

Target Audience Analysis

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trust



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TRANSITION FOR
THE URBAN
WATER SERVICES
FOR TOMORROW

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TRUST will produce knowledge and guidance to support Transitions to Urban Water Services of Tomorrow, enabling communities to achieve sustainable, low-carbon water futures without compromising service quality. In the process, TRUST will produce a variety of different products and outcomes, including scientific reports, policy briefs, guidelines, training material, multimedia products and e-learning courses and different types of software tools and models. Target audiences will be water and wastewater utilities, water authorities and planning institutions, stakeholder groups and related organizations, technology providers and consultants and, last but not the least, the scientific community.

Knowledge, tools and technologies generated through TRUST must be available to a wide range of professional and lay communities. **Each audience and local circumstances are different, and they need appropriate formatted material and communication vehicles** that succeed in delivering the right message for each audience and situation. Addressing researchers, technical staff and policy-makers is a completely different task for each type of individual. This task differs even more depending on the geographic location of the intended target because it needs to adapt to the economic, social and environmental context. Transition roadmaps in both the form and management of urban water services will obviously be different between a Northern European, an African or a Mediterranean city.

The communication strategy should be present in all deliverables from the project, with clear objectives and target audiences, obtaining an overall impact that is greater than the sum of the parts. TRUST cannot be understood as a mere media production center with uncertain target groups. **Deliverables will aim specific target audiences and their contents will be shaped and adapted accordingly**, a process that can be understood backwards. Deliverables will be designed and intended to target specific groups. The goal of generating a lasting legacy of TRUST contribution to a broad stakeholder community reinforces the need of this standpoint.

In order to actually reach these different audiences, this document defines and narrows down user specific profiles, needs, and dissemination channels of TRUST products. To this end, five separate general target groups are being considered:

- Scientific community
- Water professionals
- Policy makers
- Stakeholder groups and related organizations
- Society

However, the boundaries that separate these target groups apart from each other are sometimes fuzzy and, therefore, cannot be understood as isolated, air-tight groups. Studying the needs and expectations of each separate group is also necessary because water issues are very transversal matters in a multidisciplinary context. The best solutions are those that make different points of view compatible. Integration is the key word to describe this process of compromise and essential to successfully solve water problems.

Scientific community

Scientific community

The scientific community is one where objectivity is expected to be achieved by the scientific method. Peer review, through discussion and debate within journals and conferences, assists in this objectivity by maintaining the innovation, quality of research methodology and interpretation of results. Members of the scientific community critically review research evidence and expect high quality research material with a significant scientific value. Contents addressed to the scientific community consist of detailed explanatory documents of research procedures, reviews of the state of the art and results. Universities, research institutions, technology providers, consultants and professional association members fit into this target group.

Dissemination of research findings throughout the scientific community and their involvement in the TRUST research project requires considering a complex strategy beyond traditional scientific publication. Building a collaborative environment to serve as a meeting point for debate and critical assessment of deliverables - not just inside TRUST partners, but in an open debate in the scientific community as well - is crucial for TRUST research embracement.

Water professionals

Water professionals

Water professionals are the main conduit for practical applications of TRUST research results in society. They include water and wastewater utilities, small and medium enterprises (SMEs), big enterprises, manufacturers, employees with a technical profile, consultants, and water management and environmental organizations, among others. Their interest lies solely in the practical application of research outcomes with a clear concern in the identification of the most appropriate solutions - better cost/benefit relationship - to a given problem. Their goals are aimed at saving costs and shifting to more environmentally friendly design and management techniques, while taking into account the reliability and consistency of the selected solutions. The success of the TRUST initiative relies especially on how this target group integrates deliverables into their work.

The water sector is one with **two distinct professional profiles**. On the one hand, **technical staff** whose profile is close to that of members of the scientific community; and on the other, **decision makers**, closer to the needs and expectations of policy makers. This distinction must be clear from the beginning because the specific requirements for each of them differ significantly.

Technical staff includes those who control all the technical aspects of urban water systems other than management. Their area of expertise is purely technical and, as such, content addressed to this target group must be particularly technical and containing details for practical applications. Scientific-oriented documents can also be of use for them. Above all, TRUST deliverables of their interest include **software packages, e-Learning materials, and technical reports**, as well as events promoted inside the TRUST framework such as **regional events, workshops, and conferences**.

Decision makers are people responsible for planning and leading the work of a group of individuals and supervising their work. Technical background knowledge on the water subject depends on their previous career path, making it necessary to distinguish between individuals that have been promoted internally in the water sector and those who have been politically designated for a position of responsibility. In any case, decision makers are not as interested in technical details as they are in executive materials. For this reason, particularly appealing deliverables for this target group are **executive summaries, Chief Executive Officer (CEO) forums and manager-oriented conferences**.

The nature of both profiles - technical staff and managers - reinforces the need of creating a collaborative environment that includes professional social networks. Professional social networks are a compelling choice for accessing knowledge and insights of the TRUST initiative, as well as allowing interaction between water professionals and researchers.

Policy makers

Policy makers

Policy makers are individuals with power to influence or determine policies and practices at an international, national, regional or local level; they generally belong to local, regional and national governments, European committees, water authorities, and planning institutions. Policy makers expect proven solutions to improve water management and fulfill society's needs. To achieve this goal, they demand a strong focus on mutual understanding with researchers and look forward to stakeholder integration and public involvement on the measures to be taken. No technical formation on the water subject is expected whatsoever, hence deliverables thought for and aimed at policy makers must be **succinct and very clear on its conclusions.**

If the final success of TRUST is to be measured by means of how many recommendations included in their deliverables have been implemented in practice, this is a strategic target audience group. However, their greater capacity to make decisions is accompanied by a poorer background on water related issues. Therefore, deliverables addressed to policy makers must respond to these particularities in their profile.

Stakeholder groups and related organization

Stakeholder groups and related organizations

Stakeholders in the water sector include groups of a very different nature, ranging from consumer organizations to environmental and water organizations. As a result, they may have very different needs and expectations, some critically analyzing project outcomes while others just requiring information to distribute to their affiliates and websites.

Stakeholder groups are a key audience because they are very active and can easily create trend opinions. In fact, their role can be interpreted as a chain of transmission between water specialist groups and society. Since most actions addressed to manage water in a more sustainable way require, to some extent, the promotion of unpopular measures - for instance, to increase water prices in cities to recover costs-, if stakeholders support these actions, they can later on explain their convenience to the society in general. This is a basic need for the project because very rarely will a politician promote a measure that is not supported by the majority of citizens. Therefore, it is very important that this chain of transmission works correctly.

Society

Society

Society is represented by the general public with diverse audiences with a heterogeneous level of education. Furthermore, their amount of interest in water policies and research projects on the matter is completely different. No technical knowledge on the water subject is expected. For this reason, society-specific content must be **without scientific and technical details**.

One of the main tasks of the TRUST project towards society is providing public information to anyone who is interested in the water subject and taking action to increase the level of education and awareness on the economic and environmental cost of water supplies. Specific deliverables such as **multimedia, flyers, leaflets and fact sheets** should be created for this purpose. Special importance should be given to multimedia products due to the quick and easy dissemination of contents via Internet. TRUST's own website, **social networks and video streaming websites** should be exploited and shaped to fit this end. For example, Facebook allows creating specific pages that can be rapidly promoted by users all over the world, creating a multiplying effect of the page's message; videos can be embedded on the TRUST website or on Facebook pages; Twitter allows sending 140-character messages that can be used to inform a broad community about water-related news links, water awareness campaigns and much more.

On the other hand, reaching the **citizens of the pilot cities** and generating confidence in the project initiative is indispensable for the project's success. **Mass media campaigns**, including multimedia, flyers, leaflets and fact sheets, press releases, and public media such as newspapers or blogs are critical for society to understand and support with the project. As the leading proponents of the TRUST research outcomes, **all deliverables generated by the TRUST project for society must be thought for pilot cities' use**.

Conclusions

Conclusions

The prevailing concept of the TRUST deliverable making process is that, although the project itself has been conceived as having one, unique purpose - transitions to urban water services of tomorrow -, target audiences are very heterogeneous and the content must be thought for each specific target group.

In the case of **the scientific community**, TRUST must make a strong effort on building this environment through **professional social networks** for online discussions and research updates, **congresses, conferences, workshops or seminars** to address a wide range of discussion topics, present research results and critically review research outcomes, and **international forums and transnational initiatives**, such as that of the IWA Cities of the Future programme. Critical assessment of deliverables will also require **public scientific reports** to be available online, intensive use of **peer review journals and field-related magazines**, and public access to **e-Learning materials and software tools** to ensure participation and feedback of the scientific community. Considering and incorporating feedback to deliverables is essential to understanding between researchers and the scientific community.

Water professionals, on the other hand, are the most diversified group of them all. Requirements differ between technical staff individuals and decision makers which, at the same time, can be subdivided to those who have been promoted internally and politically. Consequently, the process of creating deliverables aimed at this target group has to unavoidably take into account the particularities of each subgroup.

Provided that long-term success of the TRUST project depends on the collaboration from **policy makers**, special emphasis on TRUST - policy makers' relations must be done. Carefully time-orchestrated **media publications and press releases** are key to policy-makers involvement in the project, as well as for information to be timely and newsworthy. **Regional workshops and policy briefs**, specially oriented for this target group, also play an important role and will increase the likelihood of mid and long-term policy developments.

Regarding **stakeholder groups**, the top-down process between researchers and society to which stakeholders are intermediaries, plays a very important role to the TRUST project. Not only does it represent an ideal way to transmit knowledge and ideas from researchers to society, but it can also improve the formation of these organizations and enhance an equally important long-term bottom-up process for society's concerns to reach researchers. For all these reasons, stakeholder groups require of TRUST **public reports, multimedia, flyers, leaflets and fact sheets, press releases** and can also be interested in attending **congresses and conferences**.

Society is probably the most complicated group because they do not perceive water issues as professionals do and are difficult to involve unless their lifestyle is somehow distressed. Moreover, once the risk is felt - be it contamination, droughts, floods or water fees increase - society's reaction is usually shortsighted and with short-term goals with disregard to the concept of sustainable development. To promote a change of attitude between these reactive behaviors to more preventive inspired ones must be the main goal of the TRUST project. Deliverables aimed at society will be required to be very thoughtful and creative to achieve this goal.

Guidelines

Guidelines

Despite target audiences specific requirements and the preceding comments on each of them, all deliverables share a common ground regarding deliverable production. As an overarching rule, all deliverables should be prepared answering 3 questions:

- What is the objective of the deliverable?
- Who is the target audience?
- What is the best way to convey the information to the target audience?

In order to facilitate searches, all deliverables should include a 300 word summary and keywords that will be used in the TRUST website. Additionally, they should be assigned to at least a WA and a WP.

An online form will be prepared to specify all these questions for every deliverable submitted by project partners.

1. Presentations

Project overview presentations

- Should be tailored for the audience
- Should respond to a project wide strategy. The management committee should agree upon the timing, venue and contents of these presentations.
- Key messages in all presentations should be the consistent.
- Number of presentations and target audiences should be chosen to maximize impact but avoid saturation. The average audience person should not attend to a general TRUST presentation more than twice.
- Extreme care should be taken to make presentation in accordance with TRUST brand.

Technical presentations at conferences/congresses

- Technical presentations by project partners are not project overview presentations
- Scope of the presentation should avoid focusing on the project, its characteristics, etc. As a rule of thumb, in 20 minutes presentation, general TRUST information should not be more than 3 minutes or 2 slides.

- Relevant TRUST information could include:
 - Overall objectives of the project.
 - Organizational structure and where the particular research being presented has been produced (WA / WP).
- TRUST technical presentations should strive for QUALITY and not quantity. A brilliant presentation will create greater interest in the project as a whole. A great number of presentations (especially in a single event or conference) may saturate and even create a feeling of rejection in the audience, especially if they are not scientifically relevant.
- All TRUST technical presentations should include one non-modifiable slide, prepared by WA7, with reference to the project website. No other use of the TRUST brand is required.
- If presentation makes extensive use of the TRUST brand, it should have 100% compliance with the brand manual, and preferably be revised by WA7.

2. Research Papers

- Despite the greater effort required, a balance should exist between the number of research papers in quality journals and conference presentations.
- The EU support should be acknowledged at the end of the paper, and no other mention of TRUST is required (although can be included if necessary).

3. Reports

- All reports should include at least an executive summary of the report which will be a separate stand-alone document.
- As a general rule, reports should provide independent contents. When necessary, references to other TRUST products can be made but copy and pasting of the same text should be avoided at all costs.
- Reports should be easy to read and interesting. Full insight on technical details can be provided in annexes.
- Special care should be taken to identify the target audience of a report. The structure, tone and contents of the report should be the adequate for such audience.
- All TRUST reports will be formatted according to TRUST brand in WA7.

4. Executive summaries / Policy briefs

- Reports aimed at top management and policy makers should even follow more strictly the recommendations of conciseness, and audience consideration.

5. E-learning courses

- E-learning courses are far more than the distribution of training materials over the Internet. The e-learning platform and its characteristics should be taken into account even at the design stage of the course.
- Target audience consideration is essential when designing the course.

6. Software packages

- All software packages from TRUST must conform with the TRUST brand.
- Additionally, an effort must be made to integrate and present coherence between the different software packages created in TRUST.
- The Graphic User Interface (GUI) of the different packages should be overviewed by WA7 as a mechanism to guarantee a common approach to the interaction with users.

7. Web contents

- Web contents will be conceived, as all other deliverables, with a specific target group in mind.
- The TRUST website will present the possibility to access its contents based on the profile of the visitor, according to the categories defined in this document.
- The tone and contents of each piece of information displayed on the TRUST web should be in accordance with its target group.

8. Press releases

- Press releases are a vehicle to impact the general public, but also reach target groups that may be difficult to reach through other channels.
- The final destination of the message contained in a press release must be considered beforehand, and as a consequence, the information and the tone to convey it must be prepared in accordance to these guidelines.

Quick Reference Summary

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TARGET GROUP	PROFILE	NEEDS AND EXPECTATIONS	DISSEMINATION CHANNELS
Scientific community	Universities, research institutions, technology providers, consultants and professional association members Multidisciplinary context for a wide range of professionals Critical assessment of deliverables	Expect high quality research material with a significant scientific value Detailed explanatory documents of research procedures and results	Professional social networks Peer reviewed journals Congresses and conferences Public scientific reports Software packages E-Learning materials International forums
Water professionals - Technical staff	Control all the technical aspects of urban water systems other than management Technical formation to be expected Close profile to the scientific community	Expect technical content with details for practical uses Particularly technical documents; no research details necessary	Software packages E-Learning materials Technical reports Regional events Conferences and workshops
Water professionals - Decision makers	Responsible for planning and leading the work of a group of individuals and supervising their work Technical knowledge expected Close profile to policy makers	Expect executive material Short content with clear conclusions	Executive summaries CEO forums Manager-oriented conferences
Policy makers	Local and national governments, European committees, water authorities, and planning institutions No technical formation expected	Expect solutions to improve water management and society's needs Succinct deliverables with very plain conclusions	Media and press releases Policy briefs and Regional workshops
Stakeholder groups	Any organization with an interest in the project, regardless of their amount of technical knowledge on the subject Different needs depending its nature	Technical and non-technical documents Require informative documents, but can also critically review research outcomes	Multimedia, flyers, leaflets and fact sheets Press releases Congresses and conferences
Society	General public and pilot cities; all types of audiences and different levels of education No technical formation expected	Increase the level of education and awareness, and reaching citizens of pilot cities Deliverables without scientific or technical content	Multimedia, flyers, leaflets and fact sheets Social networks and video streaming websites Mass media campaigns



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