

Well Done! – A Behavioural Change Campaign - Netherlands

SUMMARY

Project Description: Behavioural change among guests and employees as a strategy for a carbon neutral / green Stayokay

Project Type: Education in Sustainability

National Association: Stayokay, the Netherlands

Project Location: Stayokay, all Hostels & headoffice

Estimation of number of reduced tonnes of CO₂: Savings on energy use and paper use can be estimated as follows (actual savings depend on performance at start);

Energy 10-30% cut in energy use

Paper 30-50% cut in paper use

Water : 5% extra water reduce

Waste: 10% extra waste reduce

Total Funds Requested: £ 15,000

Total Project Cost: £ 25,500

Annual £ saves and ROI (return of investment): £ 50.000,= (per year after two years).

Extra Benefits: The methodology, which is at the basis of such behavioural change campaigns, was developed by the Global Action Plan for the Earth Foundation and has been proven to actually effect a long-term behavioural change.

Why should this project be funded ahead of others?

Not only large technical investments will help to contribute to a better world, but more important is the involvement and commitment of people that will contribute to a higher and long term positive effect on sustainability. This project will entrench sustainability as a part of Stayokay's "DNA".

DETAILED PROJECT INFORMATION

Background

Stayokay runs its hostels in an environmentally friendly fashion: e.g. waste is segregated, power is green, printed materials are recyclable; uniforms are "fair wear". **All 27 Stayokay** hostels meet the requirements of the European Ecolabel. This is the number-one label for environmentally friendly products and services in Europe. We ask our guests to contribute as well by switching of lights and turning off the heating whenever they leave their rooms but also to segregate their waste. Stayokay also provides environmentally friendly packages and educational programs for groups.

Employees

In the long run our guests and employees make our organization, and a drive for sustainability can only be successful in the longer term if it becomes a personal motivation for everyone. In this way everybody can make a difference by showing how sustainability can be incorporated in their daily work.



Main objective of the Well-done! – Project

‘With committed employees and guests becoming the most sustainable chain of ho(s)tels in the Netherlands

How?

The behavioural change campaign is based on the assumption that behaviour will change the moment employees are offered practical tips for action that have a direct bearing on their daily work. Hence, campaign addresses the themes energy, mobility, waste, water, social engagement en health & wellbeing.

The campaign will be stepped up in stages. In each stage of the campaign, a new theme builds on to the basement of sustainable behaviour and makes it more robust. After a period of about one year, employees will have internalized the actions – e.g. ‘switching off the light’ and ‘making double-sided copies’, use their bicycle instead of their car. Besides, employees will have gained a deeper consciousness of the bigger picture of sustainability and will have developed an in-house network ready for new sustainability initiatives.

The success of the behavioural change campaigns is based on the fact that they depart from a vision that virtually each employee can embrace easily and translate to personal meaning: “a bottom up “approach.

Step by step approach

Prepare	Design	Kick-off	Campaign	Evaluate	Embed
1. Get support by top management	3. Design sessions with Core Team	4. Climate Footprint	7. One hour information workshop for all personnel	12. Climate Footprint 2	15. Incorporate results in normal practice
2. Create a Core Team		5. Kick-off event		13. Evaluation Questionnaire	
		6. Well done! Questionnaire	8. Campaign with each month new theme	14. Interviews with key people	16. Next development steps
			9. Ambassadors meetings		
			10. Expert groups 11. Monitoring		

The **first** step is getting **support by top management**. If we are to change our culture into a sustainable one, having top management aligned is crucial. This means not only *to say* that sustainability is a priority, but also *to show* sustainability is a priority.

The **second** step involves the creation of a **Core Team**. This team is responsible to execute the Well done! - Campaign within the hostels and the head office.

The development of the campaign model specifically starts during **step 3** with one or more **DesignSessions**, held with the members of the Core Team. During this session, the points of departure are identified with a team of key representatives and the campaign model will be filled out to the culture of Stayokay.

Step 4 involves the calculation of the **Climate Footprint** of the hostels (the hard data), in order to have a good understanding of the starting point as far as energy consumption and CO₂-emissions are concerned.

After a kick off event in **step 5**, in **step 6** the softer data are collected with a **Well done! questionnaire**, in order to understand what the present situation is from the perspective of employees both on environmental and social themes. The results of the questionnaire form a checkpoint for the design of the campaign by the Core Team. Also it becomes clear how many employees are willing to be involved in the campaign as an ambassador to the program. They will form the internal network, which will support the Core Team to successfully execute the campaign and create a corporate sustainable culture.

It's now time to start the campaign. People need to know what they can do to contribute to Well done-Program within Stayokay and why this is important. During a **one hour workshop** the staff is informed and challenged. The goal is made clear; the campaign is explained including how all staff is involved through a network of ambassadors. During the one hour workshop the first theme of the **campaign** is launched, followed by several campaign periods whereby a new theme is launched every two months. The themes are Energy, Waste, Water, Mobility, Social Engagement and Health & Wellbeing.

Well done! Themes

Themes	Description
1. Energy	The theme of energy is highly linked to the worldwide problem of Climate Change by excessive use of fossil fuels. Worldwide we are using up our energy resources, which means that in the coming decades both companies and individuals will need to make different choices as the availability of fossil fuels will diminish, whilst we will experience the results of Climate Change. There is a big need to change and companies are key to make this happen. Moreover being more careful with energy consumption will lead to cost saving for the organization.
2. Waste	Worldwide the awareness grows that we need to be cleverer as far as the usage of natural resources is concerned. Many initiatives are taken to avoid waste or to promote recycling. Each hostel can look at their waste streams and see how to 'reduce, re-use and recycle'. Individual employees and suppliers can be involved by making more conscious choices and by contributing to the reduction of waste.
3. Mobility	Traffic jams is a familiar phenomenon in most developing countries. More and more people have cars and the roads get clogged with traffic. A company can carefully look at their mobility policy and involve employees to optimize their mobility activities during the work week. Activities like using public transportation, flexible workplaces can all be options.
4. Water	If we don't use our water in a more economical way there will be a worldwide water shortage of 40%. Using the right dosage detergents, leaving the tap open as short as possible, reducing shower time are some examples of how we can contribute to reduce the usage of water.
5. Health & Wellbeing	By promoting health and wellbeing, employees will feel better and healthier which will gain many positive consequences. It's essential to involve them and make them more aware of how their work can or should be organized in a better way.
6. Social engagement	This theme involves looking at the community and world around you and sees how Stayokay can make a contribution. This strategic goal can then be part of the Well done!- campaign in such a way that for example all employees are given

the opportunity to take part in the social engagement program of Stayokay in which they can make a contribution to this goal on an individual level. It gives the hostels the opportunity to connect with local social activities in this field.

The ambassadors supported by the Core Team take on their leading role in behavioural change. They will be supported by means of periodical **ambassadors' meetings**, where they can present cases they come across in practice and receive coaching. In addition, results will be discussed and specific actions will be initiated here.

Next to the ambassadors it is possible for the Core Team to create various **expert groups** that look into organizational topics that reach beyond actions people can do on an individual basis.

During the campaign periods, the Core Team is responsible to **monitor** progress in various ways. Monitoring will inspire employees participating in the campaign to continue in the next stage, or they will even be prepared to step up their effort when they see to what results they are contributing. The feedback is communicated through the ambassadors. This is an important part in a behavioural change campaign, requiring on-going attention.

Finally in step 12, 13 and 14 the results of the campaign are **evaluated** by means of a second Climate Footprint, a second Well done!- questionnaire with evaluation questions and by holding interviews with key people in Stayokay to gain a better insight in the qualitative aspects of the campaign. The evaluation will result in a final report. This report will also give advice on how to embed the Well done! - project in the normal practice of the organization, as the campaign has now come to an end.

Results

The results that can be achieved, as shown by various business cases, are:

Savings¹ on energy use and paper use can be estimated as follows (actual savings depend on performance at start):

- Energy: 10-30% cut in energy use;
- Paper: 30-50% cut in paper use.
- Water : 5% extra water reduce
- Waste: 10% extra waste reduce

A contribution to the **sustainability reputation** towards its employees; Previous evaluations show that participants in the campaign:

- feel proud to be part of the organization;
- feel good about making a contribution to sustainability during their daily work;
- develop a greater awareness of what they can contribute to sustainability on a personal level (outside the field of the themes discussed);
- develop an increased awareness of what Stayokay could do to boost its sustainability performance (ideas as well as constructive criticism vis-à-vis the organization).

¹During a pilot at ABN AMRO Bank in 2005, savings of 15% of the cost of energy was realised. Even six months after the campaign had ended, these results were maintained. Comparable savings are achieved during a campaign at PGGM Pension Fund in 2006-2007, Electronic retailer BCC 2008/2009 and Lawfirm De Brauw& Blackstone 2009.

A contribution to employees' **overall well-being**; Evaluations show that employees experience an improvement in the following fields:

- feeling part of a team;
- a more spirited team;
- an opportunity to take responsibility together with colleagues;
- the feeling of being personally involved in the sustainability issue/the environment.

The formation of an **in-house network** of people used to work together on concrete results which in the future can be utilized for other issues which can lead to a more sustainable organization.

Sustainability becomes an inherent part of **Stayokay's identity**, enabling to communicate to our guests our efforts.

Long-term changes

The methodology which is at the basis of such behavioural change campaigns was developed by the Global Action Plan for the Earth Foundation and has been shown to actually effect a long-term behavioural change. The University of Leiden's (The Netherlands) longitudinal research about this programme shows that the method used is more effective than other behavioural change methods, and that ex-participants in an EcoTeam (which is about how to take on a more sustainable lifestyle) will take on further sustainable behaviour as time goes by.