Guide for Awareness-Raising Campaigns

Acknowledgement

Foreword

The European Solar Thermal Industry Federation (ESTIF) and the United Nations Environment Program (UNEP) through its Division of Technology, Industry and Economics (DTIE) have committed to work together on the "Global Solar Water Heating Market Transformation and Strengthening Initiative" (Global Solar Water Heating: GSWH project).

Funded by the Global Environment Fund (GEF), this project's goal is to accelerate the global commercialization and sustainable market transformation of SWH, thereby reducing the current use of electricity and fossil fuels for hot water preparation. It will build on the encouraging market development rates already achieved in some GEF program countries and seek to further expand the market in other GEF program countries, where the potential and necessary prerequisites for market uptake seem to exist.

The GSWH project consists of two components as follows:

- Component 1 - Global Knowledge Management (KM) and Networking: Effective initiation and co-ordination of the country specific support needs and improved access of national experts to state of the art information, technical backstopping, training and international experiences and lessons learned.

- Component 2 - UNDP Country Programs: Work in the country programs is articulated around addressing the most common barriers to solar water heating development: policy and regulations, finance, business skills, information, and technology.

ESTIF, as one of the project's regional partner, is committed to the development of knowledge products and services. And for that, ESTIF has been entrusted with the task of elaborating three practical handbooks to include recommendations and best practices in the following areas which have been identified as key for strengthening the solar water heating market:

- Policy and regulatory framework

- Awareness raising campaigns

- Standardization and quality

However, ESTIF is very much aware that practices cannot simply be transposed and must be adapted to local market realities; we must consider best practices and lessons learned in all geographies and markets.

Good reading and sunny regards

The GSWH Team

Structure and methodology

The content of the following publication is based on the experience acquired by the ESTIF extended team (secretariat staff and experts) in its role of industry association representing and promoting the solar thermal industry at European level.

In particular three following major projects/initiatives in the field of communication can be mentioned because of their relevance:

- The mission of **ESTIF as European industry association is the representation and promotion of solar thermal therefore expertise in communication is a prerequisite**. This expertise ranges from websites, publications, and campaign management to event, trade fairs and conference organisation.

- **ESTIF is the coordinator of the European Solar Days (ESD)** a Europe-wide campaign promoting the use of solar energy for production of electricity, heating and cooling. What started in 2002 in Austria as 'Day of the Sun', is now a multi-country effort with thousands of local events involving organisers who range from solar equipment manufacturers, to church communities and local governments.

- Since 2005 ESTIF organises **ESTEC the European Solar Thermal Energy Conference**. ESTEC is the reference conference for solar thermal specialists in Europe and worldwide. **www.estec2011.org**

The guides are meant to be accessible to a "beginner" and do not take for granted basic knowledge relating to solar thermal, communication, policy and standardisation. This is why some basic concepts are repeated and defined in different contexts e.g. the different type of solar thermal systems. An effort is made to define the concepts used and to avoid jargon.

The structure is progressive and the subject is approached from the initial assessment to the implementation phase in the three areas. This guide for awareness campaigns is conceived as a chronological step by step approach. Every stage of the campaign (conception to evaluation) and every aspect (design to project management and financing) are covered, and practical tips are proposed for every step.

On top of the examples provided several cases and best practices can be found on the Global Knowledge Management (KM) website www.solarthermalworld.org/FILTER/awareness raising

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1 Introduction

Concepts such as "awareness raising" are so often used in different circumstances that they can sometimes appear to the layman as a technocratic jargon. At this initial stage it is important to define some of the basic concepts, which we will be using throughout this publication.

"Awareness Raising" means making a group people aware of something.

Associated with the word "Campaign" the concept of "awareness raising" refers in concrete terms to a communication, a promotion or an information campaign.

Solar Thermal, despite the fact that it is a completely mature technology for the mainstream applications of hot water production, remains a "niche" technology at a global level. Solar water heating has only reached mass-market level in few countries. Therefore, in a majority of regions and countries there is a vital need to "raise awareness" on its benefits as part of a market development.

To reach the goal set by the GSWH project, other measures, initiatives and even regulations are required which the other guides cover[1] but communication has a key role to play and will represent in most cases a first and crucial step toward market strengthening.

An awareness raising campaign in the field of solar water heating remains a communication campaign aiming at creating or developing a sustainable market for solar water heaters. End consumers should end up buying and installing solar thermal. This guide will make an extensive use of concepts from both marketing and communication; however, when necessary it will provide the readers with concrete applications of those concepts to solar thermal.

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1   Guide on policy, guide on standards and quality

2 Which solar heat?

In the previous section we have stressed that communication in connection with solar thermal is mainly the straightforward application of communication methodologies and experience has shown that it is indeed the case. However, promoting solar thermal will be very different whether you plan to strengthen the market for collective hot water systems in Albania or thermosiphon systems in Barbados.

In this publication we will limit ourselves to outlining the principal characteristics of the main solar thermal applications to the extent of their relevance for communication and marketing. A more detailed analysis of the different sub technologies of solar water heating can be found in the other two publications.

2.1 Thermosiphon – solar water heaters

This system is by far the most widely known and installed solar heating system worldwide. Solar thermal leading countries such as China, Israel, Greece and Cyprus have in common a mass market for solar hot water nearly exclusively consisting of such systems.

These systems have as obvious advantages: their simplicity in use and installation as well as their low cost. Such products are brought to the market in a specific way where the retailer does not need to be an installer because thermosiphon systems do not require a complex installation. In general, the installer will therefore not play such a crucial role and be replaced in part by retailers who can be more "generalist" and less "qualified".

Thermosiphons have a very competitive price positioning in markets where they are strong and the "competitiveness" factor will play a much smaller part as a key obstacle to its market development.

On the negative side, the quality of the products and advice provided to end customers can be affected by a non-specialised/unqualified distribution channel. In addition, building integration of thermosiphon collectors is often limited, they are usually simply placed on flat roofs or even on the ground and aesthetics, especially in urban conservation areas, can represent a real issue. An awareness campaign could have as an objective to tackle those issues more specifically.

2.2 Forced circulation

Under this generic terminology are grouped a whole variety of systems which all use circulating pumps and are "engineered" to use piping circuits. In terms of applications, they range from the individual system for hot water preparation, combined or not with space heating (combi systems), to systems for multiple dwellings. These systems clearly prevail in climate zones where winter temperatures do not permit external water storage. They also offer a much better building integration and reduce considerably the aesthetic impact. They require real planning and installation, and even engineering for collective systems. The relative complexity, the sometimes high investment costs are often the main obstacles to market development. These are more numerous in the more economically advanced markets; they also face fierce competition from other technologies available on the market.

2.3 Emerging applications of solar heat

For a more detailed description please see Guidelines for framework conditions.

Solar heat can also be used in district heating, process heat and water treatment, as well as for solar cooling.

2.3.1 Solar district heating

District heating is a system for distributing heat generated in a centralized location for residential and commercial heating requirements such as space heating and water heating. In some European countries up to half the heat demand is covered by district heating (Denmark, Finland) and in others it represents a significant share (Austria, Germany, Poland…). The promotion of solar district heating is of course very

specific because the whole value chain is equally specific. The market development can be encouraged through other actions such as demonstration projects or R&D.

2.3.2 Solar Process heat and water treatment

The use of solar heat in non-domestic applications such as district heating is probably not suitable for communication campaigns and should probably be supported by targeted initiatives.

2.3.3 Solar cooling

The use of solar thermal energy for cooling is very promising because it is using solar heat at times of peak production when it is most needed and constitutes potentially an ideal complement to heat generation. However, the technology is still in its infancy and not ready for mass-market application, especially with regard to pricing and scope.

3 The campaign basics

An awareness raising campaign is one of the elements of a successful market stimulation programme. This section provides you with an overview of basic steps, which should be checked, assessed or followed before deciding to initiate a campaign.

3.1 Image and market survey

It is crucial in the field of communication and marketing to rely on data and actual surveys. This is particularly the case if the main objective is market development. Canvassing opinions gives a clear picture of the market and can serve to identify other issues to be addressed e.g. poor quality, high prices. It will also give a measure of the level of "awareness" among consumers to develop the appropriate messages (see Campaign design).

3.2 Building on and learning from previous campaigns and marketing activities

Previous successful campaigns can help plan future ones. The risk of mistakes is highly reduced and the campaign gains a solid foundation. Nevertheless, it is the organiser's responsibility to develop his own ideas. Simple duplications should be avoided; therefore campaign models should be used with caution.

• Select one or more models that seem applicable to your situation (this guide provides you with references)
• Consider them critically and assess factually if they have been successful
• Identify on how your situation differs from the campaign model(s)
• If necessary combine elements from different models
• When possible make contact with parties involved and/or the campaign coordinator

It is essential, however, to consider previous communication activity to ensure a strong consistent message in successive campaigns.

3.3 Demand and supply

There are two facets to market stimulation campaigns and sufficient attention should be paid to both the demand and the supply factors. It is vital to ensure that if the market reacts positively to a solar water heating promotion, the supply chain can meet the increased demand in quality and also in quantity. This extends to retailing, installation and maintenance and could be expressed as follows.

Campaign success factors on the supply side:

• Available products
• Quality of products
• Qualified installers
• Distribution & retail
• Satisfactory price/performance
• Product maintenance
• Others…

3.4 Quality and performance

Among the supply issues the question of quality deserves particular attention. The ability of solar thermal systems to deliver is probably one of the most important elements which has to be considered when designing a market-strengthening campaign. The negative impact of dissatisfied consumers is a long-lasting obstacle, which can be extremely difficult to overcome, especially in emerging markets. Installation is only important for solar thermal systems requiring an installation and, as we have indicated previously, this is not always the case.

3.5 Market situation

The general conditions in the water heating market, the renovation and construction sectors, the prices of fossil energy will all have, of course, a very strong influence, whether positive or negative, on the potential growth of a specific solar thermal market. A sharp increase in the prices of energy can be a good opportunity to promote solar heat although this should be avoided during a recession in the building and renovation sectors.

3.6 Policy and regulatory framework

For solar campaigns to be successful, simple promotional activities are not enough, social climate and framework conditions must be positive. Of course, incentives, financial and non-financial, contribute greatly to the removal of barriers and make solar thermal more attractive, but they also convey the key message that local and national authorities believe in the technology and encourage its development. Public authorities can also have a crucial role in adopting and implementing what are called flanking measures which help foster the creation of a sustainable market. Public authorities have by essence a key role to play regarding framework conditions and they have the exclusive power to impose quality standards for both products and installation as well as introduce solar obligations and/or certain type of financial incentives.

3.7 Who can be involved in my campaign?

This section provides you with an analysis of the different actors who can or should be involved in an awareness raising campaign. Within the framework of the GSWH programme, as it is very often the case, the choice of solar thermal is one of public policy, with public authorities coordinating and implementing different initiatives which should encourage market growth. However, the upshot of awareness raising or promotion campaigns can be either public/private partnerships or initiatives from the civil society or the industry.

3.7.1 Government and other public bodies

Of course, if a government chooses to promote one technology such as solar water heating, it is a key element of success. Only public authorities can ensure that all obstacles and success factors are addressed (awareness-incentives-quality); moreover, support from public bodies will generate trust and confidence among consumers.

- **Government:**
  If an awareness campaign is launched as part of a government policy decision, it does guarantee that the campaign will benefit from funding and also that other aspects, vital to its success, will be addressed such as incentives or market regulations for quality or qualification of installers. However, governmental communication is sometimes too institutional and lacks the necessary flexibility. Governments should be initiator and supporter but are not the best communicator.

- **Local authorities:**
  In the solar heat sector, communication can be most effective at regional and municipal level. Depending on the type of institutions (competence of local authorities, centralisation, federation); local authorities can have the power to issue regulations and finance incentives but in most cases, they at least control building regulation. The advantage of initiatives launched and carried out at local level is the extensive grassroots knowledge, which enables the design of efficient campaigns. The fact that solar thermal has a positive impact on the local economy is of course crucial in that context.

- **Agencies responsible for energy:**
  Some governments, or even regions, set up agencies responsible for implementing their energy policies. Those agencies' legal status is usually different from government departments and they are not too close to the political power. Specialised, more flexible than government departments, they can play a key role in promoting solar thermal.

- **International bodies**

  These bodies, whether global (UNEP, International Energy Agency) or Regional (European Union, RECREE), are becoming more and more active in promoting renewable energy sources in general, and solar thermal in particular. The GSWH programme is of course an example featured in detail on the UNEP website. The European Union is supporting a considerable number of awareness raising initiatives in connection with renewable energy and solar thermal.

3.7.2 Industry and industry associations

The solar thermal industry must take ownership of the initiatives relating to market development. If the market is at the heart of this initiative, and the private sector does not act as adviser, sponsor, coordinator or multiplicator, then there is a good chance of failure. Anyway, it will be among the main beneficiaries from the growth triggered by these initiatives.

- **Industry associations and companies**

  Companies can participate in campaigns as members of industry associations' involvement, chambers of commerce, etc. Although companies involved in solar thermal can have an obvious interest in participating in an awareness raising campaign; they will naturally require or simply be inclined to promote their own brand and products. Industry association will guarantee that the whole industry and not some specific companies are involved in the campaign.

  We encourage campaign organisers to extend the scope of industry associations, which can benefit market development activities. Solar thermal suppliers, i.e. of raw materials and components, the construction sector or even the banking industry can all be involved.

3.7.3 Others

- **Installers, plumbers, specialised retailers, roofers and carpenters**

  These professions, at the crossroad between craft and industry, are a key element of the supply chain, they sell, install, place or recommend solar thermal, and they are the linchpin between manufacturers and consumers.

- **Certification bodies, test laboratories, Research & Development institutes**

  In addition to their involvement in the implementation of quality and product development, the technical and scientific community can and should be associated to communication, in particular in the elaboration of messages or information materials.

- **Consumers organisations and civil society (NGOs)**

  In general, consumers and citizens are often at some point the target of promotion or awareness raising campaigns; their involvement upstream via consumers' organisations or any other civil society groups (non-governmental organisations, local communities, associations etc) can be a great success factor.

Example of partner's network
Source: European Solar Days II Leaflet, Brussels 2011
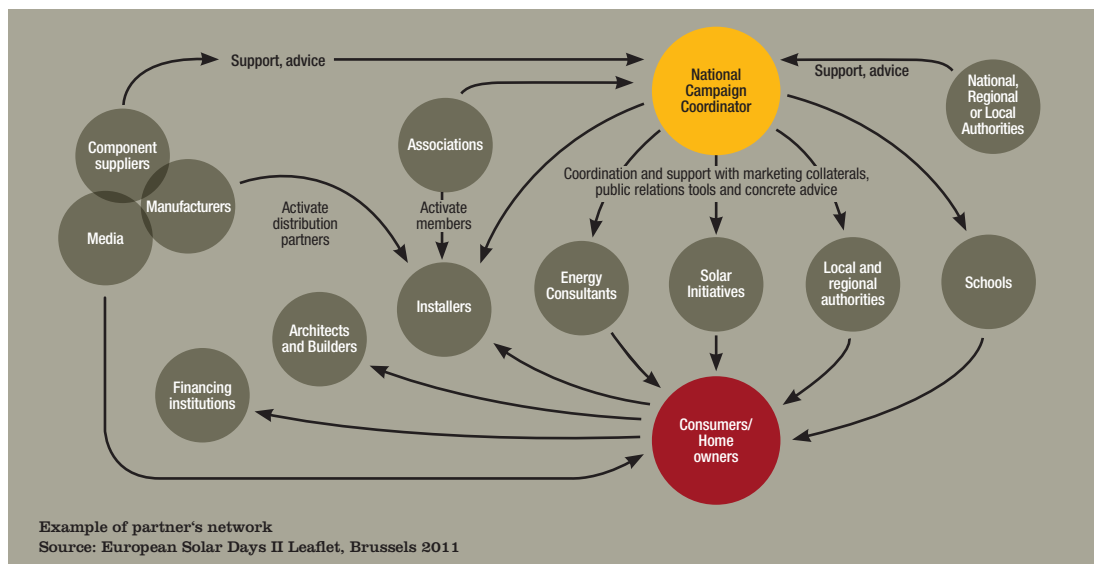
4 Project management

Projects or campaigns are concrete initiatives undertaken within a limited timeframe to create a specific product, service or result. They are delimited by time, resources (financial, human and other) and/or expected results. The timeframe is usually predetermined for a project, while a campaign may have cyclical occurrence. These specificities imply different challenges to the "business as usual" work of an organization. In the following sections we will see how a typical campaign is planned from beginning to end.

4.1 Coordination

To be efficient and successful, every project needs a project manager or coordinator. This person should be central to project planning, organization, resource management and optimization, monitoring and controlling.

The role of the project manager may vary according to the type of activity, size or scope. Some campaigns may require a management team, operating almost as an organization in itself. The coordination role also varies if the campaign is carried out "in-house", within one or several departments, or if it implies the involvement of different organizations constituting a consortium. It may also imply dealing with various teams (for instance with regard to multiculturalism, seniority, age and experience or even including both professionals and volunteers).

For all these reasons, the role and scope of the coordinator's job need to be assessed on a case-by-case basis.

Coordination of the project must take into consideration the different steps of project implementation and may involve different players (and stakeholders) at the different stages. These stages include:

- **Conceptualization**: this refers to the embryonic stage of the project. It involves identifying the issues to be addressed; determining the results that should be achieved and how they could be achieved. It also implies identifying resources that may be required, including eventual partnerships. This should be the analytical stage of the project, including a first feasibility study.

- **Planning**: this step is devoted to fine-tuning the project concept. It should make an assessment of the state-of-the-art and compare with the goals that must be achieved, defining clear strategies on how to implement them. These strategies must then be translated into structured tasks and activities. This leads to the development of a detailed work plan, involving a schedule for implementation and resource allocation.

- **Execution**: This is in principle the longest and the most relevant stage in project management. A good work plan is essential for the success of the project but it will not suffice without a good implementation. This part involves what is usually considered as "project management", meaning leading the team (or consortium), coordinating the task, optimizing procedures, quality assurance for deliverables and outcomes, problem-solving, internal and external meetings, resource management (including securing resources), etc. An important process is quality assurance of the deliverables.

- **Monitoring and Control**: this stage occurs in parallel with execution. It implies identifying deviations between the actual progress and the plan. It is important to understand the cause of the deviations, either internal or external, and take corrective measures. These measures may imply changes to the work plan: reallocation of tasks or resources, rescheduling or even going back to the drawing board and redo the plan.

- **Closing**: every project reaches an end. The closing stage is the more undervalued one, though it is still quite important, as it may have a great impact on future projects and/or partnerships. It has a learning, reporting and promotion role. At this stage an evaluation of the outcomes should be done, acknowledging achievements and reflecting on lessons learned. Results of the project should be adequately communicated to the stakeholders. Such actions should not be restricted to the final project report but be implemented independently. Finally, the obligations related to the contract should be concluded, including shutting down the project operations.

4.2 Deliverables and results

A quantifiable outcome of the project which results in partial (or full achievement) of the project's objective is called a deliverable. The concrete form of the deliverables depends on the type of project. These may be tangible (a publication, a report, a product) or intangible (a website, software, an event). Some deliverables may refer to milestones in the projects, having a more operational nature, (reaching a target, such as number of participants or finding a partner). This choice depends on the type of project.

Deliverables must be in line with the expected project outcomes. They may be planned in a "waterfall" process, where the activities/actions are pursued in sequence until the final outcome of the project is reached. Likewise they may be dealt with in an interactive fashion, with incremental steps being taken, in parallel, to attain a final outcome. In many cases, both approaches are required and combined.

While planning the project deliverables, their number should be limited. The inclusion of sub-items should be made with discernment (if not even avoided). If a small event should be organized, the different steps of the organization should not be considered as deliverables. Still, it may be useful to develop the work plan using the major deliverables as project milestones.

Deliverables should be well described and clear for the parties involved (team, partners, client or other). The description should also indicate qualitative and/or quantitative criteria and targets.

The deliverable target groups should also be clearly defined. This means that they can be internal to the project team (or even confidential, accessible to only few persons) or maybe public. Therefore, the deliverable should be adapted to the target group and adequate dissemination (or disclosure) policies should be established.

Example of deliverables for a communication campaign:

- **Communication plan**
- **Campaign Identity**
- **Outreach Campaign**
  - • Phase 1 –Key messages
    - • Phase 2 –Media plan
    - • Phase 3- Materials produced
    - • Phase 4- Impact assessment
- **Promotional video**
- **Communication Materials**
    - • Campaign leaflet - general information
    - • Brochure with mid-term achievement
    - • Final brochure for key stakeholders
- **Communication Activities**
    - • Press releases
    - • Press packs
    - • Press clippings
- **Publications:**
    - • Guide for campaigners
- **Events**
    - • Press conference - Public announcement
    - • Launch event
    - • Press conference - Results

In the subsequent chapters, we will go further into detail for most of those deliverables.

4.3 Evaluation

The evaluation of a project (or campaign) is an important process, which allows the identification of the results achieved and the assessment of the use of resources (human, financial, equipment, etc), to verify if it was done in an effective, efficient and reasonable way. It shall also identify the changes operated, i.e. the progress made and the impact compared with the initial situation and the project goals.

The evaluation answers the need for accountability towards the stakeholders, in particular funders, be it the organization itself, public or private initiatives. As such it must review the project performance, i.e., the value added comparing outcomes (immediate and future) to the investment made (= resources allocated, human, financial, etc).

The evaluation plan shall be prepared at the beginning of the project and will be monitored by the Project Coordinator.

It must be stressed that the evaluation process cannot start just at the end of the project. It should be planned and implemented from the very beginning, and set up in conjunction with the monitoring and control, as both processes require similar information (inputs). Therefore, it should be a sequential process of collecting, recording and organizing information about the project development, outcomes and results.

Furthermore, the evaluation is an essential learning tool. It serves to identify success factors, the need for improvement in planning (for instance, unrealistic goals, bad state-of-the-art assessment) or execution of the project. Therefore, deviations should be identified and analyzed to find the most realistic explanation for the deviations from the original plan.

In the particular case of recurring campaigns, the evaluation is even more relevant and should be directly linked and precede the planning of the following campaign.

Example for a campaign:

Objectives (of Evaluation):
• Offer quality data
• Make sure there is a quality research (numbers of stakeholders reached, distribution and analysis)
• Ensure success and sustainability of the project

Tools (for Evaluation):
• Produce a set of qualitative metrics for the implementation of component
• Internal evaluation to evaluate the impact of the action and final outcomes
• Questionnaires will be distributed during the campaign
• Set up metrics for the dissemination strategy
• Online surveys on project/campaign website

5 Design of the campaign

In order to make your campaign a success, you will need to give it a certain design. Designing your campaign means finding the right target groups, defining key messages that will be communicated, deciding on a corporate design to give a nice and consistent look and finally, but not least, it is important to secure sponsoring and partnerships.

5.1 Target Groups

First and foremost, it is important to select and clearly define the target group. All activities should be target-oriented and convincing for this specific group.

Developing a list of important people and organisations that you want to reach with your key messages allows easy identification of the target groups. Therefore, one could say that defining key messages depends on the target audience but also vice versa. The setting of goals should precede these two steps – once you have a goal, you can define your target group and, according to the target group, you can formulate your key messages.

Example:
1. Setting a goal: Aiming at introducing incentive schemes at local level for solar collectors
2. Define target group: local and regional politicians, decision-makers
3. Underline the importance of energy independence and security of supply

The better the communication tools are adapted to the target group the more effective the campaign will be. Experience has shown that, in most cases, good communications are essential. The customer has in general very little prior knowledge of solar technology; time and effective communication are needed to persuade him to purchase an installation.

The typical process not for only politicians but also for potential customers could be as follows:

• I'm getting to know it (building awareness)
• I'm starting to like it (changing minds, gaining credibility)
• I actually want it (driving decisions)

You want to raise awareness for solar energy in a city, village and your main target groups are citizens? You should definitely expect the following questions from citizens as future consumer and be prepared to answer them accordingly with the right campaign:

"A solar what?"	Basic campaign
Why?	Basic campaign
Where can I get information?	Info centres
How do I get a good offer?	Info centres
Gosh, that's expensive!	Scale, subsidies, finance
How does it look on my roof?	Integration technology
Where does the storage go?	Integration technology
Was it installed right?	QC, installers education
Does it work?	Monitoring
How long does it last?	Durability

Source: Soltherm Europe - Campaign Guidelines, van der Ree B., Mert W., 2003

Example of customer oriented 3-steps communication process within "Solar – na klar!"
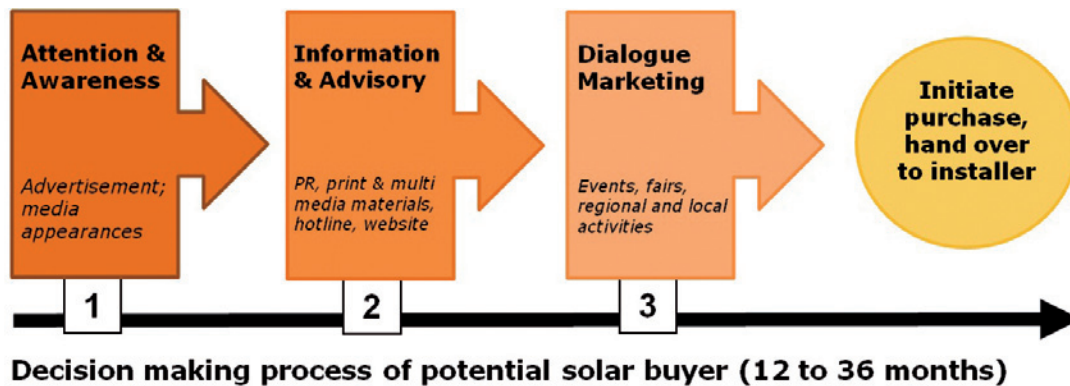
Source: Soltherm Europe - Campaign Guidelines, van der Ree B., Mert W., 2003

5.2 Key messages

As already mentioned above, the key messages can be defined once the target audience has been found. Messages must be clear and simple; they act as guiding principle for all kinds of communications. If you have multiple target audiences but one main message, you can adapt it to the nature of each target group in order to make it more precise.

Also mentioned previously is the very important fact of not confusing the general objectives of the campaign and the key messages:

Objectives/goal of the campaign ≠ key messages

The objectives of your campaign are the goals that you wish to achieve. But you do not necessarily communicate these goals – this is where the communication part comes into play.

A simple example:

The objective of a solar manufacturer: sell his products and make profit

What he cannot say: I want to make money

The key message he has to communicate to the consumer being most probably the main target group:
• Get free energy from the sun!
• Not only that the energy from the sun is free but it also contributes to saving the environment and reducing CO_2 emissions.

This kind of message enters into the sphere of financial and moral approach – often used but also depends on the consumers (if their main interested is not protecting the environment, you need other key messages).

Therefore you need to

• Get the motivation of your target group
• Be aware of cultural differences as well local or national customs
• Make your messages catchy and memorable

5.3 Corporate design

A campaign should have a core message to be communicated not only through its contents but also with the corporate design. Corporate Design means that all marketing tools must have a uniform layout to simplify contents recognition and memory. In this connection, it is worthwhile adopting a memorable and appealing name/slogan for the campaign and to work with a professional designer if budget allows.

A logo, specific font, colours or images that are used through all your communication channels as well as promotional materials will create consistency and make people recognize your project easily.

If your signature, newsletter, PowerPoint template, press releases or website are identical (meaning that you always use the same font for writing, you put the same logo on every item, you use the same range of colours for website, or PowerPoint backgrounds, etc.), people will memorise and recognize your campaign more easily.

Items that should be uniform and ready for use:

• Title of your campaign
• Logo
• PowerPoint template
• Press release template
• Decide on a specific font
• Same kind of signature (e.g. with common banner) for all staff/partners
• If available: website (including logo, using same font, images used in PowerPoint template)
• If available: promotional material (e.g. flyers, balloons, t-shirts, etc.)

If you have the opportunity to work with a graphic designer it would be very helpful to create a document with the recommended Corporate Identity guidelines. For instance, this document will explain how to use the logo in terms of:

• Colour
• Minimum size and maximum size
• How to be used together with other logos

If other items are available, specific guidelines for the use of images, leaflets, Microsoft office documents etc. will also be defined in the Corporate Identity guide.

5.4 Sponsorship and fundraising

Financing a solar campaign is not always an easy task and it can be difficult to find solutions on how to finance your campaign.

The options vary from case to case:
• Are you organising a local, national or even international campaign?
• Are you organising the campaign alone or do you have campaign partners to work on this together?

These questions show the complexity of the subject, each case needs a different approach.

At local level, you should check, if the municipality does not finance projects in this field, where you could apply for funding. You can also search for foundations that might provide financial support. Companies or any business dealing with solar could be excellent target groups for sponsorship opportunities.

Architects, manufacturers, installers, or others working in the solar business can have special interests in participating in your campaign and the return on investment (ROI) can be really high.

Your campaign gives them high visibility and can easily attract new consumers. Even businesses that are not involved in solar energy might be interested as it gives them the opportunity to appear very environmentally friendly.

Potential sponsors are:
• Banks
• Insurance companies
• Building associations
• Municipalities
• Manufacturers
• Trade associations
• Utilities etc.

The sponsorship usually consists of organising or supporting events, flyers and other promotional material by providing money or printing materials etc. A possible ROI could be to print the company logo on all promotional material to offer high exposure for the sponsor.

At national or international level, partnerships with other entities such as regional or national associations, research institutes or energy agencies can be of huge help to make your campaign a success.

The example of the European Solar Days campaign shows clearly that it only works if all partners coordinate their national Solar Days in their respective country. The project coordinator, based in Brussels, collaborates with national partners based in more than 17 European states coordinating events being organised in their country. If this was not based on a grassroots initiative, creating synergies at European level, the European Solar Days campaign would not run as well as it does today!

6 Take action! Communication channels and media tools

To run a successful solar campaign, simple promotion activities are not sufficient; a positive social climate and favourable framework conditions are also very important for solar technology acceptance. In this chapter, different possibilities of communicating to your target audiences as well as the importance of media relations will be explored.

6.1 Main communication channels

Communication channels are the 'how' in terms of actively using the tools and materials to promote and communicate our key messages. There are also a number of questions to be considered when choosing appropriate communication channels:
- How do we choose our communication channels?
- How to make ourselves interesting?

Standard use of our promotional tools is through **dissemination**. Dissemination is both necessary for internal and external communication:
- to valorise to potential project partners (or even members) the work undertaken by the coordinator,
- to promote our key messages to our list of target groups

Selecting which communication channel suits which audience is very important and should spearhead any dissemination activities.

The channels through which you can disseminate materials are as listed below:

6.1.1 Publications
- Newsletters
- Press releases (see Annexe number 1) and a press kit (see chapter 6.4)
- Factsheets
- Studies, reports, etc.
- Promotional materials (flyers, bags, t-shirts, pens, cups, videos, etc.)

6.1.2 Website
A website can be an invaluable tool for your campaign. For most people it will be the first source of information about your campaign and therefore needs to be clear and transparent to convey the objective of your campaign easily to the website visitor.

Your website should (at least) include the basic sections:

- **About (title of your campaign)**
  This should cover the history of you campaign, how did it come into being, the objectives, and results
- **Press**
  This section is for press releases, newsletters, photos, and links
- **Contact**
  Complete contact details of your organization or the project manager or the communication manager
- **Intranet**
  If you have partners working with you on the campaign/the project, you can dedicate this section to documents to be uploaded
- **Sitemap**
  This section helps visitors find easily what they are looking for. It is displayed as a menu tree showing the structure of your website
- **Search**
  The search tool is an even easier way to find what you are looking for, especially if you have a specific topic in mind

Not only the structure but also the content needs to be attractive, user-friendly and practical. Simple messages and language easily understood by everyone are essential. Pictures and colourful titles or text in bold can make your website more appealing and catchy.

6.1.3 Events (internal and external)

- Internal events are those you organize within the framework of your campaign, conferences as well as workshops and seminars. In a campaign, these kind of internal events definitely constitute the main tools for promoting your campaign.

- **External events** are those indirectly involving actors from your campaign, or are linked to the positive promotion and discussion of solar heating and cooling. The identification of these events is linked to the definition of your target groups. By monitoring what these target groups are doing, you can actively cooperate and identify potential partnerships, in both geographical and thematic terms. You can take part in exhibitions, trade-shows, conferences or round-table discussions. To promote your campaign, try to be a conference speaker or exhibitor (unfortunately, most of the time, this is not free). If you have promotional material, do not forget to bring it along with you and hand out your campaign flyer or press kit.

6.2 The key role of the media

The media are an obvious channel through which to disseminate and to deliver our key messages. It is often considered that the media in themselves are a target group, but it is more useful to think of them as a channel you can use to reach your desired audiences. There are such a wide variety of media operating today, that it is more and more important to consider how you want to engage with the media, and which media to engage.

Examples of media channels:
- National, regional and local newspapers
- Magazines
- TV and radio
- Internet news

Initially, it is important to consider the crowded landscape in which media outlets operate. This consideration is linked to the issue of: why am I interesting? Pitching and providing a 'hook' are common public relations terms which are used to describe the process of convincing media to run with the story or feature that you submitted. There are two ways of securing a place for a story or message in the media (in the broad definition):

- **Paid (advertising/subsidised features)**
  You need to consider if paid media placement can be useful to run your campaign successfully, e.g. in promoting an event (web banners on relevant websites) and also to guarantee that your messages will be featured in publications (both online and in print) that otherwise might be not be interested in solar energy).

or

- **'Free' (media outreach, proactive pitching).**
  Free media attention is the act of securing coverage based on active pitching of articles, interviews and promising exclusive access to key actors in an organisation etc. Such action is labour intensive on an irregular basis, and is specialised in terms of existing knowledge of the relevant media landscape. It is also more likely to be achieved with outlets that are already interested in the topic of solar thermal (those media specialising in solar, renewable energy, sustainability, climate change and other issues related to the topic).

Budget permitting, it might also be useful to engage external assistance to use the media to reach your selected audience. A consultant/media agency with specialised knowledge will be better equipped to effectively target media outlets and to build relationships with the important points of contact.

Summary of opportunities:

Advertising on line:
• Banner Ads (if you do have a banner for your campaign)
• Text Ads
• Online Sponsorships and Partnerships

Print:
• Full/half/third/quarter page
• Advertorial (writing an editorial in form of an advertisement)

A means of advertising in any of the above-is to sign a (free) media partnership. You will see in the next chapter which steps you should take to find agreements with possible media partners.

6.3 Media partnership

Working with a media partner can bring great rewards such as free advertising, increased profile and targeted editorial. The great advantage is that such a partnership offers better visibility and publicity not only for your campaign but also for the media partners; therefore it is really something mutual and beneficial to both parties and you should definitely make use of such opportunities.

But how do we create sustainable and mutually beneficial partnerships with the media?

• Search for relevant online and print media that are of interest for your campaign

• Prepare a standard agreement (see example in Annexe number 2) that you will then send out, you can also make some phone calls which is more personal

• When drafting the agreement, do not only think of what is beneficial for your campaign but also think of the media partners and what might be of interest and important for them

• The standard agreement should be adaptable to specific needs of a potential partner (if one media partner does not agree or cannot provide one of the items you can negotiate an individual partnership)

• Once the signed agreement has been sent back to you, you can start giving your campaign and the media partner high visibility by exchanging your logos, drafting a short text for the events calendar section of the media partner etc. (depending on the specific agreement you made)

6.4 Social media: Beginner's guide

In today's media landscape, one can no longer ignore the presence of social media, which is somewhat different from the 'old' media tools already mentioned above.

The term social media refers to the idea of turning normal communication channels into interactive dialogues. To give an easy overview, we can separate social media into two spheres: blogs and social networking.

• **Blogs**
Blogs are easily created, often free of charge and work like an online diary that can be commented by anyone who wants to leave a comment (as long as the option 'comments' is installed). The 'blogger' brings to paper his ideas, opinions; you can actually write down whatever crosses your mind on a certain subject. However, the aim of a blog usually is to acquire as many followers as possible. Therefore, it is crucial to regularly update your blog, if the content of your blog is not updated at least once or even twice a week, there is no need of creating a blog and your followers will get bored and stop visiting your page.

• **Social networking:**
This term is often used for all kinds of online platforms that exist on the net and where each user can create its own profile – providing the rest of the web community with personal information on interests, activities, education and so on. The idea of providing the entire web community with private information is to share, like or comment on posts, to get new friends or to create (private or open) groups.

The range of social networks is huge and the social media landscape varying and changing consistently; what might be 'in' today, can easily be overtaken tomorrow.

With regard to this, we only showcase a few examples; and only those that are of main interest for promoting your campaign. For a more complete list of the variety of social media, you can find a table in Annexe number 3.

- **Flickr** is a photo and video hosting website where you can share and comment on other users posted items. Once you have run your first campaign or organized an event, you can create an account and upload pictures and put a link on your campaign website or make the link public via your newsletter or in your signature.

- **Twitter** is basically a micro-blogging site but it still enters into social networking service. You can 'tweet' posts of a length of 140 characters or less and anyone can follow you (and vice versa). No need of becoming friends like with Facebook where you need an approval from the other party. It is quite practical for sending short, clear messages that allow easy monitoring.

- **Facebook** is the ultimate social media tool. Today, it is so famous that it has become the synonym for the word Internet – say some. Create your own profile and share your interests, activities, pictures, and status updates or games applications with the entire community. Many believe that Facebook suits best for personal purpose but enterprises or campaigners also increasingly use it.

How to make your Facebook account a success:
- Take the time to create your campaign profile with a description, profile picture and maybe a hyperlink to your website

- Once, you have set up your personalized campaign profile, you can start adding friends and liking pages in order to give your profile the best visibility that's possible and to attract other people

- Start updating your 'wall': this should be done at least twice a week – a Facebook account needs to be active; once it's static and your name doesn't circulate anymore, the chances are high that less people will follow you

- Events in the framework of your campaign are actually a quite good way of keeping your page active: you can either create an event and invite your friends to join it or you can regularly promote it on your wall

- After the event, you can create photo albums or add wall pictures, you can share the pictures on other people's walls

Below you can see two Facebook page examples, on the left the Spanish Solar Days campaign and on the right the Austrian one:
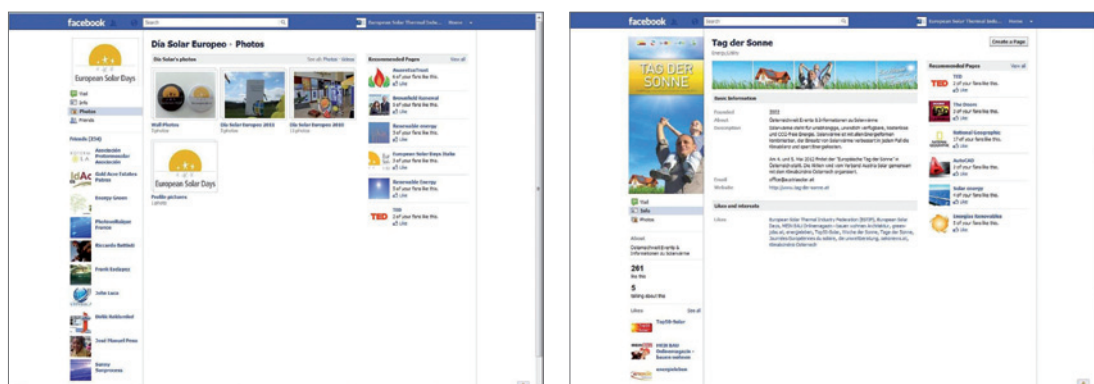
Spanish and Austrian Solar Days facebook campaign pages

6.5 **The campaign launch**

The campaign launch is often called a kick-off event. This event is the starting point for your campaign and a public event where – depending on the objective of your event – you invite local or national politicians, celebrities or journalists (not only in the case of a media event but also to ensure that the event will be covered in local newspapers).

Before the campaign launch, it is important to promote your event with flyers, on your website, social networks, invitations sent by post or by phoning people to invite them. During the event, make sure that the speakers (if there are presentations or a roundtable) deliver clear and simple messages. Any technical details will quickly annoy participants who will get bored – especially if it is the first time they hear about the topic.

With regard to journalists, it is essential to have prepared a press kit that can be distributed at your launch event but also subsequently. This document should not be exclusively for journalists, it might be interesting for others as well.

The press kit contains the most important information about your campaign; visualize it as a factsheet for journalists that need all information in one single document to save time that would have been spent on research. It should contain the following items:

• An 'about' sheet where you briefly explain your campaign in a precise way
• Flyers, leaflets or other material you have produced within the framework of your campaign
• Press releases you have published
• Pictures of events or other, as soon as available

7 Campaign examples

7.1 Solar Days

The European Solar Days (ESD) campaign was born out of the "Solar Day" awareness raising initiative organised in Austria, Switzerland and Germany between 2002 and 2006. As a result, during the first year, the solar thermal market in Austria and Switzerland increased by over 40 per cent and by 25 per cent in Germany.

The main objective of the project was to reach a wider audience by extending the national "Solar Day" to a Europe-wide campaign across frontiers; breaking down language barriers to spread one message: "free unlimited use of the sun".

The ESD concept is based on social marketing, which uses existing information channels between organisations and their members (newsletters, mailings, newspapers, social media, etc.) to draw attention to the event. Compared with other conventional campaigns, ESD is an extremely cost-effective form of campaigning.

Good preparatory work is crucial and the ESD network, consisting of campaign partners' representatives mainly from national associations, has proved an important element in this connection.

This network holds regular meetings, as well as an Annual Conference, which is an opportunity to impart gained experience, assess the results of the campaign as well as getting ready for the next one. Comprehensive information is given on launch preparatory work, organisation and documentation as well as on existing materials such as letters, press texts, advertising tips, banners, posters, brochures, folders, giveaways, etc.). An interactive dedicated ESD website is also an important instrument for involving partners via an intranet which includes for example document sharing facilities.

As a result of the campaign, the European Solar Days have now become a permanent fixture on the calendar in ever more countries and new countries are interested to join in and organize their own events.

7.2 Wide the SEE (South East Europe: Programme co-funded by the European Commission)

The aim of "Wide the SEE" is to increase the use of solar thermal SHW systems in South East Europe. The first national awareness campaign for solar thermal energy started in Romania in January 2011. This will be achieved by developing a framework of local and regional policies and financial measures; implementing installers' qualification and public awareness campaign to change household habits and stakeholder attitudes;-revealing and alleviating shortcomings and constraints that inhibit the SHW market. The purpose of the project is to foster the transfer of know-how and experiences from SEE countries with significant SHW market share in order to: widen the use of Thermal Solar energy to cover the expected rise in energy demand, reduce the greenhouse gas emission and create new employment opportunities for SHW market enlargement.

Material produced for the campaign included:
• Logo"Wide the SEE"
• Booklet: "Solar Thermal Installations"
• Brochure: "Wide the SEE"
• Calendar 2011
• Poster

Current concrete outcome of the campaign:
• Project website
• Solar Impact Study (assessment of the positive impact on the environment by using solar energy for domestic hot water appliances)

7.3 Cambodia – awareness campaign run by Kamworks Ltd

Knowledge about solar energy is not widespread in Cambodia.

To overcome this barrier the Kamworks Ltd company started a simple but effective campaign to raise awareness. The campaign programme was mainly focused on schools. Kamworks staff and local volunteers visited numerous schools to reach rural families through their children.

Ways to communicate the message to children were developed in-house. Solar energy is taught to the children via a game which can be downloaded from the company's website. Also part of the school campaign is making a solar sunflower. Children get a kit and cut out their own flower and leaves, which are then glued on a small panel with a small mechanism underneath. When the sunflower is held toward the sun the children can see that is starts spinning but stops when in the shade: a fun and easy way to understand the power of the sun.

7.4 USA – Solar thermal advantage initiative (ENEREF Institute)

The initiative's goal is to raise public awareness for solar thermal by presenting case studies in different magazines and newspapers, put together individually for each magazine target group. The Solar Thermal Advantage kick-off meeting took place during Solar Power International in October 2011.

The campaign was started and initially funded by the ENEREF Institute. Sponsors now come from all parts of the solar thermal value chain. The broad participation helps the initiative find the best solar thermal case studies and success stories - to provide interesting material for the media.

As part of the programme, the ENEREF Institute has set up two websites in support of the initiative:
- Solarthermalbiz.com, launched in August 2010, publishes solar heating and cooling industry events, reports and opinions, representing an information resource for the general media.

- Shc.eneref.org, launched in January 2012, publishes solar heating and cooling success stories for the general public and end users.

Further activities of the initiative will depend on how much the industry is willing to get involved. In the future, this might result in advertising campaigns for solar thermal or events.

7.5 Morocco - PROMASOL

PROMASOL stands for PROgramme national de développement du MArché de chauffe-eau SOLaire or Development of the National Market for Solar Water-Heaters.

This government-run campaign's slogan is "Democratizing Access to Solar Water-Heaters" and aims at changing people's perception about the use of the solar water-heater.

PROMASOL launched a financial support mechanism called 'Commercial Partnership Insurance' (CPI). 11, the objective was to foster commercial partnerships between a supplying company and one or more distributors.

A series of TV, radio, and newspaper advertisements were also initiated by the programme to increase people's awareness of using solar heating and to emphasize the benefits of such a cost-effective, safe, and environmentally friendly solution.

Other communication means were also used including seminars, events sponsoring, etc. PROMASOL targeted three types of customers: institutional customers such as ministries; industrials and private companies (mainly hotels and private hospitals); and finally, individuals wishing to install SWH in their homes.

For institutional customers, agreements were signed between PROMASOL and several ministries to promote the use of solar water heating in buildings such as hospitals, schools, hotels, etc. In this connection, a decree makes it compulsory for public organizations and administrations to give priority to the use of renewable sources of energy including solar water-heating where needed.

As for industry and private businesses, the leasing formula was adopted by PROMASOL as an incentive to install SWH. As a result, a financial tool known as FOGEER was created with a budget of about US$1.3 million. It guaranteed up to 70% of the cost of solar equipment funded by leasing companies.

Currently no direct financial support is available to individuals, but the increasing availability of SWH has meant lower prices. In addition, the VAT reduction from 20% to 14% contributed to making SWH affordable for a larger proportion of population.

7.6 China – City of Rizhao

The city of Rizhao combined incentives and legislative tools to encourage the large-scale, efficient use of renewable energy, especially solar energy. 99% of Rizhao's households use solar water heaters. In the suburbs and villages, over 30% of households use solar water heaters.

Widespread use of solar energy has reduced the use of coal and helped improve the quality of the environment in Rizhao. The objective was to enhance the environment thus helping the city's social and economic development.

The provincial government subsided R&D activities in the solar water heater sector. This investment resulted in technological breakthroughs, increasing efficiency and lowering unit costs. The city stipulates that all new buildings must incorporate solar panels and oversees the construction process to ensure good installation.

To raise awareness, the city held open seminars and ran public media campaigns on television. Government buildings and city leaders' homes were the first to have panels installed to act as role model. Some government bodies and businesses even provided free installation for employees.

8 Annexes

Annexe 1: Template for a standard press release

Your campain logo in the header

TITLE

Venue, date – Text: first five lines in bold, a clear and strong first paragraph that outlines the main message of the press release

Text: Here you can develop your idea and go more into details

-ENDS- (to demonstrate that this is the end of your press release)

About the *Your campaign title*
If you have a standard description of your campaign or project, you can write it down here in some lines.

For more information (full contact details of the project manager or communications manager available at time of publication of the press release):

Contact name
Job title
Tel: +
Fax: +
E-mail:
Signature Logo if available

Characters (incl. spaces): 1 000 *(here you can add the number of characters of the text of your press release)*

Download the full press release in Word (2.5 MB) or PDF (255 KB) format – *if you have the possibility to post the press release on your website, you can make it available as Word and PDF document, including the KB/MB of the document*

Annexe 2: Example of a media partnership application form

Title of the campaign, Venue, Date, Media partnerships
Help us promote solar thermal / title of your campaign
A general introduction to your campaign, it would be good if you could give some figures like expected visitors, number of events, how many organizers, etc. For more information, please visit: website if you have one
Attendees' profile
The campaign is aimed at: • Local and regional authorities • Local citizens and future customers • Pupils and students
How to become a media partner of *title of the campaign*
Official media partners agree to include *title of the campaign* in their promotional activities as follows: • Comprehensive reporting before and after *title of the campaign* including print of the *title of the campaign* logo as well as mention of the *title of the campaign* website • Listing of the *title of the campaign* in your "event calendar" • Free advertising (advertisements, banners) to be determined and agreed directly with Project manager/organisation
Services offered to *title of the campaign* **media partners**
Services offered to *title of the campaign* media partners In return, official title of the campaign media partners are entitled to following items: • Space for display material in the foyer of the conference (or similar – depends on your venue and event) • Your logo and a short profile (incl. logo and link) in the "Media partners" section of *title of the campaign* website (if you have a website link here) • Acknowledgement as an official media partner on all *title of the campaign* collaterals (call for abstracts, advance programme, proceedings, pocket programme – this is an example). The conference proceedings and the pocket programme will be included in the conference bags and distributed to all delegates. • Acknowledgement as an official *title of the campaign* media partner onsite at the conference venue (banners – depending on your event as well) • Two complimentary registrations for the *title of the campaign* conference (value: EUR ..) – depending on your event as well

Separate page to be sent back to you as organizer:

MEDIA PARTNERSHIP APPLICATION FORM
Please complete and return to…...................................... We would like to become an official media partner of the *title of the campaign* to be held on date and venue: Company/organisation:.. Contact person: Title: ☐Mr   ☐Mrs   ☐Miss Name:... First name:... Address:... Postal Code, City:.. Country:.. Telephone:... Fax:... Email:.. VAT-number:... Signature, company stamp...   Place, date... By signing this application form, we accept the conditions of the media partnership as described in the above document. This application is legally binding on the company pending its acceptance in writing by the organiser.

Annexe 3: The social media landscape

You can find the original pdf on the website www.cmo.com/social-media/2011-cmos-guide-social-landscape

CMO.COM

2nd Annual

THE **CMO's** GUIDE TO:
THE SOCIAL LANDSCAPEPE

CMOs will invest more in social media this year than ever before, yet this is a scene that constantly shifts and changes. Here to help you better leverage these major social media sites is CMO.com's 2nd annual guide to the social landscape—updated and revised for 2011.

GOOD! OKAY! BAD!

WEB SITE	CUSTOMER COMMUNICATION	BRAND EXPOSURE	TRAFFIC TO YOUR SITE	SEO
facebook — A social-networking site where users can add friends, send messages, and build their own profiles	A central and open communication portal, Facebook is the hub through which businesses want to drive social interaction. Positive or negative, companies can use Facebook to get their messages out and to receive customer feedback.	Using pages as a persona allows companies to position their brands on other relevant pages. For example, Starbucks' page itself can now post on large coffee-lovers' pages.	For many Web sites, Facebook has emerged as one of the top traffic sources. While the "viral potential" is lower on Facebook than others, nothing is more consistent at driving a steady flow of traffic to every message or post.	Google and Bing have both indicated that they are using "social signals" as part of their ranking algorithms, pointing to Facebook and Twitter, in particular. While the links themselves are "no-follow," the search benefits exist, especially in instances where "Query Deserves Freshness."
twitter — A microblogging site that enables users to send "tweets," or messages of 140 characters or less	Twitter is the ultimate outbound messaging tool. Inbound customer communications are quick and to the point, allowing for simple monitoring and management of conversations.	It isn't what you're saying on Twitter that exposes your brand. It's what you can get others to say about you that has the real impact. Getting retweets and interactions can do more for brand exposure than any other social site.	The prevalence of noise and spam have reduced Twitter's ability to send direct traffic. However, it is an exceptional tool for assisting with traffic generation from other sites, like Digg, StumbleUpon, and Facebook.	As with Facebook, Twitter has been singled out as a component of Google's and Bing's social component. The links are "nofollow," but the social component is real and expected to become more prominent over time.
flickr — An image-and video- hosting Web site where community members can share and comment on media	As a PR tool, Flickr gives company-sponsored events a pictorial home that can be more professional and better organized than on other social image- sharing sites (including Facebook).	Flickr's improved search rankings and integration with other social sites makes it the high-quality image posting service of choice. Bulk images should go on Facebook. Quality images should go on Flickr.	Even if you get tens of thousands of visits to a photo with your URL hyperlinked below, the click-through rates are among the lowest around. All links are "nofollow."	Flickr is very much indexed in search engines and passes links and page rank. It is also a major part of Google's and Bing's social search component—photos liked by individuals can be seen more prevalently in their friends' searches.
Linked in — A social-networking site for business professionals	Not the primary focus, but you can potentially engage customers by encouraging employees to answer industry-related questions people post and become known as an expert in the field.	LinkedIn is great for personal branding and showing the professional prowess in your organization. Encourage employees to maintain complete profiles to show off your solid team.	LinkedIn continues to improve its standing in traffic generation by encouraging sharing through every new feature it has rolled out during the past year. It isn't as consistent as Facebook or as viral as Digg, but it's getting better.	Very high page rank, almost guaranteed to be a ranking on the first page of search results, especially for your individual employee names. High SEO value for vanity search for your name, but that is about it.
You Tube — A video-sharing Web site where users can share and upload new videos	Whether you seek to entertain, inform, or both, video is a powerful channel for quickly responding to customer complaints and showing your social-media savvy. It is also the best venue for reputation "repair" if things go wrong.	Your YouTube branding is second only to Facebook when people are researching your company. Be certain that the messages are frequent and that they align with what you want as your perceived company persona.	YouTube is growing in the traffic-generation segment, particularly through in-video messaging through annotations and URL branding. Clicks on content links are still minimal, but even those numbers have seen a recent rise.	Very good for building links back to your site because the videos rank very well. YouTube channels are a tried-and-true way to send some really good exposure and SEO back to your brand.
digg — A social-news site where users can discover and share content	Customer interaction is nonexistent on Digg, but the intrinsic value of exposure that is possible through a Digg front page story can highlight other sites where customer communication is strong (such as your blog).	Brands have an opportunity to gain mass exposure on Digg, particularly through the most interesting stories posted about your company. It is a venue for content discovery—brands that do well on Digg can do well anywhere.	Digg went through a rough spot in 2010, but seems poised for a rebound in 2011. Even with the decrease in traffic, it is still the most consistent viral-traffic generation site that can send tens of thousands of visitors to individual sites.	Very good in that even if your story doesn't become popular, it will still get your page indexed very quickly. Also, if your story does become popular, this is likely the best site in terms of getting the attention of bloggers who will link to you.
su — A social-news community where members discover and share Web pages	StumbleUpon is not a tool that is useful for customer communications. There is a random chance of getting a message to your current customers and the user base is growing, but it's still very slim in comparison to other social sites.	The paid campaign can be good for brand awareness, especially after you have attempted getting free, organic traffic to your home page. You can target very accurately, but keep in mind you are paying $.05 per visit ($50 CPM).	StumbleUpon is the social media equivalent of a traffic Grand Slam—it doesn't happen often, but when it does, it's huge. Keep discoveries diverse. You never know when you'll get hundreds of thousands, even millions of visitors from StumbleUpon.	Very good if your story makes it to the top page for its tag. Due to StumbleUpon's large user base, many people can find your stories and link to them. For vanity searches, your profile page ranks well, too.
reddit — A social-news community where users post links to the site's home page	Only the extremely adept can use Reddit as a customer communication tool. Any time you open your company up to the growing masses at Reddit, there is a chance it can backfire. Occasionally, everything goes better than expected.	Attempting to build your brand on Reddit is like trying to sell whale meat to Greenpeace. It won't happen, and it's likely to turn very ugly if you try.	Reddit has emerged in the past year as the best social news traffic-generation site on the Internet. Quality and originality are paramount—if your message isn't viral, Reddit will not approve.	If you make the front page, a lot of sites will pick up your story, generating valuable back links. Many of these stories are picked up by reputable sites, giving more trust to your site.
tumblr. — A social-networking site where users can ask and answer questions	The growing segment of Tumblr users and the ability to ask and answer questions makes the site a potential darling for customer communications. As the site's exponential growth continues, expect it to rival Twitter as a top-2 communication tool.	Tumblr's simple platform and extreme ability to have content shared on it make it a viable branding tool. GenY is migrating to Tumblr to share opinions—if that demographic is important to your business, your Tumblr presence must be strong.	Images can get traffic. Otherwise, there is no real traffic potential yet. In the coming months, it may expand, but currently almost all activity happens directly on Tumblr itself.	The blogging nature of Tumblr allows for extremely high potential from a link-building perspective. The sites themselves also rank very well in the search engines.

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Annexe 4: Template how to evaluate your campaign

Title of your campaign	
Target groups	
Goals	
Parties, organisation	
Strategy, activities	
Duration	
Budget	
Results	
Internal success and failure factors	
External success and failure factors	
Recommendations for new actions	
Contact Info	

Concrete example:

Promotion of the use of solar thermal collectors (Greece)	
Target groups	Private house-owners
Goals	The general goal was the promotion of the use of Solar Thermal Collectors.
Parties, organisation	CRES (Co-ordinator) GREEK SOLAR INDUSTRY ASSOCIATION (Principal contractor) PUBLIC POWER CORPORATION (Partner – Supporter)
Strategy, activities	This campaign included two actions: TV campaign & Direct mailing through the bills of PPC. **TV action:** a TV spot has been produced, aiming at the promotion of the use of solar thermal collectors to the general audience. In parallel, a large press campaign was forwarded in order to strengthen the interest of the general public and to inform the general public from the other EU Member States. **Direct mailing action**: This involved a campaign for the promotion of the use of solar thermal technologies by disseminating informative leaflets to the general public. This leaflet promoted the use of solar thermal domestic water heaters.
Duration	2 years (1994-1996) in total: • TV campaign on November – December 1994 • Mailing from January – April 1996
Budget	TV action: 150.000 EUR Advertising action: 73.000 EUR TOTAL: 223.000 EUR
Results	The leaflets were disseminated through the bills of the Greek PPC (Public Power Corporation) to 3.500.000 receivers.
Internal success and failure factors	Physically, the campaign setting-up, the internal communication & the execution of the campaign had no problems. We have to point out the since now co-operation between CRES & EBHE as an effective follow-up of this well-done campaign. There weren't enough possibilities for following-up actions or innovative ideas, since the work programme was certain, especially when the circumstances were still favourable for the continuation of such actions. More over and according a final evaluation of the entire campaign, the involvement of a public organisation for the consumer protection such as the Greek Consumer Institute (INKA), could assist for the provision of increased added value of the campaign results.
External success and failure factors	This campaign succeeds especially according to the characteristics of the promoting technology. Solar thermal technologies were finally mature and economically reasonable for purchasing & installation. The payback period for such investments would be short and of course the existence of tax reduction was a plus for encouraging campaign results. Additionally, the underlining of the consumer comfort through the campaign was very effective. The major external weaknesses are concentrated to: • Low environmental sensitisation (1994-1996) • Inadequate labelling • Training needs for installers • Integration of solar thermal technologies in the architecture.
Recommendations for new actions	Regarding the domestic sector, which was the target sector of the campaign, a large scale advertising campaigns (TV – press) could take place with significant success, if they take into account & underline the environmental impact & the consumer comfort.
Contact Info	Dr. T. Tsoutsos (Marketing Manager CRES) Phone: 0030-1-603 E-mail: office@cres.gr

Source: Soltherm Europe – Campaign Guidelines, van der Ree B., Mert W., 2003

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- *European Solar Days II Leaflet,* Brussels 2011
- *Manual for Solar Energy Campaigns*, Köchli A., Schnarwiler M., HSW Luzern; 2001
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Websites:

- **European Solar Days**: www.solardays.eu
- **Facebook**: www.facebook.com
- **Flickr**: www.flickr.com
- **Twitter**: www.twitter.com

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