IMPLEMENTING BEHAVIOUR CHANGE SOFTWARE AT SCALE.

Analysing how one of NSW's largest local governments deployed digital challenges and rewards.

Driving behaviours with technology.

This case study provides an overview of the deployment of Blacktown City's GreenMoney community recycling and sustainability incentive platform. Launched to over 109,000 households in Western Sydney, GreenMoney is the brand name chosen by Blacktown City Council and the name of GreenBe's branded local government solution.

REVOLUTIONISING ENGAGEMENT THROUGH TECHNOLOGY

Residents Australia-wide have come to expect more from their service providers, including the services provided by their local government. With residents relying more on email, web and mobile to keep them connected – it's never been more important for organisations to engage with their customers in the digital realm.

Blacktown City Council, the largest local government by population in NSW recognised it was time to embrace a new approach to efficiently drive behaviour change, to transform how they engaged with households and the community at large.

'The software has helped us to quickly and easily engage with, inform and educate households at scale.'

– Tai Kingston, Senior Sustainable Resources Project Officer
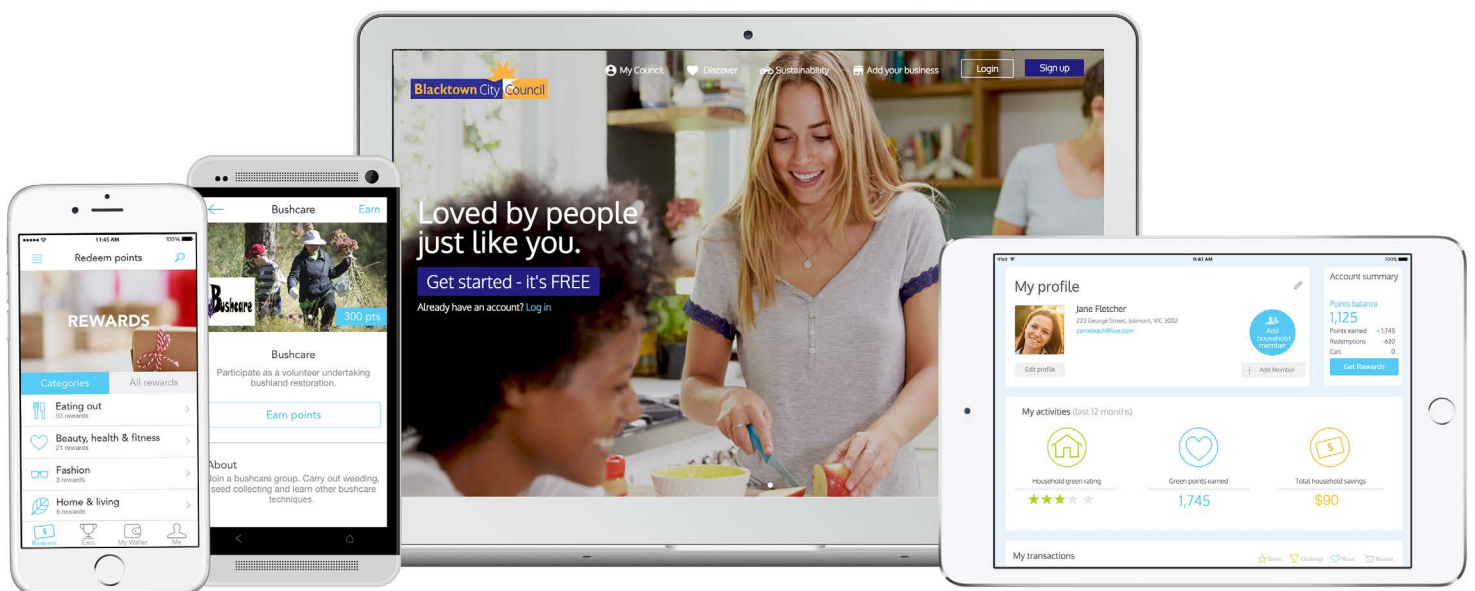
A holistic city-wide solution.

AN OPERATING SYSTEM FOR POWERING BEHAVIOURS

GreenBe is cloud based digital engagement software designed to drive behaviour change. The complete solution drives positive, measurable behaviours – transforming user data into digital experiences and challenges.

The benefit of SaaS software for Blacktown City Council is the continued development of new features and platform improvements at no additional expense (refer to graphic on page 14 detailing the development history).

'GreenBe is an operating system for driving behaviours – the platform is three simple products that integrate to deliver maximum impact, while providing an intuitive and beautiful user experience.'

– David Catalovski, Managing Director

PRODUCTS, FEATURES AND SERVICES

Council admin portal

- Create challenges
- Track participation
- Data sets
- Instant notifications
- Reporting and analytics
- Dedicated project manager
- User management
- Security

Household interface

- Mobile apps
- Web platform
- Performance rating and user dashboard
- Earn and redeem points
- 24/7 help desk support
- Case management
- Bi-monthly eDMs

Local business centre

- Points and rewards system
- Create and manage rewards
- Auto-redemption notifications
- Reconcile and track fulfillment
- Dashboard and user analytics
- Support and knowledge base

Over 10,000 households in under 6-months.

LAUNCH DATE	**COUNCIL SIZE**	**ACTIVE HOUSEHOLDS**	**ACTIONS TAKEN**
13.6.15	109,000	10,721[*]	3,822[*]

TARGETING HARD-TO-REACH GROUPS

With 340,000 people living across 58 residential suburbs, Blacktown City Council is home to a broad range of diverse cultures from approximately 180 countries, with up to 37% of local residents speaking a language other than English[1].

Engaging residents, especially the hard-to-reach can be tough. Inspiring action among these households through traditional communication, such as newsletters, information flyers and magnets is costly and difficult to measure and quantify.

GreenBe's local government platform provided a much needed solution to connect with hard-to-reach residents – and the proof is in the results: with over 10,000 active accounts and 3,800+ actions taken[2], Blacktown City has never been more connected.

GreenBe has broken down the barriers between Blacktown City Council and its households. Residents are taking more actions than ever before – engaging through their own devices, in their own language.

[1] Blacktown City Council demographic data.
[2] Data from Blacktown City Council's GreenMoney database at May 2016.

Record 9-week deployment.

Typically the implementation of a new community-wide program takes local governments months, if not years to roll out. In record time, Blacktown City Council's GreenMoney platform was deployed across all 58 suburbs to more than 109,000 households, completed in just under 9-weeks.

KEY PHASES OF IMPLEMENTATION

PHASE 1	PHASE 2	PHASE 3	PHASE 4
Planning & strategy	Development & testing	Launch/ on-boarding	Servicing

During deployment, GreenBe's team worked with Blacktown City Council through to program launch with a comprehensive servicing and support strategy.

GreenBe's team customised the platform and mobile application for Blacktown residents, created council-branded communications templates, and designed printed letters to be delivered to households across the LGA – all in the space of 9-weeks.

The deployment strategy included the on-boarding of 50 local business rewards for the go-live date (refer to following page for business recruitment methodology).

'The rollout to Blacktown residents was faster than expected – households began activating accounts at the Blacktown Parade on 30 May 2015, only 9-weeks after our initial kick-off meeting.'

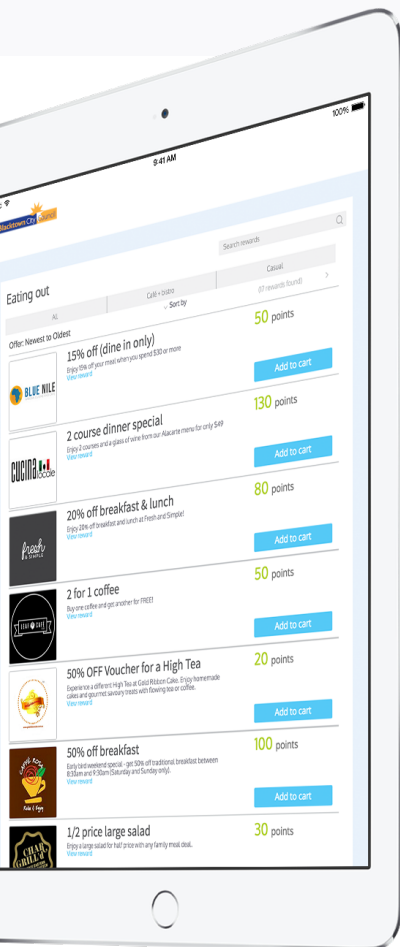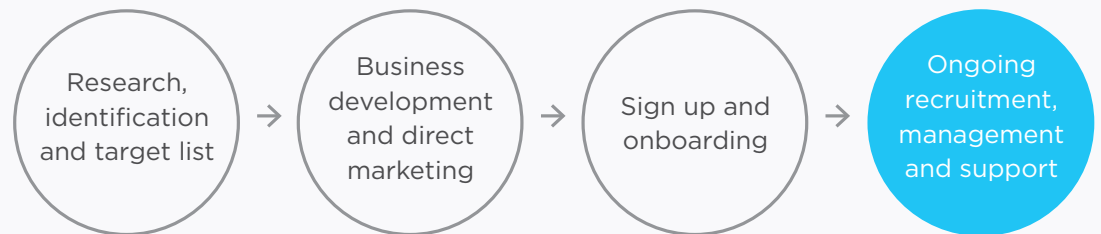– *Tai Kingston, Senior Sustainable Resources Project Officer*

LOCAL BUSINESS RECRUITMENT METHODOLOGY

Before platform deployment, a mix of popular local businesses and national franchises were invited to join the online rewards program.

An optimistic reward target was set for the June 2015 launch. GreenBe's project team led the business recruitment process alongside Blacktown City Council's Senior Sustainable Resources Project Officer and Corporate Strategy and Economic Development Manager.

GreenBe's 'Local business recruitment methodology' proved highly effective during recruitment, with the **50 reward target** achieved on time.

FRAMEWORK

Research, identification and target list → Business development and direct marketing → Sign up and onboarding → Ongoing recruitment, management and support

GreenBe worked alongside Blacktown City Council to identify ideal merchants, who were then contacted by GreenBe's team and invited to promote their businesses free of charge with exclusive offers to local households.

Businesses were carefully considered alongside Blacktown's 'Reward partner guidelines', as agreed upon during the research phase.

The reward centre on Blacktown's GreenMoney household platform provides reward partners with a free alternative to more expensive digital advertising avenues and the opportunity to connect with thousands of local residents.

'I think this project has been fantastic. I've enjoyed working with you and your team on this .... it's becoming a very successful solution for Blacktown.'

– Nathan Burbridge, Head of Economic Development

AT LAUNCH
50 rewards

TO DATE
61 rewards

Driving local economic activity.

LOCAL REVENUE	BUSINESS SALES	POINTS REDEEMED
$59,769*	1,400+*	139,595*

A key benefit for Blacktown City was just how quickly the local economy was able to benefit. Local businesses are the lifeblood of the community, and GreenBe's software and solutions provide a simple way to connect residents to their local businesses in a relevant and meaningful way.

AUTOMATICALLY BOOSTING LOCAL BUSINESS REVENUE

Local businesses benefit from a free digital promotion channel, giving them the ability to drive increased revenue and foot traffic with a minimum spend attached to each reward.

The easy-to-use Business Centre portal has allowed Blacktown merchants to sign up online to create, track and manage rewards all from one place. Redemptions and analytics are available online, giving businesses 24/7 access to their customer data. Never before has Blacktown City been able to provide such a sophisticated digital solution to local businesses.

Click here to view the Business Centre.

'...GreenMoney is working. People of Blacktown are coming to Caffe Rosa and claiming the GreenMoney.'

– Ram Kishor, Caffe Rosa

* Figures derived from GreenMoney data collected between 1 June 2015 to 31 March 2016. Based on average sale of $42.

Households are saving.

WESTERN SYDNEY'S ECO-CURRENCY

By launching GreenMoney to residents and businesses, Blacktown now has its very own **eco-currency and green rewards program**. Council is connecting households to local businesses, while promoting Blacktown City Council's waste and sustainability programs and linking back to council's overarching KPIs and vision.

Blacktown households have collectively saved around $21,000*, with members being able to access up to $400 in savings annually. GreenMoney has helped to reduce the cost of living for many residents.
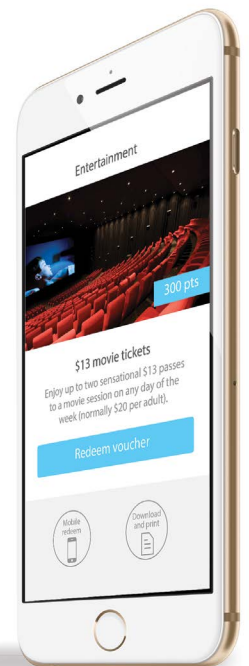
HOUSEHOLD SAVINGS

$21,000*

VOUCHERS REDEEMED

Over 1,400*

'GreenMoney has allowed us to engage with residents who are not normally interested in the environment or sustainability. They join for the rewards and savings, but learn to be sustainable along the way!'

– *Tai Kingston, Senior Sustainable Resources Project Officer*

* Figures derived from GreenMoney data collected between 1 May 2015 to 31 March 2016. Based on average household savings of $15.

Driving superior community engagement.

GreenBe engages a variety of key stakeholders including council staff, local businesses and household users to deliver the GreenMoney solution on behalf of Blacktown City Council.

By including local reward partners and offering a world-class digital experience, residents are connected in a relevant and meaningful way to drive superior community engagement.

A NEW WAY TO EDUCATE, ENGAGE AND MEASURE

Since launch, GreenBe's GreenMoney platform has maintained above average engagement rates on waste and sustainability education with household members.

Digital communications are an efficient and measurable channel to deliver information to residents. The cost savings alone, when compared to sending a traditional direct mail letter are astronomical.

Over 199,990 emails have been sent to residents with 46.6% opened – equivalent to 96,995 direct mail letters being received and read. A potential cost saving of $106,695.*

EMAIL OPEN	UNIQUE WEB VIEWS	DESKTOP USERS
46.6%	20,451	55%

| EMAIL CLICK	AVERAGE TIME ONLINE	MOBILE USERS
14.4%	4m, 19 sec	45%

* Figures derived from GreenMoney data collected between 1 June 2015 to 31 March 2016. Based on average cost of $1.10 per direct mail letter.

Regular, informative and relevant.

As part of the software and service delivery GreenBe devised Blacktown City's annual household engagement plan – the methods harnessed to deliver efficient household engagement include:

- **Bi-monthly Electronic Direct Mail (eDM) campaigns.** Custom designed and written each fortnight, GreenBe sends households personalised digital co-branded communications, providing regular contact with residents and a channel to promote Blacktown-specific initiatives.

- **Automated messaging and tips.** Delivered via email, a series of educational tips and messages are automated for households and businesses and triggered upon account activation.

- **City challenges.** Accessed via Blacktown's admin portal, 'Green challenges' are easily created, scheduled, updated, tracked and reported.

- **Data set segmentation and instant notifications.** Data sets allows for Blacktown user data to be segmented and challenges targeted to specific groups.

- **Web platform content.** Available on Blacktown's GreenMoney portal, households have access to council-specific recycling and sustainability content, with the ability to download relevant information.

- **Household support and help centre.** Additional information and 'how to tips' and content is available on the GreenMoney online Help Centre.

- **Custom communication plan and digital strategy.** Along with custom design items provided as digital files, GreenBe executed joint PR, marketing, communications and digital strategy plans.
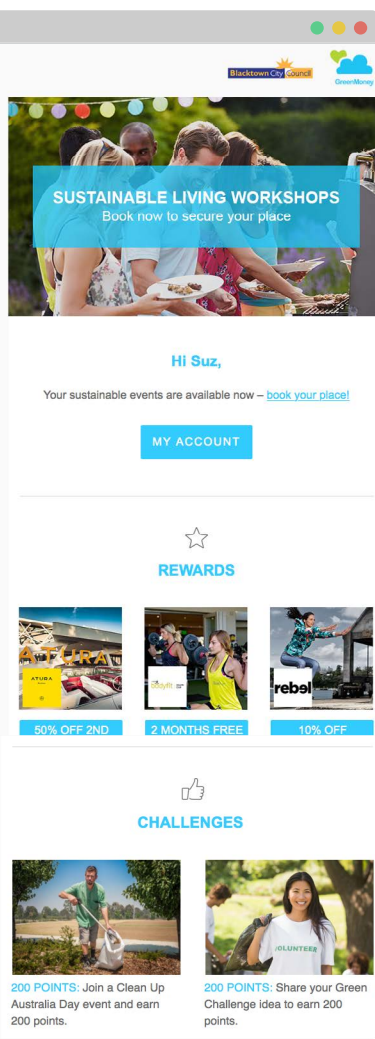
'The concept is really simple – it's a points reward system for recycling [and living green]'.

– *Stephen Bali, Blacktown Mayor*

Over 3,800 green actions taken and counting.

CAMPAIGNS

24

CHALLENGES TAKEN

3,822

MAKING BEHAVIOUR CHANGE FUN

GreenBe's operating system harnesses behavioural science methods, using intrinsic recognition and extrinsic rewards to connect and drive deeper engagement. The gaming element of earning and redeeming makes behaviour change fun and rewarding for Blacktown residents, who eagerly participated in over 3,800 sustainable challenges within an 8-month period.

Via the council administrator portal, an unlimited number of custom city challenges are created in a few easy steps. Blacktown City Council staff set up target groups using the 'data set' feature to automatically notify members to participate. Participation is then tracked, measured and reported directly from the 'manage challenges' summary page.

An unlimited number of City challenges can be customised to drive households to:

• **Learn and earn** by reading specific sustainability content.

• **Pledge** to participate in City-run sustainability initiatives.

• **Take an action**, such as drop off eWaste or attend an event.

Challenge accepted.

EPA app downloads doubled

BLACKTOWN CITY GREENMONEY RESIDENTS BOOSTED THE NSW EPA HEY TOSSER APP DOWNLOADS BY 50 PER CENT.

NOTABLE CHALLENGE CAMPAIGNS

Blacktown City has been busy creating unique challenges and pushing them to residents, setting up over 24 to date (at 15 April 2016).

Brendan Andrei, Blacktown City Council's Clean Cities Project Officer noticed the positive impact of pushing digital challenges to the local community; after challenging households to download and use the app designed by the NSW EPA to report littering in public, the number of app downloads doubled.

'We had a really good response to our GreenMoney challenge for residents to download the EPA Hey Tosser app. The EPA reported that app downloads jumped by 50 per cent.'

– Brendon Andrei, Clean Cities Project Officer

TOP CHALLENGE PARTICIPATION*

GROW FRESH PRODUCE	HEY TOSSER	INVITE NEIGHBOUR
1,142	1,129	386

PICITUP	CHRISTMAS 12 DO'S	RECYCLING WEEK
304	200	99
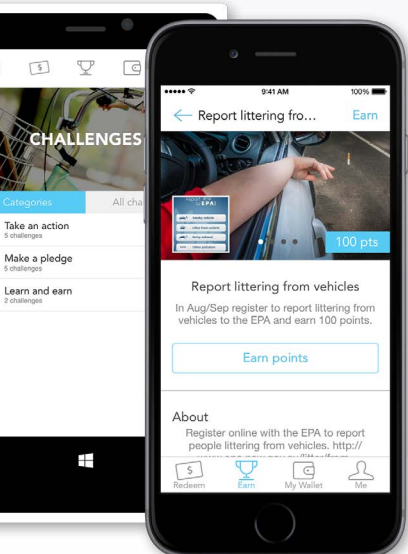
*Participation figures from Blacktown City's GreenMoney admin portal at 15 April 2016.
[1] Data provided by NSW Environment Protection Authority.

Data driven intelligence.

'Tracking participation is easy with real-time email notifications – it's a great way to evaluate results at a glance.'

– Tai Kingston, Senior Sustainable Resources Project Officer

INSTANTLY MEASURE, TRACK AND REPORT

Unlike any other software solution, GreenBe's platform provides Blacktown City Council with the unique ability to quickly and easily track, measure and export its reporting metrics on residents' sustainable actions. For example, currently 86 residents have been involved in a challenge to participate as Bushcare volunteers. This unique set-up provides a way to measure the success of their programs and initiatives all in one place.

Engagement statistics are available 24/7 and can be downloaded in minutes. In addition to council data and analytics, Blacktown household users and local businesses can access their online dashboard performance summary and transaction details.

AVAILABLE REPORTS/ANALYTICS
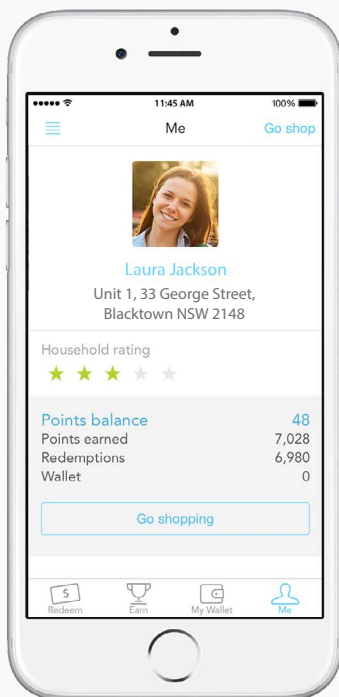
COUNCIL
Challenge participants

COUNCIL
Data set segments

COUNCIL
eDM activity reports

HOUSEHOLD
Green star rating

HOUSEHOLD
Dashboard analytics

HOUSEHOLD
Transaction history

LOCAL BUSINESS
Redemption summary

LOCAL BUSINESS
User demographics

LOCAL BUSINESS
Page performance

Me
Go shop

Laura Jackson
Unit 1, 33 George Street,
Blacktown NSW 2148

Household rating
★ ★ ★ ☆ ☆

Points balance	48
Points earned	7,028
Redemptions	6,980
Wallet	0

Go shopping

Redeem | Earn | My Wallet | Me
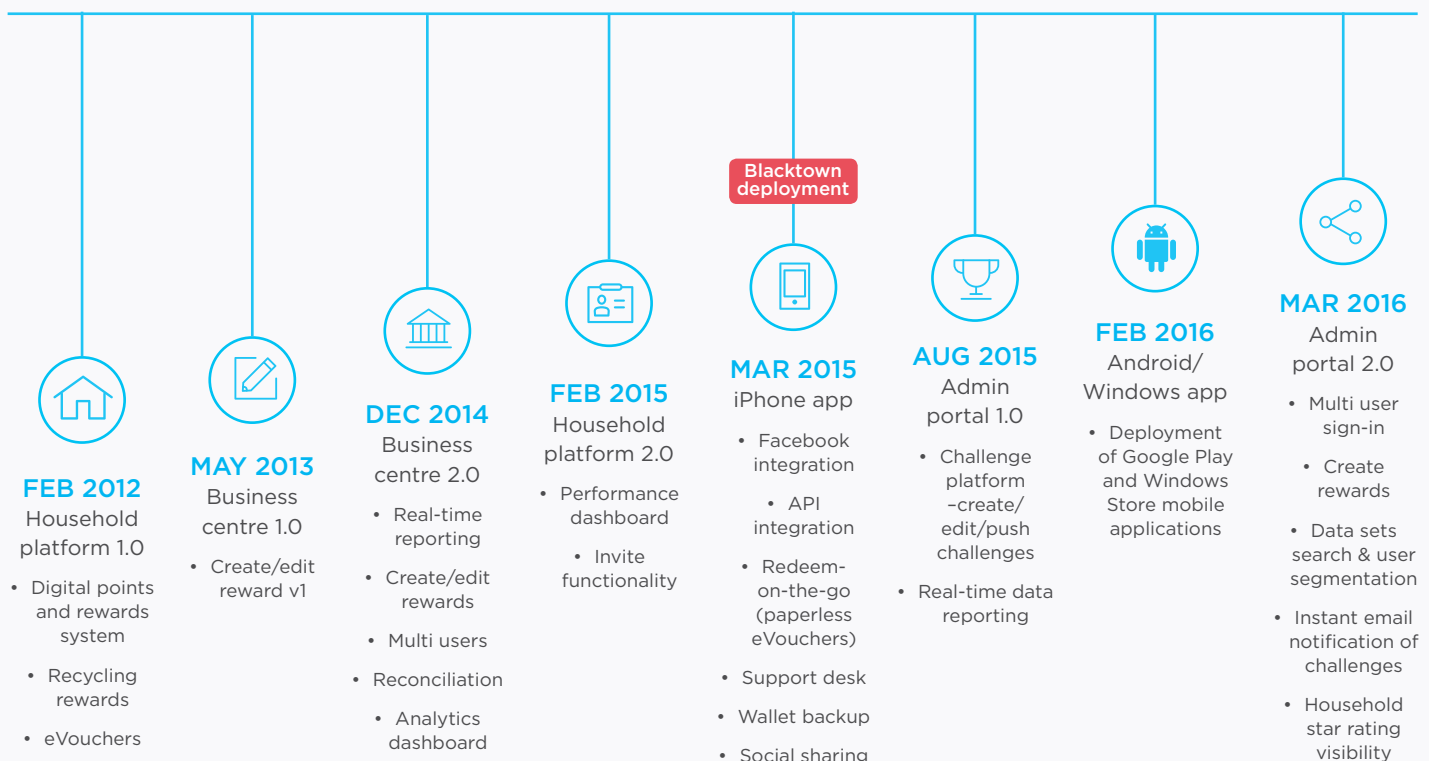
Innovation through collaboration.

By adopting an 'innovation through collaboration' approach, the GreenMoney solution has evolved into a key Blacktown City Council branded digital network.

FEATURES RELEASED SINCE LAUNCH

In working side-by-side with Blacktown City Council, GreenBe has successfully developed and deployed several new feature sets to enhance the digital experience for users. The graphic below details the development history.

'The platform is allowing us to deliver a personal and innovative engagement solution to our residents and business community.'

– Tai Kingston, Senior Sustainable Resources Project Officer

FEB 2012
Household platform 1.0

• Digital points and rewards system

• Recycling rewards

• eVouchers

MAY 2013
Business centre 1.0

• Create/edit reward v1

DEC 2014
Business centre 2.0

• Real-time reporting

• Create/edit rewards

• Multi users

• Reconciliation

• Analytics dashboard

FEB 2015
Household platform 2.0

• Performance dashboard

• Invite functionality

Blacktown deployment

MAR 2015
iPhone app

• Facebook integration

• API integration

• Redeem-on-the-go (paperless eVouchers)

• Support desk

• Wallet backup

• Social sharing

AUG 2015
Admin portal 1.0

• Challenge platform –create/edit/push challenges

• Real-time data reporting

FEB 2016
Android/Windows app

• Deployment of Google Play and Windows Store mobile applications

MAR 2016
Admin portal 2.0

• Multi user sign-in

• Create rewards

• Data sets search & user segmentation

• Instant email notification of challenges

• Household star rating visibility

Want to know more?

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