

Julie's Bicycle Practical Guide:

Communicating Sustainability



The arts and creative industries are ideally placed to lead on environmental sustainability; with creativity and inspiration they can champion a greener economy, energy efficiency, challenge our reliance on fossil fuels, make creative use of otherwise wasted materials and open new ways to greener production and living.

Communicating Sustainability: Version 2015

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Introduction

Why Culture Holds The Key To Sustainability



Culture is a powerful force in our society. By exploring and scrutinising our societal values, it challenges attitudes and changes what we deem to be 'normal'. By influencing the cultural narrative, creativity has played a key role in tackling gender, racial and sexual inequality. Now, it's time the environment became part of our cultural narrative.

The climate is changing around us, impacting on people's lives in nations rich and poor. Here, the creative industries are uniquely placed to play a leading role in driving change, in stretching ambition and in transforming our understanding. This isn't just the right thing to do morally – it's the rational choice too. Sustainability needs culture, but culture also needs sustainability, to survive and thrive.

Why You Should Use This Guide



If you're reading this, you're probably already doing things on sustainability. That's brilliant, keep doing them and do more. This guide will help you talk about this work and it's important you do that, because if you don't talk about it, people will never know. They will assume that because you're silent you're inactive. At worst people may assume you're not doing anything because these things aren't that important, a belief they may carry into other areas of their life.

Sustainability is something people care about though. [40%](#) of Europeans will pay more for sustainability. [Nearly three quarters](#) of people in the UK want to see businesses being more transparent about what they are doing on social and environmental issues. In the UK over 46% of consumers said they would pay more for things that protect the natural world.

Talking about your sustainability activities helps to normalise sustainability and make it part of day-to-day conversation, but it's good for you too. Here's why:

- Your reputation will grow because people will see you taking responsibility. By building your reputation, you're helping to build loyalty.
- If you create surprising and memorable sustainability experiences, people will talk about them, raising your brand awareness and also the likelihood that people will think about sustainability beyond their experience with you.
- By talking about what you're doing, it will become a natural part of the way you do things. This makes doing more on sustainability easier.
- A commitment to environmental sustainability is something funders are increasingly asking for. Those taking action and talking about it will stand a far better chance of securing funding.

Who This Guide Is For

This guide will help communications professionals learn how to build a stronger brand by communicating their organisation's sustainability activities. It will help sustainability champions learn how to better engage your communications colleagues on taking action.

It will give you the structure, insights and principles needed to develop external sustainability communications for your own unique situation. It does not explain how to reduce the direct impact of your marketing activities, like sourcing more sustainable printing. This guidance can be found [here](#).



How To Use It

This guide is structured as a process to work through. There are activities to be completed after each section. The worksheets for the activities and further resources can be found at the end of the guide in the Resources section. For the best results, work through the guide step by step.



Defining Your Objectives

Getting the best results starts with being clear and specific about what you want to achieve, so you can focus limited resources for maximum impact.

Your communications objectives should be in line with your business and sustainability strategies, action plans and policies. This should include both year-round and specific production based activities. There are three levels of communications objectives that all help build a stronger reputation and brand for your organisation.



Engaging For Action



Our industry can only go so far with sustainability by itself. To make a big impact and create meaningful cultural experiences, we've got to get our audiences and other key stakeholders to take action.

Getting people to take action is a great opportunity to enhance your audience's experience with you. When you give them a better experience, you give them something to talk about, which helps build your brand's reputation.

Even though some of the actions people can do seem relatively small, like recycling, you can design ways to make them more important.

Reverb, an NGO which greens music tours with artists like Jack Johnson, Drake and Kelly Clarkson, has developed eco-action cards. Card-carriers collect points when they do eco-actions, like recycling, which incentivises them to do more to increase positive environmental impact.

reverb.org

Enhancing The Experience



Some of your sustainability activities will enhance the audience's experience, but won't need their participation to do so. These activities can have very subtle impacts on visitors' experiences, such as using furniture built from recycled pallets or changing packaging materials like CD cases (see below). Or they can have very obvious impacts, like the Bow Arts' herbal tea garden. Either way, these activities will create the feeling of a more sustainable experience.

The feel of a CD

Over the years a number of artists like ColdPlay and Neil Young have changed their CD packaging from plastic jewel cases to card ones. The use of card sends a subtle signal to people about the artists sustainability intentions because the packaging not only feels lighter, but also more natural. EMI surveyed buyers of Coldplay's card wallet Viva la Vida album and found that more than half of those surveyed (55%) preferred the card wallet version to the jewel box version.

Bow Arts' Herbal Tea Garden

The Bow Arts team have been exploring how to create a more sustainable venue for a while. A unique approach they've taken is to create their own herbal tea garden. As the garden develops they'll be able to sell fresh herbal teas to visitors. The person ordering will literally taste the difference, giving them a more memorable experience. It also helps spread the word about Bow Arts because it gives visitors something interesting to talk about with their friends. www.juliesbicycle.com/latest/case-studies/6720-bow-arts-re-freshing-re-engagement

Building Your Brand



Some of your sustainability activities, like where you source your energy or the living wage you pay cleaners, won't directly affect your audience's experience, nor demand their action. These are still valuable signs that you are taking responsibility, which should be made public for those that are interested to find, but shouldn't lead your communications because they are the least directly relevant to your audience. That said, it would be a mistake not to talk about them somewhere, otherwise you are losing an opportunity to build the value of your brand for those who are interested.

Glyndebourne Opera House

Has a wind turbine, which is hard to miss if you visit. They don't make a big deal about it though, the only place they talk about it on their website is for guests who are interested.

www.glyndebourne.com/about-us/glyndebourne-and-the-environment/our-wind-turbine/wind-turbine-faqs/

Avoiding Greenwash



Greenwashing is where an organisation gives the impression of being environmentally friendly, when in fact they aren't. Fear of greenwashing often stops people communicating their sustainability activities. However, greenwashing is often just a mistake, because those communicating don't understand the full picture of their organisation's activities.

Avoiding greenwash starts with making sure you're clear on the truth. There are two test to apply here:

1. **The continual improvement test.** Are you continually improving what you're doing in a specific area or have you done as much as you realistically can? If the answer is yes, you can communicate. If it's no, you can't.
2. **The truth test.** Are your claims true and presented in a way that isn't designed to create an overly positive picture? For example, claiming you are 'The North's most sustainable venue' without independently verifying that claim would be greenwash. Celebrating the actions you're taking wouldn't be.

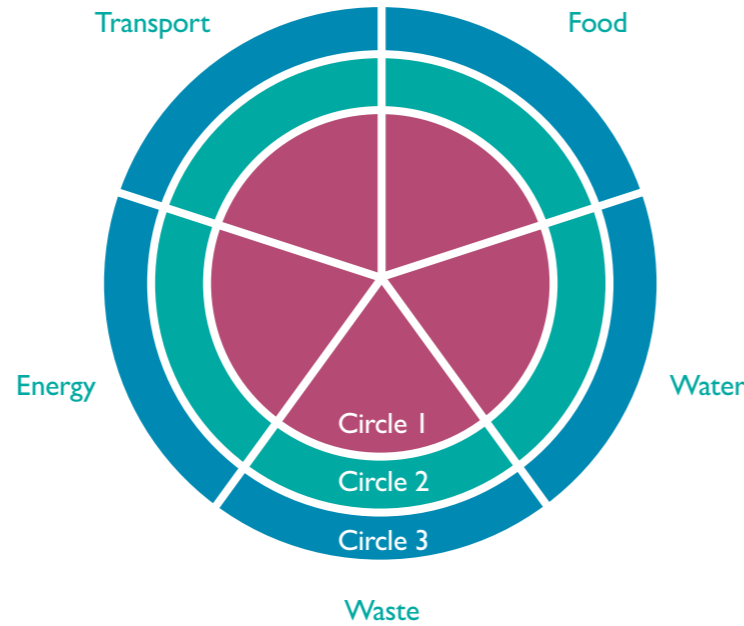
There's more on avoiding greenwashing in the messaging section, but for your objectives you just need to apply the greenwash test above.

Now Define Your Objectives



The Objective Map Tool helps you define your objectives. This can be done individually or as team exercise; here's how:

- 1 Draw the diagram out on a large piece of paper.
- 2 List all your sustainability activities on post-it notes.
- 3 Identify the activities you can talk about by applying the greenwash tests to the list.
- 4 Identify the quadrant for each activity e.g. food for locally sourced ingredients. Then identify the circle they sit in. If the activity is one that:
 - a. Needs your customers to take action to deliver impact, it goes in circle 1 (Engaging for Action).
 - b. Directly changes the customer experience but doesn't need them to make a different choice, it goes in circle 2 (Enhancing the Experience).
 - c. Doesn't directly change the experience, it goes in circle 3 (Building your Brand).
- 5 The circles each represent an objective, so you now have your communications objectives for each sustainability activity.
- 6 Once you have done this, double check you have covered every activity:
 - a. Have you covered both your operational (i.e. year round) and individual production activities?
 - b. Have you included third party campaigns you're supporting, like Earth Hour or Cycle to Work Day?



Audiences



You can't communicate everything to everyone all the time. Once you know what you want to achieve, the next step is identifying the right audiences to engage.

At this point it is also important to think about how your sustainability activities could introduce new audiences to your organisation. For example, the Manchester Art Gallery set up [Beespace](#) on their roof. The bee hives produce honey that they sell in their shop. They have also hosted honey tasting events which attract foodies as well as art enthusiasts to their venue.

Now Map and Prioritise Your Audiences



Use the [Audience Mapping and Prioritising Tool](#) to define your audiences. Here's how:

- 1 First identify the external audience groups for each activity in your Objectives Map. For Engaging for action objectives, these will be the groups who you need to take action. For the other two objectives, these will be the audiences who you want to communicate to.
- 2 Prioritise them using the [Audience Mapping and Prioritising Tool](#), as illustrated below.

Communications objective	Audience order of importance			
	Most			Least
	Group 1	Group 2	Group 3	Group 4
Building your brand	e.g. funders	e.g. our industry peers	e.g. our members	e.g. our visitors
Enhancing the experience	e.g. existing visitors	e.g. potential new visitors		
Engaging for action	e.g. visitors	e.g. our local community		

Prioritising your audiences gives you another layer of focus, helping you identify where to invest your limited resources. Once you have mapped and prioritised your audience, the next step is to profile them.

Audience Profiling



Now Profile Your Audience

To craft the best messages and find the most effective channels to engage your audience you need to really understand them. Whether it's writing a book or designing a website, it's best practice to have a single individual in mind. This can be a made-up character, or a real person who typifies your audience.

To be effective, there are four levels of understanding you need to have:

- 1 What they care about and value.
- 2 What their current attitudes are to sustainability and/or the specific issue you're communicating.
- 3 Their expectations of you.
- 4 The media channels they use.

[Use this template](#) to develop profiles for your priority audience groups. An example is shown below.

You may have a lot of this information already, or you find it from other sources, like the [Arts Council Arts Audience Insights work](#). If not, simply ask your audience with a short survey about what's important to them. The size of your sample will vary depending on your resources and the nature of your business. A good principle to use is the rule of repetition. When additional questioning is no longer giving you additional insights, you know you've got a solid understanding.

Audience Group: e.g. *Customers*

This is: e.g. *Claire*

What does their lifestyle look like? e.g. *She's a single, young professional who enjoys staying healthy, eating interesting food and having new cultural experiences. She's always on social media and believes it's an important way for her to connect to friends and learn about things she's interested in.*

With cultural experiences, what do they care about? e.g. *Having experiences that leave her feeling good and thinking differently. She is price conscious, so will prioritise experiences that are good value, but this doesn't mean cheap.*

What does she expect from us? e.g. *She expects us to give her a great cultural experience, where she feels we are looking after her every step of the way.*

What are their attitudes to sustainability? e.g. *She is interested in certain issues around food and health. She claims to do what she can to take responsibility for her actions, for her this is mostly about recycling and avoiding plastic bags. She increasingly sees sustainability as a normal thing for people to do, but only if it is easy. She won't inconvenience herself to do the more sustainable thing.*

What media does she consume? e.g. *She is an avid social media user, particularly with Facebook and Instagram. This, together with Time Out, is where she finds out about cultural activities. She reads the free local newspaper that comes through her door, but tends not to read national newspapers.*

Channels & Activities



There are dozens, if not hundreds, of channels to use to reach your audience. To have the most impact with limited resources you need to think creatively.

The first job of any piece of communications is to earn attention to then communicate your message. This means you either have to be in the right place at the right time, or surprise people in unexpected ways. The former comes from careful planning, the latter from clever thinking. A good starting point is to understand your organisation's assets. For example, when supporting Earth Hour, Wembley Stadium turned off the lighting on its Arch. This very visible act, using their iconic symbol communicated their commitment to Earth Hour far more effectively than traditional activities like posters and press releases.

Finding the right assets and channels to use means understanding the experience your audience has when they interact with you. To do this, you must create a user journey. This is a service design concept that can be very complex and detailed, but here we have created a simplified exercise specifically for sustainability communications. To learn more about this user journey mapping visit the Government Digital Services guidance [here](#).

Now Map Your Audience's Journey

[Use this template](#) to map out your user's journey.

- 1 Enter a summary of your audience profile, to keep you focused.
- 2 Select the objectives you want to focus on from your Objectives Map. Depending on how many there are you may need to make more maps either for different categories (e.g. food) or for different layers of objectives.
- 3 Work through each row, being as comprehensive as you can.
- 4 Once completed, you will have listed all the specific channels and activities you can use to engage your audience. You then need to prioritise this list against the constraints you face, e.g. budget, time, ownership, expertise etc.

PR

The media is one of the first channels people think of for communications, because it's a great way to reach specific audiences. Most organisations have someone who's experienced in working with the media, but if you don't you can follow these three principles:

Newsworthy – Does your story connect to a topic of current interest, or is it locally relevant? Last week's news isn't relevant, so is your story timely? Is there a human interest angle in your story with an emotional connection?

Relevant – Is your article relevant to the publication and the journalist specifically? To answer this you must read what a journalist has written and be realistic about whether it's relevant to their perspective and areas of interest.

Well produced – Is your press release well produced? Is the headline compelling? Does the first line in your article cover the "five Ws" (who, what, where, why and when)? Are there interesting images that accompany it? This structure will help you produce a good press release.

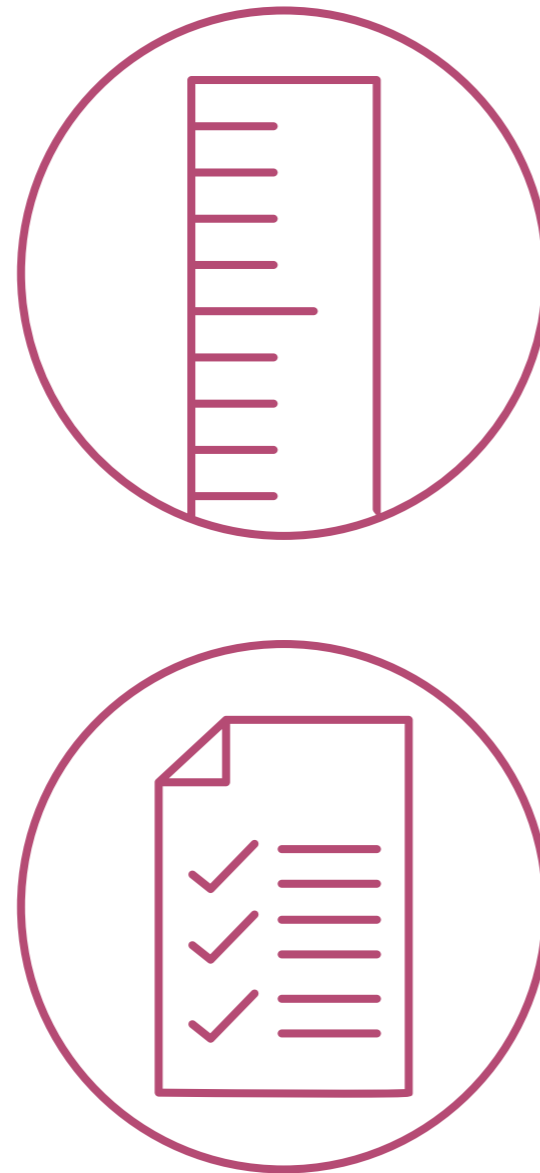


Now Create Your Measurement Framework

Use this template to develop the measurement framework for your activities. See the example below.

When thinking about the types of measures to use, it is important to think carefully about how the change you're trying to create will happen, then how you can measure and understand it.

The example below is about recycling. One of the activities is moving the bins and painting them. It is very difficult to test if the new location of the bins made an impact unless it can be isolated from other factors. So the measurement approach is to do this first to see what affect it has before adding in other activities.



Measurement and Evaluation



With your objectives, audiences, channels and activities identified, you now need to create a measurement and evaluation framework. This crucial step will help you to deliver ever more effective activities within the tightest of budgets.

Oxford Contemporary Music

Oxford Contemporary Music runs events. To test how effective their marketing spend was they ran a survey. They found that, although their brochure took up the majority of their budget, only 11% of the ticket sales could be attributed to it. To decide what to do about the brochure, they compared the cost of the brochure with the revenue it generated. The brochure was the majority of their marketing spend, so even compared to the potential lost revenue, stopping it made sense. When they stopped the brochure, they invested more in other communication activities, which made up for the potential 11% drop in ticket sales from the brochure.

This example shows how important measurement and evaluation is, but it can quickly get complicated, which is often a barrier. Overcoming this barrier means staying focused on understanding what worked and what didn't. Keep your approach quick and simple, while being aware of the limitations to get the insights you need.

	Description	Activity 1	Activity 2
Objective	The category of objective and the specific change you're trying to create.	e.g. <i>Engaging for action - increase recycling rates by X%</i>	
Baseline	A snapshot of the current reality against which you can measure success.	e.g. <i>X% recycled materials collected</i>	
Activities	The activities you plan to undertake.	e.g. <i>Improve access - moved recycling bins into more prominent place and painted them bright yellow</i> <i>Improved information – new signage on bins</i> <i>Improved visibility – posters asking people to recycle</i>	
Indicators and measures	The indicators of success for each activity and the measurement mechanic you will use to evaluate each.	<i>Moving & painting bins</i> <i>Indicator – recycling rates</i> <i>Mechanic – do this first on its own and measure the change in rates</i> <i>New signs</i> <i>Indicator – recycling rates</i> <i>Mechanic – survey asking 'was it easy to know which bin to use?'</i> <i>Posters</i> <i>Indicator – recycling rates</i> <i>Mechanic – survey asking 'have you seen our recycling posters? Did they help you to recycle?'</i>	
Outcome	The change created by your activities.	e.g. <i>XX% increase in recycling rates</i>	
Insight	What you have learnt from the activities.	e.g. <i>XX% of customers interviewed informally said that placement and yellow bins were key. No-one mentioned posters, nor could they recall them when asked.</i>	
Action	What you will do differently as a result of the learnings.	e.g. <i>remove posters and use the space to promote next event</i>	



Messages and Messaging



Now you know what you are trying to achieve, who your audience is, how you will engage them and measure your success. Next you need to consider how you're going to motivate them to act with your message and messaging.

Your message is what you say. Your messaging is how you say it. Identifying your message is the first step, which is all about understanding the benefit people get from your activity. Once you understand all the benefits, you can then identify a single message that speaks to them. In advertising this is called the Single Minded Proposition. It has to be singular because the more points it has, the less impact it makes.

Now Identify Your Messages



Use [this template](#) to identify your messages. An example is shown below.

Measurement Framework

	Description	Activity 1	Activity 2
Objective	The category of objective and the specific change you're trying to create.	<i>e.g. Engaging for action - increase recycling rates.</i>	
Activity	The activities you plan to undertake.	<i>e.g. recycling messages on coffee cup sleeves.</i>	
Audience benefit	The benefits your audience gets from your action.	<i>e.g. by recycling an individual sends a message to others that they're a good person who does the right thing. This then makes the person recycling feel good about themselves.</i>	
Message	A simple statement that expresses this benefit.	<i>e.g. get the warm glow of doing good by recycling me.</i>	

Some messages are stronger with the addition of statistics. This is because numbers can make the reason to believe in a message stronger, but the statistics have to be credible and relevant. Julie's Bicycle provides a range of tools to help you reliably identify credible statistics [here](#).

Messaging



Now you know what to say, next you need to decide how to say it. This is the final row on the messaging template. This is the creative work of developing the right copy, and potentially the right imagery, to convey the messages and emotion you want. Before you develop your messaging, there are a few fundamental principles to understand.

1 On brand

If your sustainability messages look, feel and sound different to the rest of your communications, it gives the impression that sustainability isn't core to what you do and is not that important.

2 Personalise and translate

Sustainability issues are often talked about as big, far away issues, like how the global climate is changing and the planet needs saving. This is true, but expressing it this way makes it harder for people to connect to. Instead work hard to make the issues relevant to your organisation, your location and the people you're talking to. This is why you have developed the single minded proposition.

fanSHEN

Theatre company fanSHEN promoted their production of Cheese. They worked with Magnificent Revolution to customise four gym machines with batteries that store the energy created by those exercising. Every person exercising was able to measure their workout in terms of household energy usage with messages like "You've now generated enough electricity to have boiled a kettle for two cups of tea." Messages like these translate energy measurements like kilowatt hours into something far easier to relate to. Each night, the batteries were taken to the performance venue and used to power the show. The people who exercised got a discount on their ticket to see Cheese, the discounted amount depended on how much power they pedalled.

pedallingpower.wordpress.com/2013/08/14/fanshen-and-cheese/

3 Avoiding greenwash

Greenwashing mistakes often happen at the messaging stage. Here's a checklist to help check your communications aren't going to be misinterpreted:

- a. Fluff - Is the language too vague? For example, 'eco-friendly napkins' could mean anything. 'this napkin is proud to be made from recycled paper' says exactly what it is.
- b. Imagery – Does the message of the visual overpromise? For example, an infamous advert from Shell (for which we can't license the image, but you can Google it [here](#)) showed smokestacks in an oil refinery emitting flowers. The small print in the advertisement claims "we use our waste CO2 to grow flowers". In reality, 0.325% of the company's CO2 was used in that way, and the Advertising Standards Agency upheld complaints from Friends of the Earth and others. The campaign was pulled.
- c. Evidence – Evidencing your messages will help avoid accusations of greenwash. Using statistics is a very good way to do this, but they can easily be misrepresented. Always get your green champion or Julie's Bicycle to sense-check your use of statistics. Another good way to evidence your claims is to use certifications, like the FSC logo when you print on FSC-certified paper. Julie's Bicycle has designed industry-specific [green certification](#) to help.



4 Keep it positive

Sustainability is often talked about in terms of problems that can seem too big in relation to the individual. In the face of huge landfill sites and resource shortages, an individual recycling their drinks can doesn't feel like it's making a meaningful contribution. Avoid this by being positive and showing them how they are one of many people taking action to make a big difference.

5 Celebrate your achievements

Celebrating success and thanking people for their involvement (where relevant) are great ways to deliver your objectives. This type of message can be used to make sustainable behaviours normal and unsustainable behaviours odd, which reinforces positive action. Here are three great examples:

GoCarShare

GoCarShare is a great example of the 'Keep it Positive' principle. Hundreds of thousands of trips to festivals are made each year. [GoCarShare](#) taps into the festival spirit to promote sustainable travel in a fun, engaging way. Their campaigns include filming sessions with bands travelling by car-share, quirky car stickers with slogans parodying song lyrics, and much more. The message and messaging is completely focused on showing people that car-sharing is more fun than going alone.

gocarshare.com/sessions

Shambala

Sustainability has been part of Shambala's approach to festivals since the beginning. Every year they say thank you to their audience for helping them make the festival more sustainable. The first time they banned plastic bottles, they stopped 10,000 bottles from going to landfill and publicly thanked their visitors for making it happen.

www.shambalafestival.org/shambala-the-first-bottled-water-free-festival

The Arcola Theatre

The Arcola Theatre has a long history of action on sustainability. In the lead up to the TimeToActClimate March 2015, they created an engaging infographic countdown feature on their website. Each day, visitors to the site could find out more facts about Arcola's sustainability journey over the years, from installing solar panels, to fitting LED lights. As well as building the Arcola brand in the audience's mind, the communications also promoted the climate march and how to get involved.

www.arcolatheatre.com/about/greenarcola/countdown

Now Develop Your Messaging

Return to the Message and Messaging Tool to complete the Messaging section, as shown below.

Use the Messaging for Engaging Action Principles, also below, to help you develop the best messaging.

	Description	Activity 1	Activity 2
Objective	The category of objective and the specific change you're trying to create.	e.g. <i>Engaging for action - increase recycling rates</i>	
Activity	The activities you plan to undertake.	e.g. <i>recycling messages on coffee cup sleeves</i>	
Audience benefit	The benefits your audience gets from your action.	<i>by recycling an individual sends a message to others that they're a good person who does the right thing. This then makes the person recycling feel good about themselves.</i>	
Message	A simple statement that expresses this benefit.	e.g. <i>get the warm glow of doing good by recycling me.</i>	
Messaging	The creatively written version of your message.	e.g. <i>After you, my next stop's the recycling bin, can you help me get there?</i>	

Messaging For Engaging Action Principles

This is a fascinating, but large topic. We've identified three of the key principles to consider when developing your messaging:

Ability – Can people take the action you want them to? If you make the desired behaviour easy and the undesirable behaviour hard, you're more likely to succeed. For example, putting recycling bins in convenient places and landfill bins further away will increase acts of recycling. How are you enabling people to act?

Normalising – People are social animals, we're heavily influenced by what those around us are doing. For example, it's easier to join people in a standing ovation than it is to be the first person standing up. Your messaging needs to make the behaviour you're asking for normal. In a famous study, Robert Cialdini got hotel guests to save water and energy by washing their towels less. His messaging told guests in a certain room that people who normally stayed in that particular hotel room use their towels for a few days before asking for them to be washed. How are you normalising the new behaviour?

Thanks and feedback – Thanking people for taking action and showing the impact they've made gives people a clear rationale for acting. This then reinforces and normalises the behaviour because it shows that lots of people also do it. How can you thank people and feedback the impact of their actions?

If you're interested in finding out more, here are some good books to read - [Nudge, Persuasion](#) or [Yes! 50 secrets from the science of persuasion](#).

ArtsAdmin: Museum of Water

In 2013, ArtsAdmin presented [Amy Sharrocks' Museum of Water](#) at the 2 Degrees Festival. The Museum is a collection of publicly donated water and accompanying stories. The museum was an invitation to think about the importance of water and how it's used. It addresses big issues like the accessibility of clean water across the world, water treatment, floods and even notions of swimming pools. Connecting these big issues to people's individual lives is tough challenge, and one that risks people seeing themselves as separate from the issues. To overcome this challenge and remind people that water is a part of their life and something they have a degree of control over, the public were invited to donate to the collection at any given time. The collection currently holds 500 bottles, including a holy river in India, a 20 year old snowman and a burst London water main.

www.artsadmin.co.uk/projects/museum-of-water

Techniques – Writing Creative Communications

Your sustainability communications, no matter how creative, always have a purpose. Here that purpose is to build the brand, enhance the experience or engage people for action – they are not creative for creativity's sake. Reminding yourself of the specific objective will help you decide what is good and what isn't.

There are many different approaches to developing creative communications. Here's some to use if you're stuck.

Do the work – In sports people perform better when they are warmed up, creative writing is no different. Upworthy, the social media phenomenon, [famously](#) insists its writers develop 25 headlines for each article before deciding on the best one. They say it's because you have to write bad headlines to get through to the good ones.

Set constraints – Legendary Apple designer Susan Kare, creator of the first digital fonts and Macintosh icons, believes design is about solving problems within a set of [constraints](#). The same is true for your messaging. Here are some useful constraints to use:

- What's the most straightforward way of saying it?
- How could you say it without words?
- What's the most inspiring way of saying it?
- How would ... (insert famous name, brand or critic) say it?

Tips - Avoiding Common Pitfalls

Use this checklist to avoid common communications pitfalls:

- Is the call to action clear?
- Does the message stand out?
- Are the communications on brand?
- Is the tone and style attractive to the audience?
- Does the imagery support the message?
- Are you using widely established symbols where available e.g. the recycling Mobius loop?

Further Reading and Resources



Julie's Bicycle Creative IG Tools:

www.ig-tools.com

Julie's Bicycle Benchmarks:

www.juliesbicycle.com/resources/benchmarks

Julie's Bicycle Practical Guides:

www.juliesbicycle.com/resources/practical-guides

The following guides would be useful to read alongside this:

- [Greening the Office](#)
- [Team Engagement](#)
- [Procurement](#)

Tools to download

- [Audience Mapping Tool](#)
- [Audience Profiling Tool](#)
- [User Journey Mapping Tool](#)
- [Measurement Framework](#)
- [Message and Messaging Tool](#)

Surveys and audience research tools

- [Nielsen Global Survey of Sustainability](#)
- [Global Tolerance Values Revolution Survey](#)
- [Arts Audience Insights](#)

Producing a lower impact campaign

[Julie's Bicycle Practical Guide to Waste Management](#)

User journey mapping

[Government Digital Services Guidance](#)

PR

[A complete guide to writing an effective press release](#)

Messaging for engaging for action

Further reading on behaviour change:

- [Nudge](#)
- [Persuasion](#)
- [Yes! 50 secrets from the science of persuasion](#)

Acknowledgements



We would like to thank David Willans for writing this guide. David Willans is a sustainability communicator. He spent nine years with Futerra, growing the business from a team of eight to a multinational business with offices in three countries and is now Director of Ogilvyearth, where he advises global brands. Alongside this he works with SMEs helping them define and use their values to grow their businesses in happier, healthier and more effective ways.

Templates:

Communicating Sustainability

The arts and creative industries are ideally placed to lead on environmental sustainability; with creativity and inspiration they can champion a greener economy, energy efficiency, challenge our reliance on fossil fuels, make creative use of otherwise wasted materials and open new ways to greener production and living.

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Audience Mapping Tool

Communications objective	Audience order of importance			
	Most	→		Least
	Group 1	Group 2	Group 3	Group 4
Building your brand				
Enhancing the experience				
Engaging for action				

Audience Profiling Tool

Audience Group:

This is:

What does their lifestyle look like?

With cultural experiences, what do they care about?

What does she expect from us?

What are their attitudes to sustainability?

What media does she consume?

Map Out Your Users' Journey

1 Enter a summary of your audience profile, to keep you focused.

2 Select the objectives you want to focus on from your Objectives Map. Depending on how many there are you may need to make more maps either for different categories (e.g. food) or for different layers of objectives. What does their lifestyle look like? • With cultural experiences, what do they care about? • What does she expect from us? • What are their attitudes to sustainability? • What media does she consume?

3 Work through each row, being as comprehensive as you can.

4 Once completed, you will have listed all the specific channels and activities you can use to engage your audience. You then need to prioritise this list against the constraints you face, e.g. budget, time, ownership, expertise etc.

Measurement Framework

	Description	Activity 1	Activity 2
Objective	The category of objective and the specific change you're trying to create.		
Baseline	A snapshot of the current reality against which you can measure success.		
Activities	The activities you plan to undertake.		
Indicators and measures	The indicators of success for each activity and the measurement mechanic you will use to evaluate each.		
Outcome	The change created by your activities.		
Insight	What you have learnt from the activities.		
Action	What you will do differently as a result of the learnings.		

Message and Messaging Tool

	Description	Activity 1	Activity 2
Objective	The category of objective and the specific change you're trying to create.		
Activity	The activities you plan to undertake.		
Audience benefit	The benefits your audience gets from your action.		
Message	A simple statement that expresses this benefit.		
Messaging	The creatively written version of your message.		

Julie's Bicycle

SUSTAINING CREATIVITY

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