

Campaign Test and Learn Approach

Background

The project’s citizen campaign [Small Change Big Difference](#) launched in September 2017 , delivering unique, engaging and interactive activities across London, including advertising, social media and digital content, events and legacy content targeting 18-34-year olds.

Audience

TRiFOCAL targeted two population groups within the LFHW segmentation model widely used by WRAP rather than the borough. They fall within the 18 – 34 years age bracket and can be identified as follows.

Representing around 23% of the population, this group lead busy lives that require balance between their love of cooking and a need for convenience. They typically go food shopping more spontaneously as a result of their unpredictable lives and their desire for little or no planning

Represents around 14% of the population, typically this group are young busy and digital engaged, who are passionate about everything in their lives including food. Their lives are likely to undergo significant future changes as they become more settled and independent.

The Small Change, Big Difference campaign was delivered to the target audiences using distinct activities tailored to meet their requirements.

Approach

The campaign approach incorporated three strands of messaging combined to deliver a London wide communications initiative - Small Change Big Difference. This required careful planning and effective implementation, based on findings and learnings, to deliver key campaign targets:

- 20% increase in Londoners being more aware of key actions required to eat healthier and more sustainably
- 20% reduction of household avoidable food waste from 63 to 49kg per resident per year
- 5% increase in the amount of unavoidable food waste recycled

Working with 15 London boroughs (see table 1), localised campaigns were delivered to closely monitor whether the messages and campaign activities reached residents and were understood.

All boroughs with a separate food waste collection service were invited to participate in either the ‘test and learn’ phases and/or the final roll-out wave in October 2019.

Wave 1	Wave 2	Wave 3	Wave 4	
October/ November 2017	June/July/ August 2018	January/ February/ March 2019	October 2019	
Hackney	Bexley	Hounslow	Brent	Lambeth
Lambeth	Tower Hamlets	Islington	City of London	Lewisham
Merton		Sutton	Croydon	Merton
			Hackney	Richmond
			Islington	Southwark
			Kingston	Sutton

Figure 1: Table of participating London boroughs

Test and learn approach

In order to optimise the campaign's messaging, tone and style, we adopted a 'Test and Learn' approach across the first three waves, combining delivery and evaluation activity in 2-3 London boroughs at a time.

The feedback and learnings from each wave informed the planning and direction for subsequent waves; and the consequent recommendations for future activity. As the project developed the following became key deliverables for each stage through to wave 4, the final campaign week.

- Encourage behaviour change for residents around food waste prevention, recycling and healthy sustainable eating
- Deliver an integrated marketing approach
- Implement learnings from previous waves of activity and deliver the messaging in the right formats to targeted audiences



Figure 2: 3D artwork exhibited in Merton (wave 1)

Measurement

Running focus groups after each wave were key to this approach. The focus groups were set up to collate insights from our target audience on the effectiveness of the campaign in their borough (TEST) and identify potential improvements (LEARN).

Carefully selected participants provided insight and feedback on each of the campaign waves based on what they had seen, remembered and understood. After each wave, The Small Change, Big Difference campaign identity and messages were refined to better resonate with the target audience, helping make the campaign more impactful.

Insights from wave 1 focus groups suggested that the initial design would appeal to a much younger audience than our target audience of 18 to 34-year olds, so the designs were adapted to be brighter and bolder to appeal to a more millennial audience.

Wave 2 and 3 focus groups were generally positive. Further tweaks to creative images and targeted messaging were made which related to more direct language and emphasising a 'call to action' more clearly designed to encourage greater engagement.

The campaign aimed to monitor the scale of change on individuals' attitudes, knowledge and behaviours cross the three main messages.

Campaign development

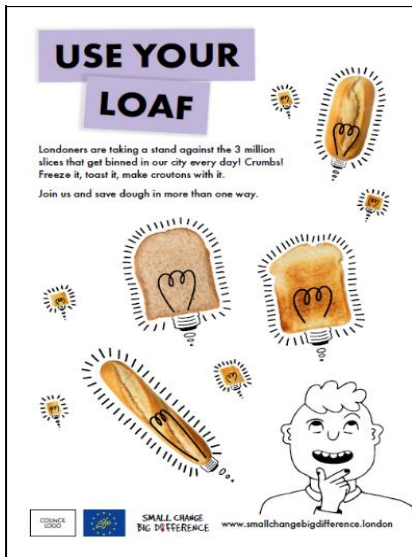
There has been an evolution of the Small Change Big Difference messaging on our food waste prevention posters focusing on bread between waves 1 and 4 below, as shown below (Figure 3). Similar subtle changes were made for our other three main messages of:

- Recycle just one potato peel
- Go meat free one day a week
- Recycle one banana skin

Wave 1 delivered feedback that some of the messaging and images were liked although some consumers were unsure what the posters were trying to get across. But making more use of colour and images, subsequent feedback for waves 2 and 3 was far more positive with greater unprompted recall.

These re-designed posters proved there was an understanding of the waste prevention method for toasting bread from frozen as well as the healthy eating benefits conveyed by the Go Meat Free poster.

Wave 1 poster



Wave 2 poster



Wave 3 poster



Wave 4 poster

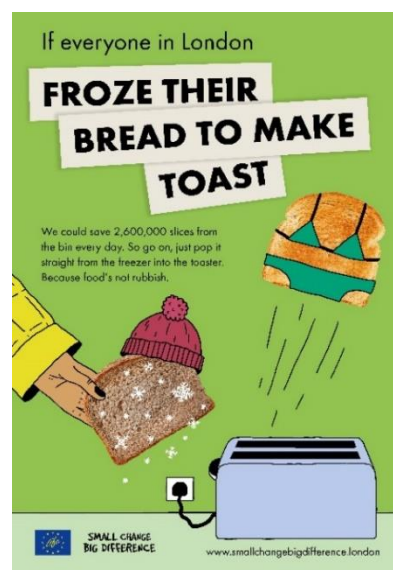


Figure 3: Evolution of Small Change Big Difference campaign poster focused on bread

All these messages related to everyday behaviours of residents, so they were able to relate to the actions they needed to take to directly impact their life and the environment.

Feedback from the wave 2 and 3 focus groups reported that some participants had made small changes which combined across the London boroughs had potential to make big differences in the three key areas of healthy sustainable eating, reducing food waste and recycling more of it, when unavoidable.

As a family we are incorporating more left overs into meals to reduce our waste [...] We started off doing a few bits with what we saw directly from the campaign but have now started to incorporate it in day to day meal times. (Female, London)

Small behaviour changes include freezing bread to cook toast, eating less meat for one day a week, wasting less edible food by using it for other ways of cooking and recycling more items, more often.

Campaign delivery

Following the 'test and learn' activity, each wave's results paved the way for the final roll out of wave 4 London activity, with improved messaging and increased audience reach.

Event development delivered a more targeted and consolidated approach which provided greater reach and better Impact.

More boroughs, twelve in total, were chosen to participate in wave 4. Some of the boroughs had already undertaken activity in previous campaign waves. These boroughs selected the best communications approach for their residents' demographics and known behaviours.

To achieve maximum impact, the activity took place over a shorter timescale of one week. Individual borough activity delivered needed to be more personal and localised and delivered in a consolidated timescale, whilst avoiding a perception that the Council was telling them what to do, especially if they had different diets. The campaign achieved greater audience reach for transitional residents and commuters and improved the potential impact across several touchpoints, underpinned by controlled consistent messaging.

Each borough's budget of £6,000 was planned and carefully spent, under the management of the TRiFOCAL project team, who relied on proven past experiences and best practises to help the boroughs shape the best activity to achieve the greatest results.

It included a London wide event held in Hackney, with associated PR and media coverage, digital, and organic and paid for social media. Learnings from previous waves identified that a street-based media event needed to be set up which portrayed the scale of food waste by London households. It was designed to be highly visual and create a shock factor to demonstrate the scale and severity of food waste. Because of this approach, a great deal of media coverage was achieved across a wider audience and this increased reach encourages maximised impact on behaviour thinking and future actions.

In addition, 23 events took place across the 12 boroughs at different times of day and days of the week, which attracted a potential audience of 2.97 million London householders¹.

The events took place between Sunday 13 October and Sunday 20 October. This activity was supported by digital and social media campaigns, print and out of home advertising campaigns addressing the need for the three strands of messaging through several touchpoints.

Events took the form of:

- Displays in key partners locations
- Market stall presence in locations of high footfall
- Cookery classes demonstrating the innovative use of food to a signed-up audience

The combined messages provided effective engagement with a wider audience, who may have initially resonated on one of the messages that was key to them and more specific for their personal lifestyle. Discussions were then developed to



Figure 4: London-wide event at private street in Hackney. Colourful use of waste food for audience appeal; created a shock factor. Quantities related to actual London wide food waste per household. Significant national, international and local press coverage was achieved across print and broadcast.

¹ Based on the summed population for the 12 boroughs

demonstrate that these three key messages should be integrated and, in some cases, little or no more effort was required by individuals to practice all three.

Early events set up outdoors, were displays only which developed into cooking demonstrations in wave 4 based on feedback that audiences looked for engagement and activity.



Erith Fun Day, Bexley (wave 2)



Herne Hill Market, Lambeth (wave 4)

Figure 5: Evolution of the campaign from displays to cooking demonstrations

Other developments with social media, ensured a more targeted presence through Small Change Big Difference channels as well as the borough’s own pages and those of their delivery partners i.e. Veolia.

Regular posts were planned immediately before the first event and throughout the campaign week, to encourage traffic to the Small Change Big Difference website which hosted event details, registrations, recipes, competitions, etc.

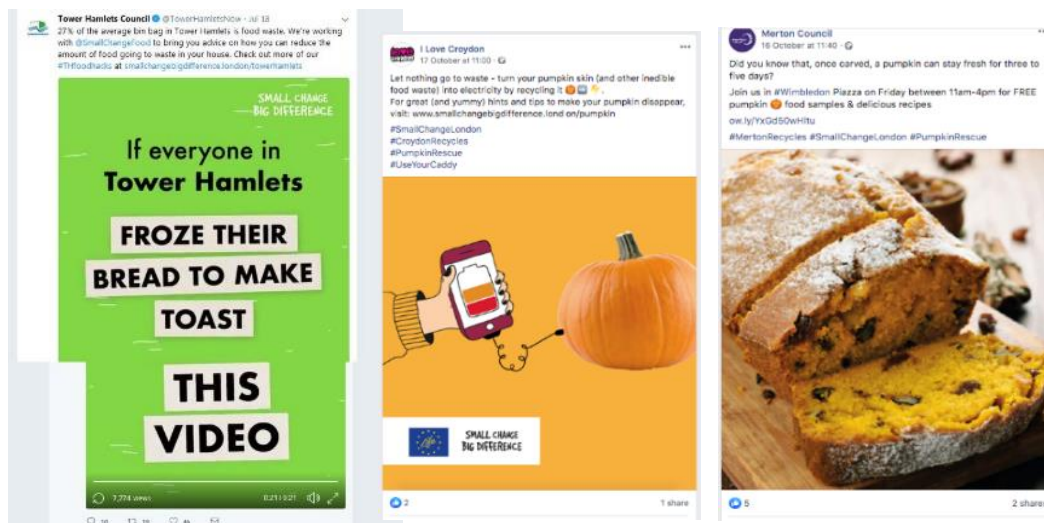


Figure 6: Across the waves, content developed from word-only messages to campaign-specific content and photos.

Citizen behaviour change

Developed learnings throughout the activity waves, had resulted in an increase in food waste collection usage across London. Post wave 3 results showed that the use of food caddies had increased, there was more awareness of putting different types of food in the caddy recycling and this activity was performed more frequently.

Specific borough activity improved i.e. Lambeth trialled the distribution of free caddy liners, information leaflets and bin stickers with key reminders to recycle their food waste. Building on these encouraging results, we developed an approach which gave audiences a clear message as to why they should engage with our campaign and how they could make improvements.

Challenges

Completion of the waves and analysis was not completed before the next events took place except for the final wave 4 when the learnings were clearly identified, and a new approach was taken. This delivered greater impact in a shorter timescale.

Differences in demographics and behaviours in the participating boroughs meant that whilst messages were fixed and best practises could be shared, it was not always appropriate for the same activity to take place again or for consistent communications.

Wave 4 results showed that whilst respondents recorded having some knowledge of food waste in London households the few who recognised the House of Food Waste did so through social media and the majority of these considered themselves informed.

Attendance at the wave 4 events was relatively high in the sample surveyed. This could be down to the events being in public places and therefore it is possible that respondents attended the markets without engaging with the campaign.

Recommendations

- Focus on events in public places which will provide the greatest reach.
- Deliver campaign in a shorter more focused timescale for better impact
- Increase the use of paid social media to deliver key messages with visual images to draw attention to the posts.
- Use of London based chefs demonstrating practical tips and preparing recipes is an attractive proposition for engaging with the public.
- Chefs with established followings increases audience reach, prior to, during and post markets.