from seeing car crime as a necessary evil, beyond their control, to something for which they could take responsibility.

Figure 12: Changes in attitudes to drink driving 2000-2007 – THINK campaign

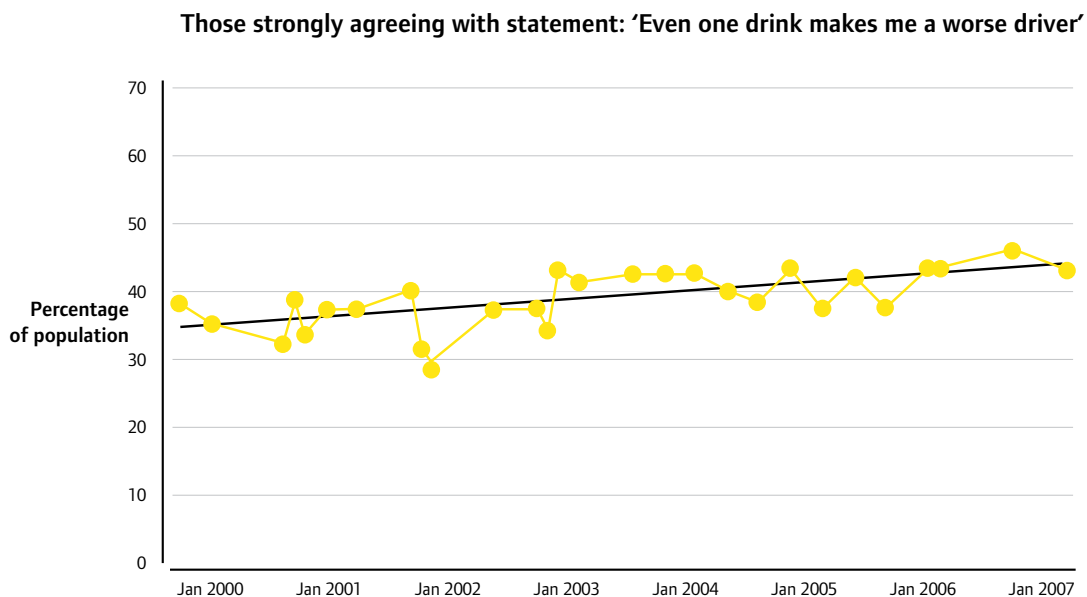
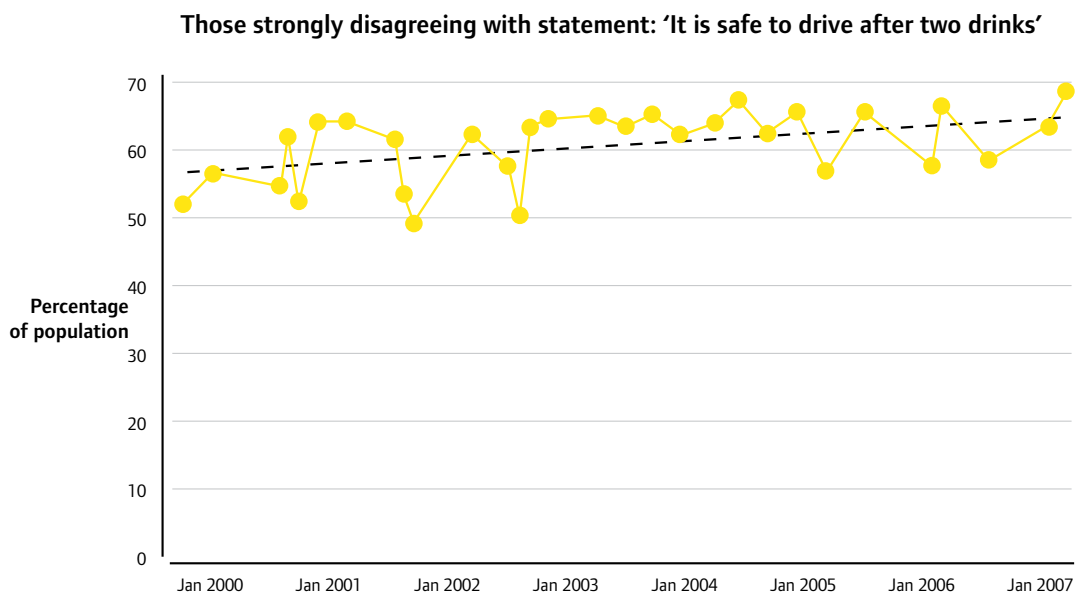
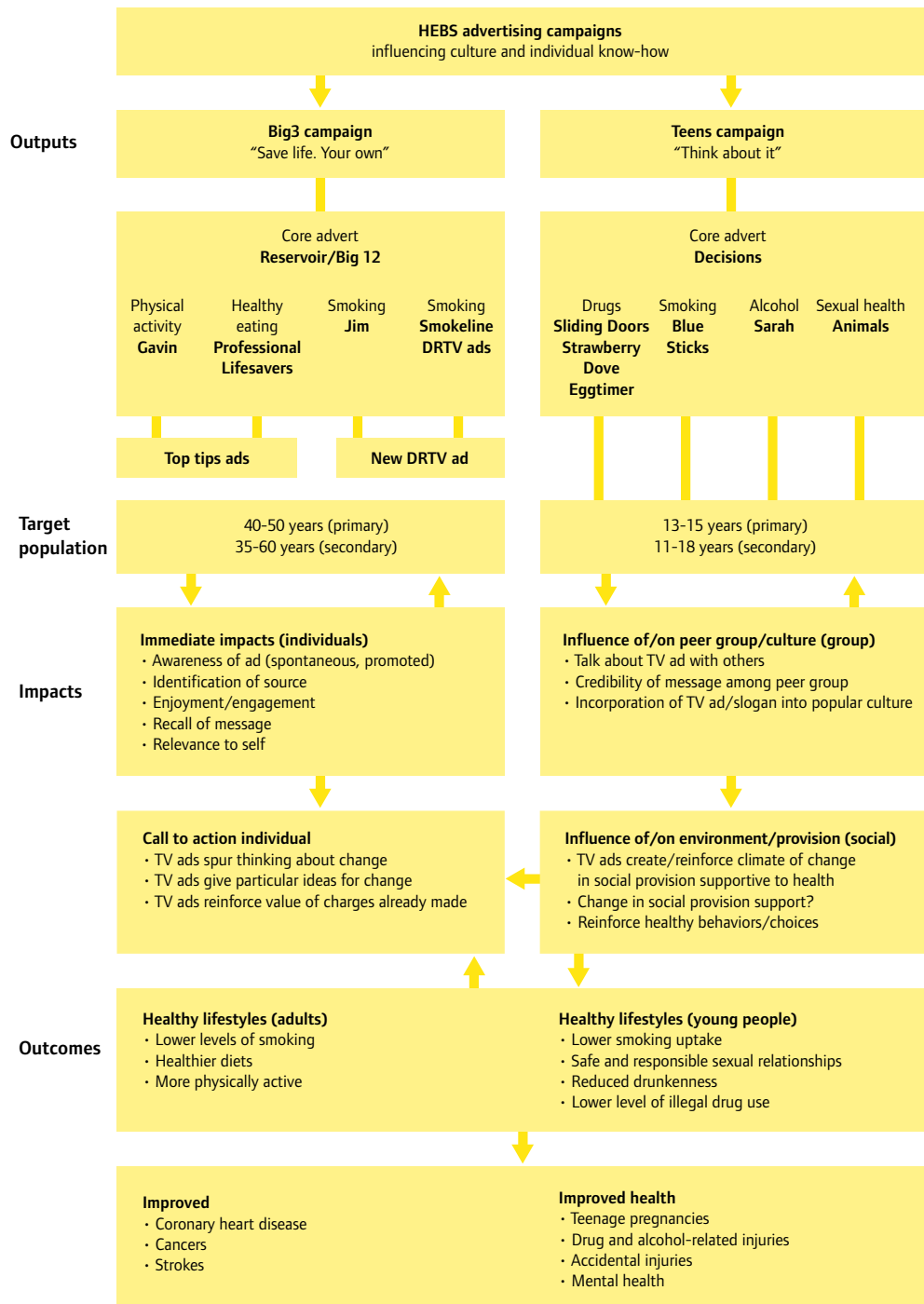


Figure 13: Changes in attitudes to drink driving 2000-2007 – THINK campaign



Source: TNS/BMRB.

Figure 14: HEBS advertising campaigns – outputs, impacts and outcomes



Source: HEBS Impact Progress Report 1999-2000.

Part 4: Future campaigns should embrace a new set of positive principles to influence behaviour change

4.1 Recent campaigns have struggled to change behaviour because they have neglected the importance of opportunities and the power of positive emotions in responding to climate change

4.1.1 Bridging the behaviour gap requires that campaigns emphasise opportunities and positive messages

Whilst communications efforts are still needed to highlight deeper knowledge of climate change – and particularly to cement the link between individual actions and wider impacts – behavioural change is now the primary communication challenge. There is clear evidence of an ‘intention-behaviour’ gap, with individuals specifying many barriers to action, despite a stated willingness to act.

Through our review we have established the case for taking a social marketing approach to enable people to adopt low-carbon behaviours. However, it will not be as easy as with other types of behaviour change campaigns, such as government-led health-related campaigns. In health interventions, there is a relatively strong element of direct self-interest that can be used as the basis of campaigns, since the benefits will principally accrue to individuals and their families. For environmental campaigns, the benefits are less personal, less clear-cut and over a very long timescale, all of which are likely to reduce the audience’s motivation to engage.

To overcome this, it is important that action on climate is seen as:

- Normal and not miserable: actions need to be seen as emotionally positive. A route that

creates guilt or other negative feelings is unlikely to work.

- Realistic: they need to focus on what actions individuals can take today.
- Fair: actions need to be seen as equitable across society. Government and business must be seen to do their bit.
- Opportunity-orientated: reasons to act don’t always have to be about climate change – a less consumption-intensive lifestyle can be marketed as an increase in overall quality of life, saving money or downshifting.

4.1.2 However, some recent campaigns appear to have missed the mark

From this analysis, it is clear why some current campaigns have not yet managed to bridge the behaviour gap.

In particular, they have neglected emotionally positive messages. Instead, as has been emphasised throughout, communications regarding climate change need to work at both a rational and an emotional level. The emotional side needs to be employed to make individuals feel positive, for example, by illustrating the benefit of a product or the feelings gained from aspects of (more environmentally responsible) behaviour. Communications need to work not just by converting people, but by making them feel good by reinforcing behaviours, hence ensuring longer-term impact. Engagement is as important as education.

Secondly, while some current campaigns have focused on small, realistic actions (turning off appliances when they are not in use, driving more smoothly to use less fuel, recycling cans),

there may be some scepticism about whether such actions will really have a larger impact. In this way, as evidenced in the analysis of public campaigns, these campaigns may struggle to achieve the equivalent impact to demonstrating a clear product benefit in a commercial packaged goods ad. A major challenge is then for climate change campaigns to empower people to take actions to address the issue at hand, in the same way that the vehicle crime campaign cited in Section 3 moved people from seeing car crime as a necessary evil beyond their control, to something for which they could take responsibility.

To achieve this, it is crucial to use consumer insight to understand the barriers that make it difficult for people to engage in new behaviours. In the drink driving campaign, it was the insight that consuming any alcohol created psychological barriers to adopting the desired behaviour.

Other recommendations derived from analysing public campaigns relate to the planning and resourcing of campaigns, in particular to ensure that the scale of activity is appropriately defined and resourced to achieve the stated aims, and to ensure that the timing of the communications activity is suitable (for instance, the drink drive campaign was timed to coincide with road-death peaks).

Thirdly, while many current campaigns often place an emphasis on 'we' (as in 'we all need to act'), they do not tend to make explicit references to equity, including government and industry acting alongside individuals. This may induce scepticism or cynicism on behalf of audiences. As evidenced in the analysis of public campaigns, synergy is important; campaigns need to clearly complement other forms of activity. In both of the public campaign examples cited, the communication and regulation or enforcement activity combined to create success.

Finally, current campaigns have largely neglected to promote the opportunities that could be associated with responding to climate change (for instance, a less consumption-intensive lifestyle could be marketed as an increase in overall quality of life, saving money or downshifting). This relates back to the first point about the relative absence of emotionally positive messages in current campaigns, but also that campaign propositions need to be perceived by individuals as meeting their needs or wants (again, reinforcing the importance of a proper understanding of market segments and

their underlying motivations). Such approaches would also represent a new angle rather than using already familiar language and concepts.

4.2 We need a new set of core principles for future public campaigns: the 7Cs

We have a better understanding of the communications process, as a result of the quantitative review, the IPA case studies and our in-depth analysis of public sector campaign evaluations. A remarkable consistency emerges on the factors underpinning effectiveness, which should form the core principles of future campaigns. These are the 7Cs:

1. Clarity of the proposition: it is clear what you are asking people to do as a result of the communication.
2. Compelling message: your communication works at a rational and emotional level.
3. Connection to the issues: they are perceived to be relevant to people's everyday lives.
4. Creativity: you challenge perceptions by saying something new.
5. Communications mix and shape: your media planning is integrated, timely and effective.
6. Consistency: your message is reinforced through wider communication and policy activities.
7. Confidence to act: you use customer segmentation as an approximation of the marketplace. You act when the insight is good enough.

Whilst using the 7Cs will not guarantee success, adopting them will significantly increase future campaigns' chances of encouraging people to make a positive contribution towards responding to the challenge of climate change.

4.3 Whatever the brilliance of the advertising, the 'product' has to deliver

There is, of course, a broader context here. As noted, people's perceptions of broader fairness and equity of effort are important for them to take individual action. Efforts to encourage mass behaviour change need to be

credible within a wider agenda for action by government and industry.

The Climate Change Bill, currently before Parliament, presents a clear set of targets for the UK to reduce carbon emissions year-on-year. As has always been recognised by Government, individual behaviour change will be crucial in meeting these targets. Low-carbon living will require not only new technologies, but new social organisations and social relationships.

However, at the moment, the UK's regulatory and policy environment provides little help for a wider range of low-carbon innovations. Specifically, policy interventions tend to treat technological innovation and behavioural change as distinct alternatives.⁷² Different government departments such as the Department for Business, Enterprise and Regulatory Reform (BERR), the Department for Innovation, Universities and Skills (DIUS), and Defra may put more emphasis on one or the other. But successful innovation embraces a complex mixture of technical and social elements. Radical change is unlikely to be achieved through just one or the other.

Moving to a low-carbon society and economy will require a broader commitment for social and technological change, supported and driven by a clear policy framework. This will require far stronger linkages between, for example, energy policy and innovation policy, and a more active management of energy markets – both of which challenge the policy status quo.⁷³

72. As argued in Steward, F. (2008) 'Breaking the Boundaries, Transformative Innovation for the Global Good.' London: NESTA.

73. A point made in National Endowment for Science, Technology and the Arts (2007) 'The Disruptors, Lessons for Low-carbon Innovation from the New Wave of Environmental Pioneers.' London: NESTA.

Appendix 1: Some conceptual differences between social and commercial marketing

As with commercial marketing, social marketing uses market research information to develop a marketing 'mix' of variables that can be adjusted to win over customers. In commercial marketing the mix is usually known as the "Four Ps" of product, price, place (or distribution) and promotion. Social marketing requires a similar mix, but one which adapts the variables to suit a social context like climate change :

- **Propositions instead of products**

Although social marketing campaigns can focus on the promotion of a particular product or service, their main focus is on promoting a particular proposition. So with climate change, propositions already being put to consumers include: 'wash clothes at 30°', 'recycle' or 'don't leave appliances on standby'. Embedded within virtually all these propositions is a specific behaviour or set of behaviours that the social marketer wants individuals to adopt and continue. One simple proposition that has been the focus of social marketing campaigns in countries including Australia, Denmark and Canada is that 'cycling (or walking) instead of driving is good for you and good for the planet'. Such campaigns seek to move people away from an energy-intensive form of consumption, to more sustainable behaviour that meets the same need.

- **Accessibility instead of place**

Since social marketing is not generally based around physical products, 'distribution' or 'place' issues become less relevant. Social marketing is more like services marketing in that the key issue is accessibility. And in the context of promoting climate-aware behaviour, access to alternatives is important, whether to alternative means of achieving

satisfaction (such as more convenient public transport) or information or expertise that helps to reduce CO2 emissions. So, in a cycle promotion campaign, appropriate cycling routes and route information, access to bikes, secure bike parking and bike maintenance services will all be important if it is to be successful. In the Australian states of Victoria and Western Australia, their TravelSmart social marketing campaigns to reduce car journeys used survey data to identify households potentially interested in cycling as a transport alternative. They provided them with cycling route maps and other information to make cycling more accessible and practicable. In the pilot city of Perth, this led to a 90 per cent increase in cycling during the first year.⁷⁴ Such campaigns also saw bike purchases outstrip new car sales in Australia during 2006.

- **Costs of involvement instead of price**

In most social marketing interventions, the 'costs' of changing behaviour are not generally financial (although a financial cost could be involved). Costs are more likely to involve time and effort, or overcoming psychological barriers to change. Costs are broader than economic prices; as a concept, it has much in common with economics transaction cost theory. So when encouraging people to cycle rather than drive, this could be achieved by raising the costs of driving through congestion charging or parking restrictions. It could also be achieved by providing incentives that reduce the financial or psychological costs involved in cycling. The Bike Bus'ters social marketing campaign in the Danish city of Århus provided participants with a free bike (worth 4,000 Danish kroner, or £425) for one year, with the option to buy it for only 1,000

74. Armstrong, R. (2002) 'TravelSmart®: Helping to Create a More Sustainable WA by Empowering People to Use Alternatives to the Car for their Transport Needs.' Available at: www.sustainability.dpc.wa.gov.au/CaseStudies/travelsmart/travelsmartprint.htm

kroner (£106) at the end of the year. The research conducted within the Bike Smarts programme aimed at encouraging children to cycle in British Columbia found that parents' fears of the risks of cycling were preventing children from riding bikes. As a result, cars continued to be used for short local journeys, including to school. The programme successfully tackled this by stressing its safety orientation. Parents were encouraged to become involved and see their children's cycling skills; this reduced the perceived risks and psychological 'costs' of allowing their children to cycle.

- **Social communication instead of promotion**

Although social marketing may have superseded social communication (or social education) as a means to achieve social change, it has also subsumed social communication within a broader approach. So, just as commercial marketers communicate to promote the trial, adoption, identification with and regular purchase of their products, social marketers communicate to promote the acceptance, adoption and maintenance of a particular social proposition or behaviour. To complete cycling promotion examples, the Århus Bike Bus'ters used many conventional marketing communication tools including flyers, a launch event and a regular magazine for participants. But less conventionally, and more interactively, participants were asked to sign a contract, which committed them to reduce their car use as much as possible and to cycle or use public transport instead.

This adapted social marketing mix is more orientated towards the consumer than the conventional commercial mix model. Instead of product, price, place and promotion, the adapted mix considers the costs of involvement, accessibility and communication with the consumer instead.

Appendix 2: Segmentation approaches for climate behaviour change

Over the past ten years there have been a variety of attempts by academic and commercial researchers to segment consumers according to their environmental concerns or behaviours, including:

- ENCAMS' Geographic Model.
- ENCAMS' Waste segmentation.
- COI Synthesis Segmentation model.
- Mosaic.
- EST Consumer Segmentation model.
- Stewart Barr's Sustainable Lifestyles Cluster Model.
- Jillian Anable's Car Traveller Typology model.
- NCC Shades of Green segmentation model.
- Co-op Bank's Ethical Consumers segmentation model.

Most of these early approaches relate to a specific behavioural domain (such as waste, recycling or car use) with relatively few being cross-behavioural. More recent segmentation approaches have focused specifically on responses to climate change.

Although segmentation by basic demographic data has generally been ineffective in practice, with research producing inconsistent and contradictory findings, it is worth noting that the *Bad Habits/Hard Choices* survey found a significant difference between the concerns and behaviours of young and old consumers. The researchers concluded that these groups will need tailored strategies to help them to move towards sustainable consumption.

Barr et al.'s⁷⁵ analysis for Defra also provided insights into the motivating factors and barriers linked to particular segments.

75. Department for Environment, Food and Rural Affairs (2006) 'Behaviour Change: A Series of Practical Guides for Policy-Makers and Practitioners. Number 2. Targeting Specific Lifestyle Groups.' Prepared by University of Exeter. London: Defra.

Table 2: Defra environmental segmentation – motivators and barriers

Motivators	Applicable to segment
Awareness, understanding, knowledge	Greens; Consumers with a Conscience; Wastage Focused; Currently Constrained
Belief behaviour is legal requirement	Wastage Focused; Basic Contributors; Currently Constrained
Already an interest/hobby	Greens; Consumers with a Conscience; Wastage Focused; Currently Constrained
Higher quality products	Consumers with a Conscience
Maintains personal integrity (identity)	Greens; Consumers with a Conscience; Wastage Focused; Currently Constrained
Peer pressure	Consumers with a Conscience; Basic Contributors
Family values and behaviours	Greens; Consumers with a Conscience
Desire to avoid waste	Greens; Wastage Focused

Barriers	Applicable to segment
Extra time commitment	Basic Contributors; Currently Constrained
Lack of opportunity	Basic Contributors; Currently Constrained
Lack of availability	Basic Contributors
Negative green stereotypes	Wastage Focused; Basic Contributors; Long Term Restricted
Behaviour/product is 'uncool'	Consumers with a Conscience; Basic Contributors
Individual deserves some gratification/indulgence	Greens; Consumers with a Conscience; Basic Contributors
Pride associated with using second hand	Basic Contributors; Long Term Restricted

76. Accountability and Consumers International (2007) 'What Assures Consumers about Climate Change.' London: Consumers International.

Source: HEBS Impact Progress Report 1999-2000.

Another segmentation based on a cross-referencing of consumers' concern about climate change – and their level of action in response – was produced in a 2007 *AccountAbility/Consumers International study*.⁷⁶ It produced four segments (Figure 15).

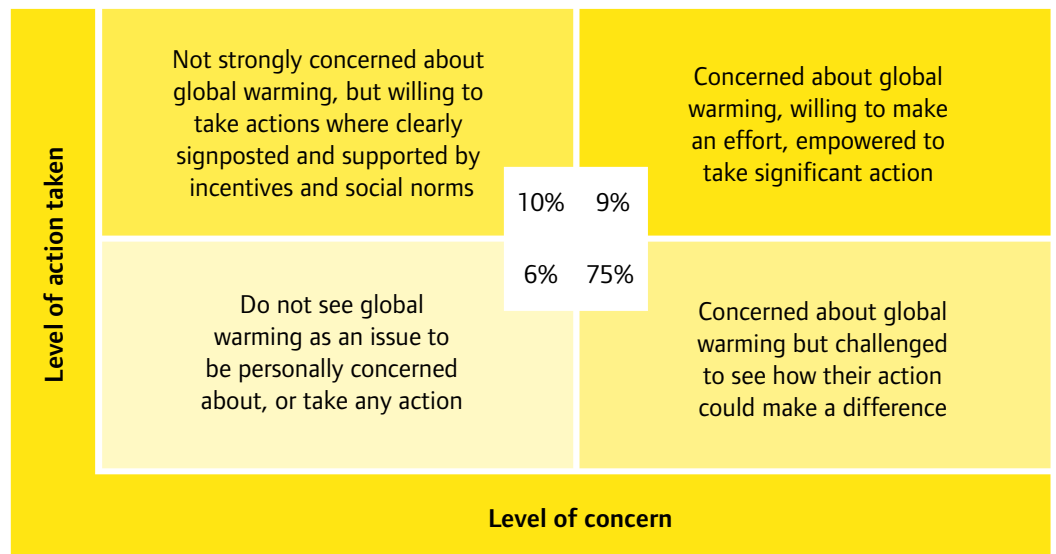
This suggests that a two-pronged strategy is needed that (a) helps the 75 per cent of consumers who are concerned but not fully active to understand what they can do and how it can make a difference; and (b) reinforces the behaviour of those currently doing the right thing but perhaps not convinced by climate change as an issue, by providing incentives and reinforcements to maintain and consolidate their behaviour.

Case study – Are You Doing Your Bit?

To illustrate how segmentation works within a communication campaign, we set out below research from our evaluation of the Are You Doing Your Bit? campaign run by the former Department of Environment, Transport and the Regions (DETR).

The exploratory research examined where people were on the stages of change model for various environmental behaviours, and considered whether local or global impacts would be most motivating, as well as barriers to change (Figure 16). This research would feed into further development of the campaign.

Figure 15: AccountAbility environmental segmentation



Source: AccountAbility and Consumers International 2007.

Figure 16: Stages of Change model

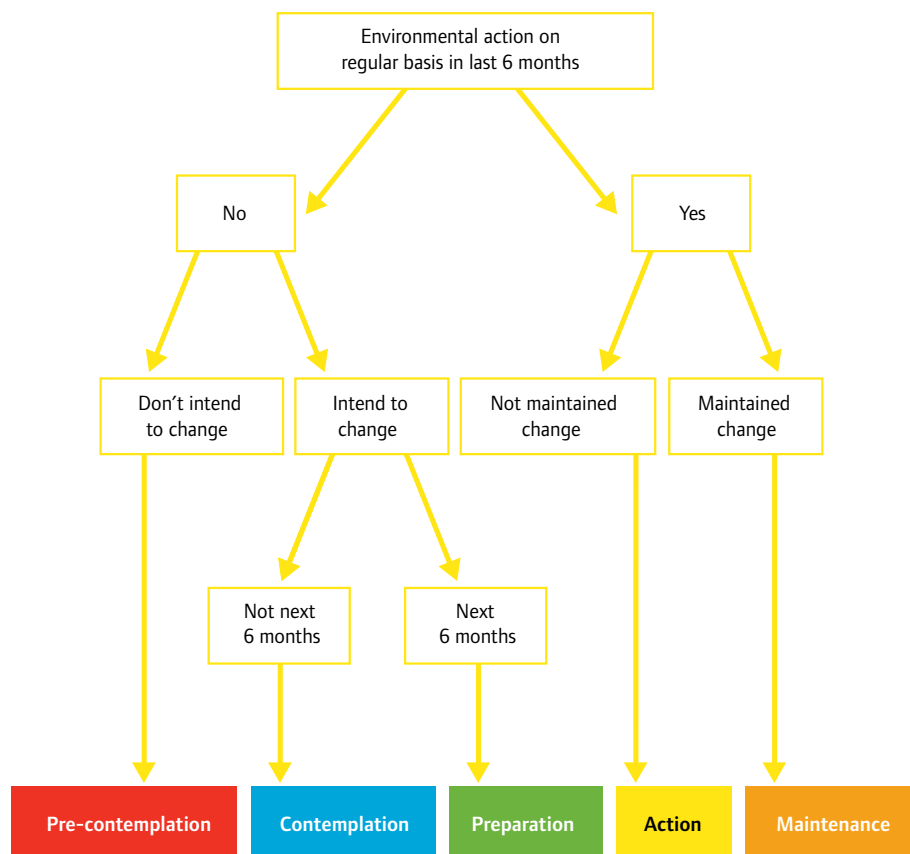


Figure 17: Needs at different stages

Pre-contemplation	Contemplation	Preparation	Action	Maintenance
<p>Need to convince of relevance and importance of action</p> <p>Role for education, target when young</p> <p>Long-term win</p>	<p>Need to instill a sense of urgency</p> <p>Stress importance and benefits of actions – possibly ‘new news’</p> <p>Medium-term win</p>	<p>Need to persuade them to have a go</p> <p>Could use handy hints or unthought of benefits</p> <p>Short-term win</p>	<p>Possible cycle of failure – danger of return to pre-contemplation</p> <p>Encourage – it’s easy, try again</p> <p>Short-term win</p>	<p>Need to keep people in maintenance – danger of relapse</p> <p>Good news – effects achieved</p> <p>Continued support and advice</p> <p>Maintain status quo</p>
Long-term goal	Short- to medium-term goal			Long-term goal

We defined people’s position in the model by asking a series of questions about what they currently did and whether they intended to change their behaviour. Areas covered ranged from recycling to transport usage.

Underlying this classification was the belief that people at different stages have different needs, which should be reflected in the communication. These are summarised in Figure 17.

We segmented the population by their attitudes to a number of behaviours. We found, for example, that a majority already didn’t leave the TV on standby – with most others

ready to stop doing so. On the other hand, only a minority used public transport instead of the car and two thirds of people did not do so nor did they plan to do so in the future.

Moving people along the different stages requires us to understand the barriers to change. An interesting point to emerge from the research was that people did not feel personally powerless, or too distant from the problem. Nor did they generally deny personal responsibility. Rather they saw the need for the action to be on a large scale and for the relevant systems to be in place to support these actions – be it good council recycling facilities or reliable public transport.

Figure 18: Stages of change for non transport-related behaviours

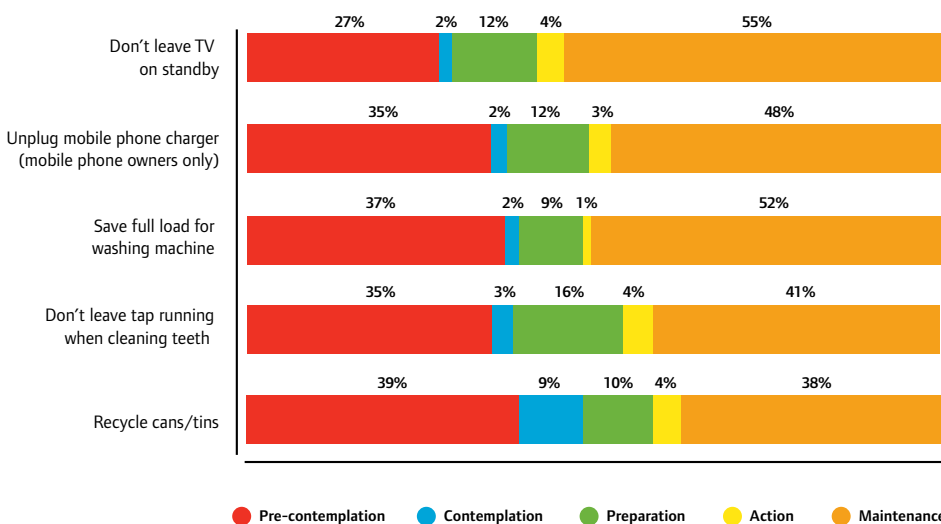
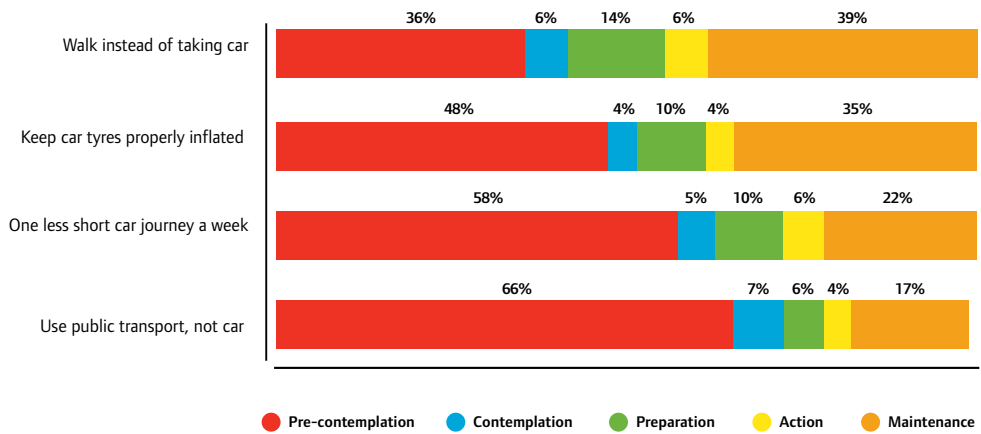


Figure 19: Stages of change for transport-related behaviours



The research showed people can be open to changing one behaviour but not others. Figure 21 shows how half of car users who are not contemplating making one less short car journey a week are ready to switch the TV off or use the washing machine more efficiently. They are even carrying out some other environmentally friendly transport-related actions, with a quarter walking sometimes instead of taking the car and one in six using public transport.

This means that it is very important to target individual behaviours and to look carefully

at barriers for that particular behaviour when formulating an approach.

As well as identifying the barriers to change, the research looked at what might be the most motivating propositions, and whether personal or community benefits work best.

People were shown a number of 'paired benefits' and asked which would be most likely to encourage them to change. The results are summarised in Figure 22. The chart shows the mean score among all respondents (where 3.5 is the mid-point where both are equally

Figure 20: Barriers to change

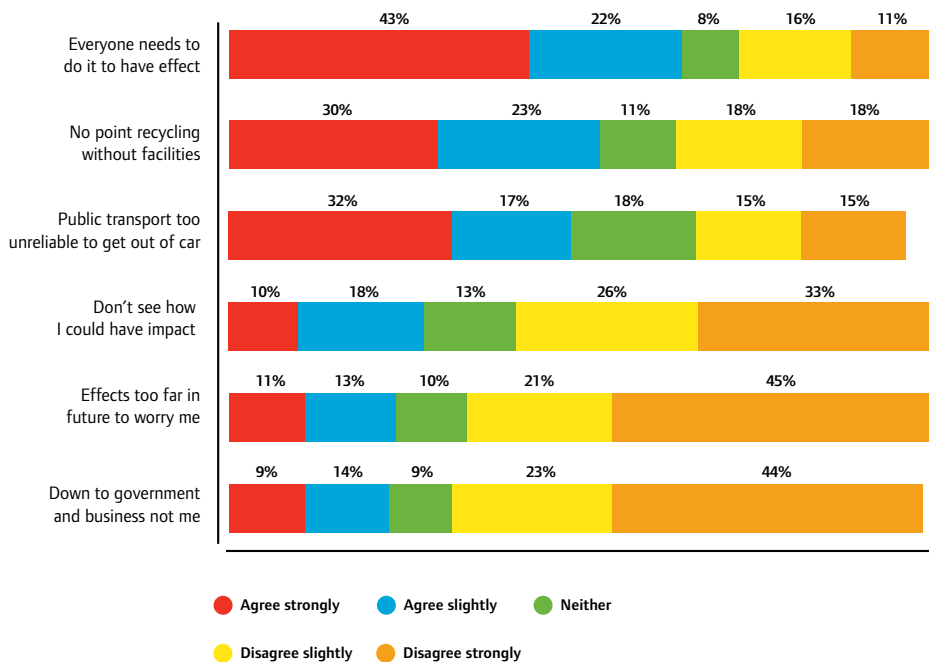
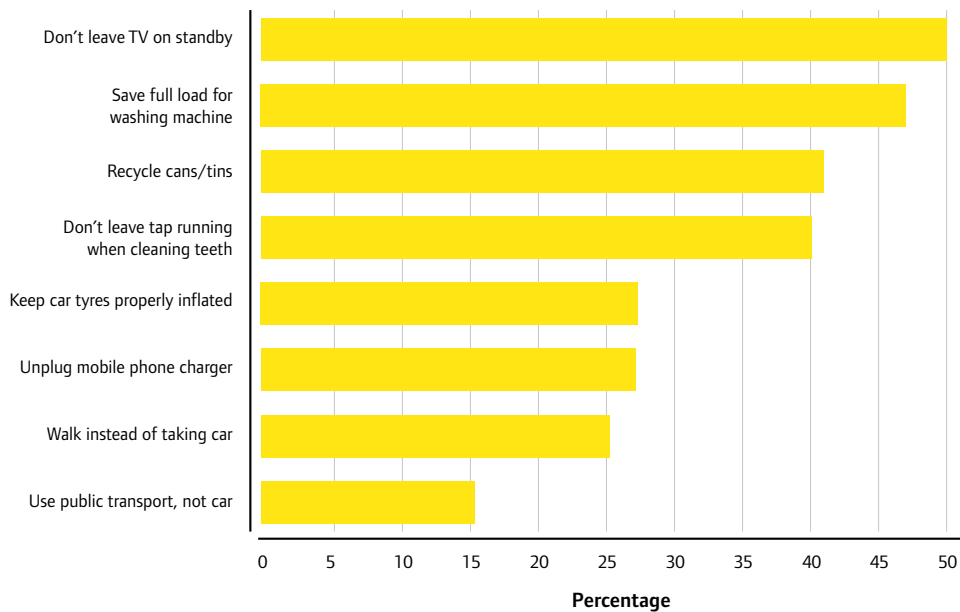


Figure 21: Short journey pre-contemplators – other maintained behaviours



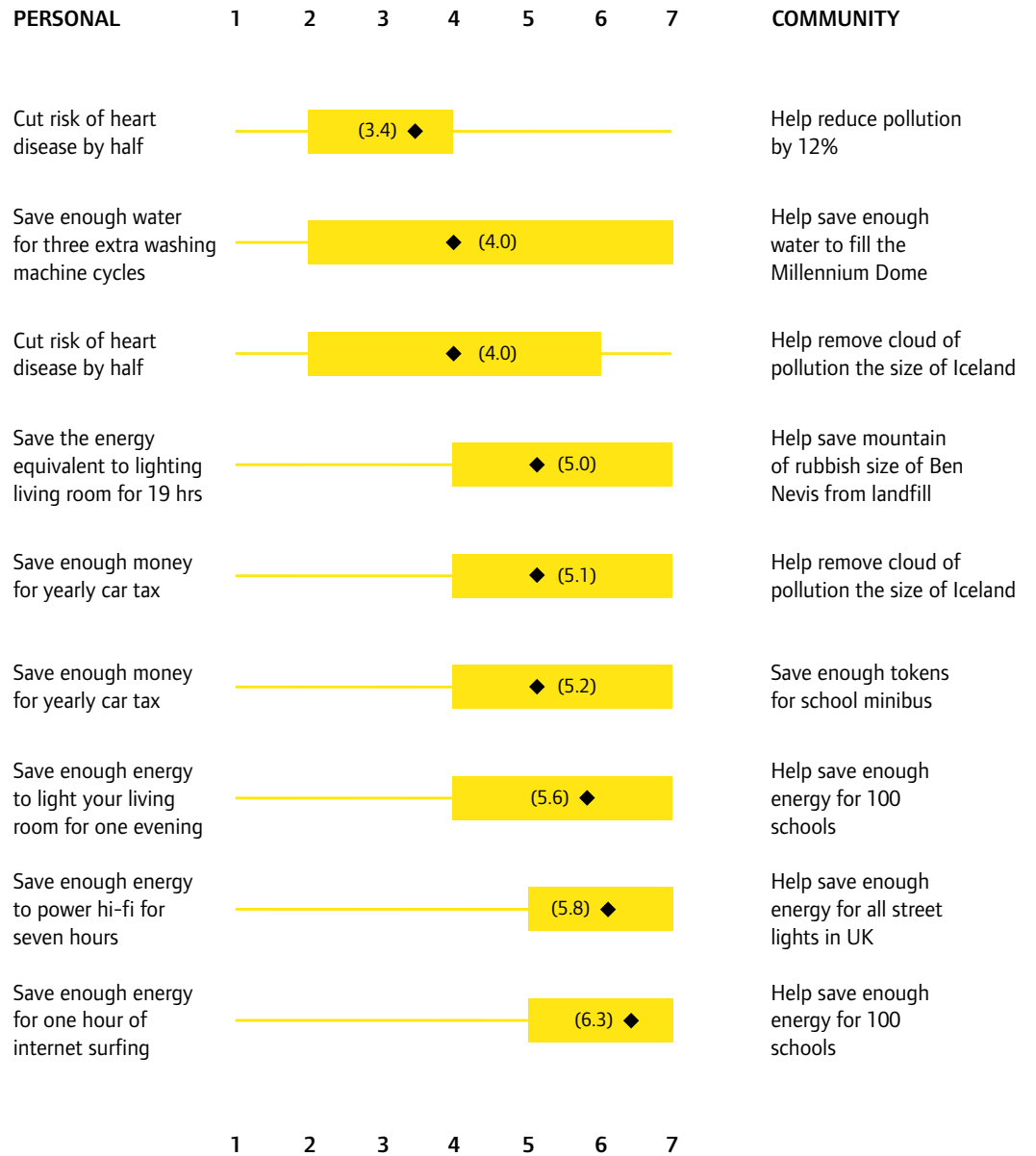
Base: all car users not contemplating one less short car journey a week.

motivating) and it also shows the range to show how polarised views were.

One might expect a tendency towards community-based benefits, as this would be a more socially desirable answer than the more 'selfish' individual benefits. However, the comparison across the pairs does show some interesting differences. Halving personal risk of heart disease was a more strongly motivating factor than a 12 per cent reduction in pollution; but making a big contribution to the local school or a very visible environmental improvement proved more appealing than financial savings through lower energy bills at home.

This case study demonstrates how a more detailed understanding of the audience helps provide a better understanding of where people currently stand on an issue, their stage in the process of behaviour change, what stands in the way of change, what would motivate them most, as well as the potential conflicts in their differing attitudes towards different environmental behaviours. All of this helps to develop the creative direction as well as the overall structure of the campaign.

Figure 22: Benefit thought to be most motivating



Appendix 3: Segmentation

As part of this study, we undertook an environmental segmentation using BMRB's Target Group Index (TGI) data in the UK. As we have seen, people may adopt low-carbon behaviours for different reasons; though some may relate to their environmental attitudes, others reflect wider concerns or aspirations. We have identified five segments of customers who are of interest for this study:

- The Neighbourhoods: people who are locally focused and therefore more likely to be concerned about issues relevant to their local community.
- The Environmentals: those who are more likely to be interested in the natural environment and worry about issues such as pollution and recycling.
- The Sympathisers: people who are concerned about equality, ethics and a sense of doing their duty. They are focused on causes that seek to help others.
- The Worldlys: those with international interests. They respect traditional customs and beliefs, are interested in other cultures and buy Fair Trade products.
- The Premiums: those who are willing to pay extra for quality goods.

Each of the five directions is a population segment in its own right. They can be further refined by using them in combination. For example, combining Environmentals with Neighbourhoods will identify those potentially concerned with issues such as local traffic congestion and graffiti. Alternatively, combining Environmentals with Worldlys is likely to identify people concerned about issues such as deforestation and the melting polar ice caps.

Methodology

To create the segmentation system, Enlightenment's statisticians identified a number of key attitudinal statements on the GB TGI database that characterised each of the five directions. For example, in the table below we can see the statements used to create Environmental Impact.

Environmental Impact – statements used to create the segmentation

People have a duty to recycle

I am worried about pollution and congestion caused by cars

I like to understand about nature

I would be prepared to pay more for environmentally friendly products

Each statement had five possible responses; each response was given points as follows.

Scoring system for each attitudinal statement

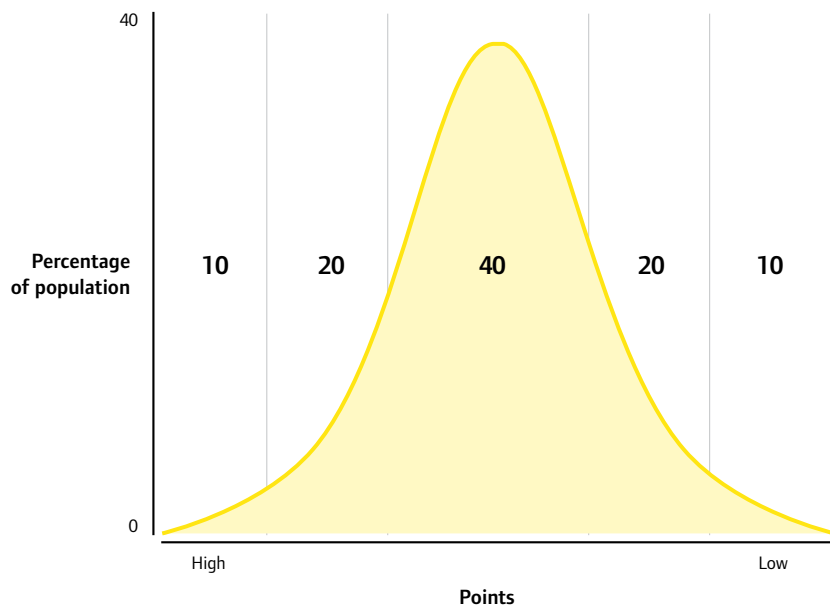
Response:	Definitely agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Definitely disagree
Points:	4	3	2	1	0

Each TGI respondent was then assigned a score based on their responses across all of the statements used.

Environmental Impact – example of scoring respondents	Respondent A response	Respondent A points	Respondent B response	Respondent B points
People have a duty to recycle	Agree	3	Disagree	1
I am worried about pollution and congestion caused by cars	Definitely agree	4	Definitely disagree	0
I like to understand about nature	Neither	2	Disagree	1
I would be prepared to pay more for environmentally friendly products	Agree	3	Disagree	1
Total points		12		3

77. For the full segmentation charts, see www.nesta.org.uk/social-innovation.

To create each segment, respondents were then divided into five groups based on a bell curve distribution as illustrated below.



The same process was applied for each direction, thereby resulting in five segmentations with five groups in each. Each of the five groups can be analysed against the entire TGI database.

For the purposes of this project, we examined the top 10 per cent in each of the segments – and have analysed their media profiles and demographic details in five regions: London; the South West; Yorkshire; Wales; and Scotland. We now provide pen portraits from this analysis.⁷⁷

The numbers in square brackets signify the distribution for each response; 100 represents a normal distribution, over 120 is significant.

The Worldlys

Key Attitudinal Statements: 'The Worldlys'

South West	Wales	Scotland	London	Yorkshire
People have a duty to recycle				
95 per cent i-143	N/A	95 per cent i-143	94 per cent i-141	96 per cent i-144
I am interested in international events				
96 per cent i-180	96 per cent i-180	92 per cent i-172	94 per cent i-176	98 per cent i-185
I think we should strive for equality for all				
N/A	94 per cent i-165	N/A	84 per cent i-147	88 per cent i-154
It is important to respect traditional customs and beliefs				
94 per cent i-140	98 per cent i-146	90 per cent i-134	90 per cent i-134	95 per cent i-142
I like to understand about nature				
94 per cent i-134	91 per cent i-130	88 per cent i-126	90 per cent i-129	92 per cent i-131

Attitude/outlook

To the Worldlys, the bigger picture matters most – global problems such as climate change are seen to require global solutions. These are certainly the most outward-facing individuals, with their interest in international current affairs and overseas travel. Accompanying their broad horizons is a sense that it is important to respect the culture and beliefs of others with a need to strive for equality for all. The vast majority are affluent ABC1s with a good gender balance. The typical Worldly is aged 50, with a majority in the 45-64 age bracket, though in London the average age drops to 41, and 52 per cent are between 25 and 44. The Worldlys take their political and social convictions seriously and their media consumption displays a strong desire to be well informed: their TV preferences are dominated by news, current affairs and documentaries. They also have a curiosity about the natural world that suggests they would welcome more scientific knowledge to inform their opinions on climate change. This group wants to feel well-informed before taking action. Overseas relief charities are popular. The Worldlys are citizens of the global community and as such are likely to view climate change as impossible to solve on a personal level alone; they expect a lead from governments and industry and they are conscious of their personal responsibility to act on climate change while recognising that they cannot do it alone.

Media and leisure tastes

South West

Their ten most popular television programmes are non-commercial evening BBC broadcasts. *The Daily Mail* [17 per cent i-148] is the most broadly read daily newspaper, followed by *The Independent* [14 per cent i-798]. On a Sunday, *The Observer* [15 per cent i-451] vies for attention with *The Sunday Times* [15 per cent i-189]. *Birds Magazine* (RSPB) [14 per cent i-330] is the only magazine to make it into the top ten but it carries a notably high index score. Some 62 per cent have visited the theatre in the past twelve months [i-188]; concerts are also popular, particularly jazz [30 per cent i-491]. 29 per cent are members of The National Trust [i-293].

Wales

Insight into this region is complicated by a particularly low sample size of 79, so all observations must be taken as purely indicative. 63 per cent of respondents were female which doesn't reflect the gender balance among Worldlys. No Monday-Friday newspaper makes it into the top ten press titles; however, 19 per cent read *The Daily Mail* (Saturday) and *The Mail on Sunday* [i-149]. Three titles have startlingly high index scores: *Somerfield Magazine* [31 per cent i-536], *BBC Gardeners World* [12 per cent i-359] and *The Big Issue* [11 per cent i-784]. As for leisure activities, 47 per cent have been to plays in the past year [i-251], 22 per cent have visited

a nature reserve [i-197] and 20 per cent have been to a classical music recital [i-206].

Scotland

The Scottish Worldlys are again partial to BBC programming with the exception of *Champions League Football* [36 per cent i-131] and Channel 4's *Grand Designs* [34 per cent i-175]. Press comparisons may be misleading as Scotland has its own national titles; 18 per cent read the online version of the *Daily Record* [i-162] and 17 per cent buy the print version [i-692]. 13 per cent are readers of *The Guardian* [i-484]. Come Sunday the most popular choices are *The Sunday Mail* (Scotland) [17 per cent i-529] and *The Sunday Times* [11 per cent i-143]. In their spare time they visit museums [48 per cent i-261] and art galleries [43 per cent i-236]. Some 43 per cent head for the hills and go walking at least occasionally [i-137].

London

The London Worldlys are younger than average; 46 per cent have children in their household [i-146]. Apart from the expected BBC news and current affairs programmes, they also enjoy *Channel 4 News* [40 per cent i-333], *The Simpsons* [29 per cent i-128] and Channel 5 documentaries [21 per cent i-149]. They use the internet much more than most, although no specific website preferences are available. On a weekday they are likely to read *The Guardian* [17 per cent i-639], *The Evening Standard* (London) [16 per cent i-1035] and the free commuter paper *Metro* [19 per cent i-398]. Sunday divides between *The Sunday Times* [21 per cent i-271] and *The Observer* [14 per cent i-473]. In the past twelve months, 33 per cent have visited Tate Modern [i-458] and 30 per cent popped into the Natural History Museum [i-394].

Yorkshire & Humberside

The Yorkshire Worldlys supplement their viewing of BBC news and current affairs with *Channel 4 News* [33 per cent i-276] and *CSI: Crime Scene Investigation* [38 per cent i-142]. Three magazines find their way into the top ten press titles: *National Geographic* [19 per cent i-426], *Radio Times* [17 per cent i-276] and *Your M&S* [12 per cent i-124]. Newspaper allegiances are particularly diverse but *The Sunday Times* [19 per cent i-241] and *The Sunday Telegraph* [14 per cent i-323] get a special mention along with the weekday *Guardian* [16 per cent i-586]. In their leisure time, walking/rambling is popular with 48 per cent claiming to do so at least occasionally [i-153]. The Yorkshire Worldlys

are also bookworms – with four of the top ten activities listed as book genres: Fiction [37 per cent i-179], Crime and Thriller [27 per cent i-128], Non-Fiction [27 per cent i-186] and Biography/Autobiography [25 per cent i-130].

The Premiums

Key Attitudinal Statements: 'The Premiums'				
South West	Wales	Scotland	London	Yorkshire
It's worth paying extra for quality goods				
100 per cent i-141	98 per cent i-138	95 per cent i-134	96 per cent i-136	100 per cent i-142
Once I find a brand I like I tend to stick to it				
N/A	83 per cent i-121	86 per cent i-126	N/A	83 per cent i-122
I am prepared to pay more for products that make life easier				
N/A	83 per cent i-190	92 per cent i-211	85 per cent i-195	80 per cent i-182
I enjoy owning good quality things				
93 per cent i-134	98 per cent i-141	99 per cent i-144	97 per cent i-140	96 per cent i-139

Attitude/outlook

The main priority for the Premiums is a sense of quality; both through obtaining high quality goods or services and enjoying what they consider to be a good quality of life. A relatively affluent group primarily consisting of ABC1s, they could easily be mislabelled or oversimplified as materialistic. In truth, the Premiums are concerned with the overall quality of their lifestyle rather than the accumulation of luxury items for their own sake. Particularly telling is their readiness to pay a premium for products that make life easier. This preoccupation with saving time or effort may make them resistant to lifestyle changes and sacrifices to combat climate change. Once convinced of the merits of a brand, product or service, the Premiums are likely to remain loyal. In this sense, once a new behaviour has been adopted and the Premiums are convinced of its benefits then the new behaviour is likely to be maintained and become habitual.

Media and leisure tastes

South West

In addition to the broader attitudinal statements above, the South West Premiums are willing to pay more for environmentally friendly products [82 per cent i-204]. In this region 66 per cent of the group are female with an average age of 55 and some 34 per cent

aged 65+. The National Trust is particularly popular and the South West Premiums are more than twice as likely as the average person to become a member [21 per cent i-219]. Also popular are visits to the theatre [48 per cent i-147] and Walking/Rambling [41 per cent i-131]. The SW group consumes more newspapers than the national average and watches less television. *The Daily Mail* [24 per cent i-211] and *Mail on Sunday* [29 per cent i-228] reign supreme in the top ten press titles, taking up the top five positions when their magazines are taken into account. Perhaps reflecting the age bias of the region, 14 per cent read *Saga Magazine* [i-286].

Wales

The Welsh Premiums' average age is 52 with 28 per cent aged 65 or over [i-136]. Just 9 per cent have children in the household [i-28] and a small majority of 51 per cent are ABC1. For their sport and leisure, 20 per cent play Darts [i-267] while 16 per cent are golfers [i-189]. This may not be the same 16 per cent that read fantasy novels [i-223]. Bird watching is also popular with 15 per cent [i-196]. As for charity, some 29 per cent donate to the Poppy Day Appeal [i-190]. They are below-average television consumers but three shows are especially popular: *Rugby Union* [42 per cent i-240], *Gardener's World* [33 per cent i-209] and *Question Time* [32 per cent i-253]. The group consume more newsprint and magazines than average, particularly *Tesco Magazine* [22 per cent i-199], *The Sunday Mirror* [19 per cent i-211] and *The Daily Mail* [i-170].

Scotland

The Scottish Premiums are gender balanced with an average age of 53 and 30 per cent aged 65 or over [i-149]. 64 per cent are ABC1, and just 19 per cent have children in the household [i-60]. Museum visits are popular [27 per cent i-147], as are art galleries [21 per cent i-200]. 13 per cent have visited Edinburgh Castle in the past year. Reading is also popular with 31 per cent buying crime and thrillers [i-147] and 16 per cent buying travel books [i-208]. Slightly above-average in the amount of television they watch, the Scottish Premiums are most likely to tune into: *BBC 6 O'Clock News* [60 per cent i-138], *BBC 10 O'Clock News* [57 per cent i-161] and *Have I Got News For You?* [42 per cent i-150]. This group are above-average consumers of newsprint but below-average for magazines. *The Daily Record* [24 per cent i-962] is even more popular in its online form [25 per cent i-226]. *Come Sunday* the main division is between *The Sunday Mail* (Scotland) [27 per cent i-856] and *The Sunday Post* [19 per cent i-828].

London

The London Premiums are younger than in other regions; their average age of 42 is below the national average of 47, and 29 per cent are in the 35-44 age bracket [i-152]. The vast majority are ABC1s [81 per cent i-145] and a small but significant 8 per cent donate to human rights charities [i-383]. The theatre [43 per cent i-131] and art galleries [43 per cent i-231] are popular; more specifically 31 per cent have visited Tate Modern in the past year [i-433] and 27 per cent the Natural History Museum [i-346]. Almost a third are members of a private gym or health club [31 per cent i-193]. Below-average television viewers, the following shows stand out: *Channel 4 News* [27 per cent i-225], *Newsnight* [27 per cent i-181], *Horizon* [23 per cent i-160] and *Property Ladder* [23 per cent i-161]. Their newspaper and magazine reading includes: *The Sunday Times* [21 per cent i-267], *The Guardian* (Saturday) [16 per cent i-473], *Evening Standard* (London) [14 per cent i-877] and *Vogue Magazine* [11 per cent i-439].

Yorkshire & Humberside

The Premiums in Yorkshire & Humberside are likely to be female [64 per cent i-124] with an average age of 54, with 33 per cent in the 65+ age bracket [i-163]. Also notable is the fact that 13 per cent donate to Wildlife/Conservation/Environmental charities [i-188]. In their free time 17 per cent go bird watching [i-220] and five of the top ten activities are listed as 'books bought' in the following

genres: Fiction [27 per cent i-130], Non-Fiction [19 per cent i-131], Cookery [18 per cent i-159], Biography/Autobiography [24 per cent i-123] and Reference [14 per cent i-166]. Popular television programmes include: *BBC 6 O'Clock News* [58 per cent i-133], *Coronation Street* [44 per cent i-140] and *A Touch of Frost* [43 per cent i-125]. Despite their prolific book buying, this group have near-average newsprint and magazine consumption. No daily paper finds its way into the top ten but on a Sunday 14 per cent turn to the *Sunday Mirror* [i-156] and 8 per cent *The Observer* [i-249]. *The Radio Times* [13 per cent i-219] and *Hello!* [8 per cent i-185] are popular magazines along with the in house retail magazines, *Your M&S* [20 per cent i-202] and *Boots' Health & Beauty* [11 per cent i-186].

The Neighbourhoods

Key Attitudinal Statements: 'The Neighbourhoods'				
South West	Wales	Scotland	London	Yorkshire
I value the local paper because it covers local news				
93 per cent i-172	95 per cent i-175	94 per cent i-174	93 per cent i-172	92 per cent i-170
I usually look through the free newspapers that are delivered to my home				
89 per cent i-146	87 per cent i-142	83 per cent i-137	95 per cent i-156	89 per cent i-146
I worry about violence and crime				
97 per cent i-134	94 per cent i-130	91 per cent i-126	95 per cent i-131	89 per cent i-123
People have to take me as they find me				
N/A	85 per cent i-123	N/A	83 per cent i-120	87 per cent i-125

Attitude/outlook

The Neighbourhoods are creatures of habit; their main priority is the local community and issues that directly affect the neighbourhood status quo. Across all regions, 89-97 per cent admitted that they 'worry about violence and crime'. The average Neighbourhood tends to fall into the less affluent C2DE category and be approaching their mid-fifties. Furthermore, a significant proportion, between 30 per cent and 44 per cent across all regions, fall into the 65+ age bracket. The view that 'People have to take me as they find me' is widespread and perhaps suggests a certain resistance to change, an unwillingness to disrupt a lifestyle and behaviours that they are already happy and contented with; unless of course such a change might benefit the residents of the local community. Unlike violence and crime, the effects of climate change are slower to materialise and often difficult to detect at a narrow local level. Essentially any messages about large global issues may well need to be personalised and scaled down to their direct implications for the individual and those around them.

Media and leisure tastes

South West

In the West Country, the average Neighbourhood is female [62 per cent i-120] and has recently celebrated her 57th birthday.

Some 44 per cent are in the 65+ bracket [i-217]. In their spare time 22 per cent take pleasure in ten pin bowling [i-138] and 20 per cent have been on a trip to the zoo in the past 12 months [i-199]. The Eden Project at St Austell, Cornwall has received 12 per cent through its biome doors [i-319]. Some 10 per cent enjoy Sea Fishing [i-341] and 15 per cent are members of the National Trust [i-151]. The West Country Neighbourhoods watch a prolific amount of television; particularly popular are the *BBC Early Evening Regional News* [56 per cent i-156], *the Antiques Roadshow* [i-176] and *A Touch of Frost* [51 per cent i-147]. This group are also above-average readers of newsprint and magazines: *The Mail on Sunday* [26 per cent i-204] narrowly outsells its sister publication the *Daily Mail* [21 per cent i-178]. Three supermarket magazines are found in the top ten list: *Tesco Magazine* [18 per cent i-167], *Somerfield Magazine* [16 per cent i-284] and *Your M&S* [14 per cent i-147].

Wales

The typical Welsh Neighbourhood is 54 with a third in the 65+ bracket [34 per cent i-165]. Just 17 per cent have children living in the household [i-54]. In their sport and leisure time, 37 per cent regularly or occasionally play National Lottery scratch cards [i-160] and 23 per cent enjoy a bet on the horses [i-185]; for physical exercise 29 per cent use a local authority leisure centre or gym [i-138] and 14 per cent belong to a rugby or football club [i-442]. The Welsh Neighbourhoods are above-average consumers of radio, television

and newsprint. Television preferences include: BBC One *Early Evening Regional News* [50 per cent i-141], *Rugby Union* [47 per cent i-271], *Coronation Street* [46 per cent i-147] and *The One O'Clock News* [33 per cent i-205]. Newspaper allegiances are largely divided between: *The Sun* [25 per cent i-146], *The News of the World* [24 per cent i-130] and the *Daily Mirror* [21 per cent i-246]. Significant magazines include *Somerfield Magazine* [21 per cent i-372] and *Take a Break* [14 per cent i-207].

Scotland

The typical Scottish Neighbourhood is 56 with 35 per cent in the 65+ bracket [i-174]. In their spare time, The Scottish Neighbourhoods enjoy a bet on Football [16 per cent i-266] or Horse Racing [26 per cent i-212] and playing the Football Pools [12 per cent i-218]. Many like a good walk or play golf [12 per cent i-145] and some 9 per cent have visited the Ideal Home Exhibition [i-314]. They read more newspapers and watch more TV than most, particularly the *BBC Six O'Clock News* [56 per cent i-128] and the *ITV Evening News* [47 per cent i-147]; also popular are *Deal or No Deal* [44 per cent i-179] and the *National Lottery Show* [39 per cent i-246]. In print, the online version of the *Daily Record* [40 per cent i-368] slightly outperforms the print version [39 per cent i-1579]. *The Sun* [28 per cent i-163] is also popular while on a Sunday 40 per cent choose the *Sunday Mail* (Scotland) [i-1251] and 24 per cent *The Sunday Post* [i-1054].

London

The typical Neighbourhood Londoner is somewhat younger than their peers in other regions. Indeed at 46 this is the only region where average age falls below the national average of 47. A sizeable 30 per cent are aged 25-34 [i-183]. Some 38 per cent of households include children [i-122] and a small majority of 51 per cent are C2DE. In the last twelve months, they may well have paid a visit to: The London Eye [24 per cent i-328], London Zoo [20 per cent i-881], The Natural History Museum [18 per cent i-236] or Tate Modern [17 per cent i-240]. Betting on horse racing is again popular [17 per cent i-137] and 16 per cent enjoy dance classes [i-216]. This group watch an above-average amount of television; favourite shows include: *Crimewatch UK* [52 per cent i-246], *Watchdog* [43 per cent i-218], *ITV Late Evening News* [40 per cent i-198] and *Eastenders* [43 per cent i-146]. Their newsprint and magazine allegiances are evenly scattered across several titles: *The Sun* (Saturday) [28 per cent i-162], *The Daily Mail* [26 per cent i-223],

News of The World [23 per cent i-125], *Evening Standard* (London) [20 per cent i-1265] and *Sainsbury's Magazine* [22 per cent i-291].

Yorkshire & Humberside

This is an ageing Neighbourhood population with an average age of 55 and a very significant 39 per cent in the 65+ age bracket [i-192]. Social grade C2D accounts for 50 per cent of this group [i-137]. In the past twelve months 11 per cent have visited a railway or railway exhibition [i-202] and 12 per cent have visited a theme park [i-122]. Snooker is popular with some 12 per cent claiming to play at least occasionally [i-141] and 17 per cent enjoy a bet on horse racing [i-140]. Above-average viewers, television preferences include: *Emmerdale* [55 per cent i-210], *A Touch of Frost* [51 per cent i-146], *Coronation Street* [49 per cent i-157] and *EastEnders* [46 per cent i-155]. They are below-average newspaper consumers, but noteworthy titles include: *News of The World* [29 per cent i-155], *The Sun* [24 per cent i-142] and *The People* [9 per cent i-248]. This group does however buy slightly more magazines than average, but the only title to make the top ten is *Take a Break* [11 per cent i-151].

The Environmentals

Key Attitudinal Statements: 'The Environmentals'				
South West	Wales	Scotland	London	Yorkshire
People have a duty to recycle				
99 per cent i-127	97 per cent i-125	99 per cent i-128	100 per cent i-128	100 per cent i-128
I like to understand about nature				
98 per cent i-140	92 per cent i-132	96 per cent i-138	97 per cent i-138	97 per cent i-138
I would be prepared to pay more for environmentally friendly products				
N/A (Low Sample)	85 per cent i-212	95 per cent i-237	98 per cent i-244	93 per cent i-232
I am worried about pollution and congestion caused by cars				
97 per cent i-163	89 per cent i-150	99 per cent i-167	100 per cent i-167	98 per cent i-165

Attitude/outlook

The Environmentals are the most aware and concerned group when it comes to environmental issues and the public debates that surround them. Women account for between 61-70 per cent of this group across all regions. While youthful London bucks the trend, the average Environmentals are in their fifties. A majority are classified as ABC1 in all regions except Wales (perhaps reflecting a low sample size of 112 and broader regional issues). While their individual carbon behaviours will vary, as will their depth of knowledge and understanding, they are – atypically when compared to the rest of society – likely to have calculated their carbon footprint and be actively trying to lower that figure. This is the group most likely already to be seeking out information on climate change and actively seeking to adopt a sustainable low-carbon lifestyle (even if to varying degrees).

The Environmentals are already on the long road to sustainable living. They most likely own a bicycle or a hybrid car; what matters now is giving them the resources to achieve their goals and remove any barriers standing in their way.

Media and leisure tastes

South West

42 per cent of South West Environmentals are aged 55+ [i-118] and a relatively low 23

per cent of their households include children [i-73]. In their leisure time, 52 per cent enjoy walking/rambling [i-165], 46 per cent have been to the theatre in the past 12 months [i-140] and in the same period 28 per cent bought non-fiction books [i-194]; a startling 30 per cent are members of the National Trust [i-365]. The South West Environmentals watch less television than average but find time for: the BBC One *Early Evening Regional News* [59 per cent i-166], *Have I Got News For You?* [49 per cent i-174], *Natural World* [41 per cent i-173] and *Horizon* [29 per cent i-201]. For their printed news they turn to *The Daily Mail* [17 per cent i-146], *The Daily Telegraph* [11 per cent i-222] and *The Observer* [10 per cent i-318]. Three magazine titles make their top ten: *Birds Magazine* (RSPB) [10 per cent i-234], *Waitrose Food Illustrated* [11 per cent i-355] and *Saga Magazine* [12 per cent i-255].

Wales

The Welsh Environmentals are older – with 58 per cent in the 55+ age bracket [i-165] and just 12 per cent of households include children [i-39]. The average Welsh Environmentals are also slightly less affluent than their peers in other regions with a small majority of 51 per cent classified as social grade C2DE [i-115]. A substantial 24 per cent give to charities dealing with wildlife, conservation or environmental issues [i-338]. Walking/rambling [38 per cent i-123], visits to nature reserves [21 per cent i-194] and bird watching [13 per cent i-174] are all popular. Some 59 per cent watch the *BBC 6 O'Clock News* [i-134]; also popular are:

Natural World [47 per cent i-200], *Antiques Roadshow* [42 per cent i-153] and *Gardeners World* [36 per cent i-228]. The top ten press titles are dominated by *The Daily Mail* [24 per cent i-207] and *The Mail on Sunday* [27 per cent i-213]. In fact when their respective magazines are taken into account the duo hold all of the top five slots. Also worthy of special mention is the popularity of *National Geographic* [17 per cent i-400].

Scotland

The Scottish Environmentals have 42 per cent in the 45-64 age bracket [i-133] and only 25 per cent of households include children [i-79]. A significant 19 per cent donate to overseas relief charities [i- 204]. Cultural days out are the order of the day in leisure time, with 51 per cent having visited museums in the last year [i-278] and 40 per cent art galleries or exhibitions [i-218]; many also find time for fiction, with 38 per cent enjoying crime and thriller novels [i-180]. On the small screen, the ubiquitous *Have I Got News For You?* [54 per cent i-189] is accompanied by *Grand Designs* [32 per cent i-161], *Horizon* [30 per cent i-204] and *Question Time* [29 per cent i-224]. The online version of the *Daily Mirror/Record* [18 per cent i-165] is marginally more popular than its printed cousin [17 per cent i-684]. *The Guardian* is particularly popular on a Saturday [13 per cent i-389] and the high index score for *Gardener's World* magazine is also worthy of mention [12 per cent i-364].

London

London Environmentals are more youthful, with 32 per cent in the 25-34 range [i-197]; and much more affluent, with 57 per cent classified as social grade AB [i-219]. In charitable terms a remarkable 22 per cent donate to human rights charities [i-1065]. Again cultural days top the leisure agenda with 31 per cent having visited conferences and cultural events in the past year [i-295]; specific favourites include the Natural History Museum [34 per cent i-440], Tate Modern [34 per cent i-465] and the National Gallery [33 per cent i-603]. While particularly keen on the cinema and watching much less television than average, they will make time for: *Have I Got News For You?* [51 per cent i-181], *Panorama* [34 per cent i-210], *Horizon* [32 per cent i-220] and *University Challenge* [27 per cent i-194]. For their reading, they turn to *The Sunday Times* [24 per cent i-310], *The Observer* [18 per cent i-597] or *The Guardian* (Saturday) [23 per cent i-699]. Two supermarket magazines are read by 13 per cent of the group, *Your M&S* [i-134] and *Sainsbury's Magazine* [i-173].

Yorkshire & Humberside

30 per cent of this group are in the 65+ range [i-149] and just 25 per cent of households include children [i-78]. A generous group where charities are concerned, they particularly support those dealing with overseas relief [26 per cent i-277] and wildlife, conservation and environmental causes [20 per cent i-286]. Understandably, the Environmental residents of the Dales enjoy walking and rambling [47 per cent i-150]. Some 40 per cent have been to the theatre in the past 12 months [i-133] and a bookish tendency suggests itself with three of the top ten leisure activities being genres of book, namely: Fiction [36 per cent i-173], Children's [31 per cent i-218] and Non-Fiction [29 per cent i-202]. Close to average in terms of television viewing, favourites include the *BBC 6 O'Clock News* [64 per cent i-145], *Natural World* [42 per cent i-181], *Horizon* [35 per cent i-240] and *Gardener's World* [34 per cent i-210]. For their print reading, they choose *The Sunday Times* [16 per cent i-208], *Sunday Mirror* [15 per cent i-163] or *The Guardian* [11 per cent i-399]. Top magazines include the *Radio Times* [15 per cent i-242] and *Birds Magazine* (RSPB) [13 per cent i-198].

The Sympathisers

Key Attitudinal Statements: 'The Sympathisers'

South West	Wales	Scotland	London	Yorkshire
I think we should strive for equality for all				
93 per cent i-163	91 per cent i-160	94 per cent i-165	94 per cent i-166	97 per cent i-170
It is important that a company acts ethically				
95 per cent i-155	93 per cent i-152	96 per cent i-157	95 per cent i-156	93 per cent i-153
I would be willing to volunteer my time for a good cause				
87 per cent i-169	N/A (Small Sample)	87 per cent i-170	94 per cent i-182	88 per cent i-171
I like to understand about nature				
89 per cent i-128	91 per cent i-131	90 per cent i-129	87 per cent i-125	91 per cent i-130
I am worried about pollution and congestion caused by cars				
97 per cent i-163	89 per cent i-150	99 per cent i-167	100 per cent i-167	98 per cent i-165

Attitude/outlook

We can usefully compare and contrast The Sympathisers with the Worldlys. Both are similarly concerned about business ethics and equality, but their overall emphasis is different. While the Worldlys seek answers on an international scale and look to governments and other institutions for leadership, the Sympathisers are interested in these broader issues but also want to make a smaller scale practical contribution, independent of international efforts if necessary. A difficult group to generalise in socio-economic terms, what unites them are their shared ideas; the key attitudinal statement here is the assertion that 'I would be willing to volunteer my time for a good cause'; across all regions 87-94 per cent of Sympathisers agreed. We must, however, be aware that climate change is only one among a multitude of possible good causes competing for their attention and efforts. In this case the project becomes one of offering opportunities to contribute in a meaningful way to a demonstrably worthwhile endeavour.

Media and leisure tastes

South West

The Sympathisers of the South West are generally older than average with 60 per cent in the 55+ bracket, and just 21 per cent of their households include children [i-65]. A sizable minority of 36 per cent are rated as social

grade AB [i-139]. In the past year, 48 per cent have been to the theatre [i-147] and 33 per cent to an art gallery or exhibition [i-181]. 46 per cent enjoy a good walk/ramble [i-147]. Two significant charitable causes have high index scores: 20 per cent give to religious groups [i-290] and 20 per cent give to wildlife, conservation and environmental causes [i-284]. These are below-average television consumers but popular programmes include: BBC One *Early Evening Regional News* [54 per cent i-151], *Have I Got News For You?* [47 per cent i-166], *Natural World* [42 per cent i-178] and *Panorama* [29 per cent i-182]. On weekdays 15 per cent take the *Daily Telegraph* [i-296] and another 15 per cent turn to the *Daily Mail* [i-129]. On Sunday, the competition is strongest between the *Sunday Telegraph* [11 per cent i-260] and *Sunday Times* [10 per cent i-131]. Popular magazines include *Good Housekeeping* [8 per cent i-228] and *Saga Magazine* [10 per cent i-222] and *Birds Magazine* (RSPB) [8 per cent i-193].

Wales

The Welsh Sympathisers have an average age of 58 with 61 per cent in the 55+ range [i-171]; Just 17 per cent of households include children [i-53]. Spare time is used for visits to the theatre [39 per cent i-120], nature reserves [20 per cent i-179], private health clubs or gyms [19 per cent i-122] or to go bird watching [15 per cent i-190]. A charitable group, what stands out most is the 45 per cent giving to cancer research charities [i-138], and the unusually high 23 per cent

giving to religious groups [i- 326]. Small screen preferences include *Rugby Union* [48 per cent i-276], *Natural World* [38 per cent i-164], *The One O'Clock News* [34 per cent i-210] and *Newsnight* [32 per cent i-214]. Much like their Welsh Environmental cousins, their newsprint choices are dominated by the *Daily Mail* [15 per cent i-132] and *Mail on Sunday* [22 per cent i-171], which means that when their various supplements are taken into account, the two titles hold the first five slots in the top ten press titles. *The Observer* [10 per cent i-344] has a Sunday niche of its own and the magazine of choice is *BBC Gardener's World* [11 per cent i-333].

Scotland

In Scotland, the Sympathisers have an average age of 52 with 50 per cent in the 55+ range [i-140]. Just 20 per cent of households include children [i-64] and 33 per cent are classified as social grade DE. When feeling charitable, 27 per cent give towards overseas relief efforts [i-282] and 26 per cent to religious groups. Regional art galleries [33 per cent, i-306], museums [40 per cent, i-220] and parks/gardens [25 per cent, i-170] are popular places to spend free time and some 30 per cent enjoy playing national lottery scratch cards [i-129]. Above-average television consumers, familiar favourites include: *BBC 6 O'Clock News* [65 per cent i-149], *Have I Got News For You?* [38 per cent i-134], *Natural World* [35 per cent i-148] and *Question Time* [27 per cent i-212]. Scotland's regional newspapers are particularly popular with the *Sunday Mail* (Scotland) [27 per cent i-860], *Daily Record* [26 per cent i-1058] and *The Sunday Post* [16 per cent i-716] all popular choices,⁷⁸ as are *Tesco Magazine* [15 per cent i-140] and *Good Housekeeping* [9 per cent i-258].

London

Once again, the average London Sympathiser is younger than the national average of 47 with a quarter in the 25-34 age bracket [i-153]. A robust 43 per cent of these young households include children [i-134]; the group are also resoundingly ABC1 [71 per cent i-128]. Two charitable causes have significant index scores, overseas relief efforts [25 per cent i-268], and human rights charities [10 per cent i-485]. Many are swimmers [34 per cent i-128] or cyclists [22 per cent i-135]. Some 29 per cent visit local authority gyms and leisure centres [i-135] but 24 per cent prefer their privately owned equivalent [i-150]. In the last year, 22 per cent have visited the Natural History Museum [i-286]. Below-average television viewers, their preferences tend to be factual:

Channel 4 News [39 per cent i-330], *Newsnight* [33 per cent i-223], *Panorama* [32 per cent i-197] and *Channel 5 Documentaries* [21 per cent i-152] among them. Also below-average newspaper readers, one curious anomaly is that while 20 per cent claim to read *ES* (*The Evening Standard Magazine*) [i-989] just 10 per cent read the *Evening Standard* itself [i-648]. Saturday is time for *The Guardian* [15 per cent i-440] and Sunday, for *The Sunday Times* [15 per cent i-198]. Also worthy of mention is the free commuter daily paper *Metro* [13 per cent i-284].

Yorkshire & Humberside

Beyond the general attitudes of Sympathisers, Yorkshire & Humberside Sympathisers are a dutiful group with 88 per cent agreeing that 'It is more important to do your duty than to live for your own enjoyment' [i-307]. Aged 55 on average, with 56 per cent aged 55 or over [i-159], just 24 per cent of households include children [i-77] and 51 per cent are classified as social grade C2DE [i-113]. Some 16 per cent have been to a conference or other cultural event in the past year [i-154]. 29 per cent have visited stately homes and castles [i-153], 21 per cent classical music recitals [i-215] and 19 per cent a nature reserve [i-168]. Small screen choices are a mixed bag: BBC One *Early Evening Regional News* [55 per cent i-153] and *Natural World* [43 per cent i-181] sit alongside *Who Wants To Be A Millionaire?* [33 per cent i-156] and *Bargain Hunt* [28 per cent i-180]. Printed news comes from the *Sunday Mirror* [16 per cent i-171], *The Guardian* [14 per cent i-500], *The Observer* [13 per cent i-429] and *The Sunday Times* [13 per cent i-163]. *Your M&S* [14 per cent i-143] and *Tesco Magazine* [14 per cent i-126] occupy second and third place in the top ten.

78. The high index scores reflect the fact that these are regional newspapers compared with UK-wide data.

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