



The “C-Factor” in the Integrated Approach

Working outside in

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Theory :

The C-Factor

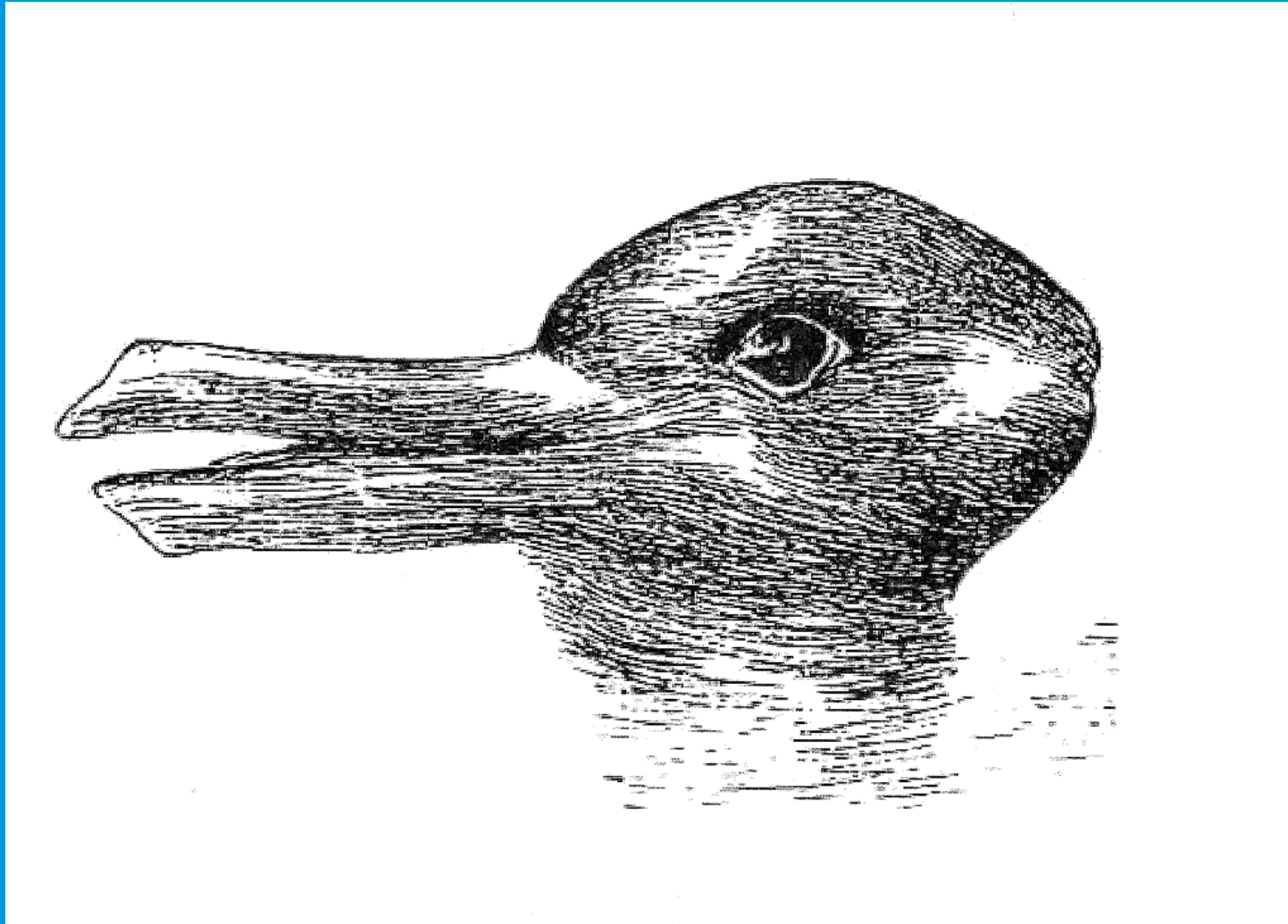
'Know the rules, so you can break them properly'



Practise

*‘ Talking about
clorinated
solvents,
can be rather
difficult’*





To communicate
can be difficult: ...



What can communication do?

- Good communication can't save a bad process
- Bad communication can cause damage to a good process
- Help to get the outside world into your office
- *Better be an abrasive sponge in advance than a 1000-things-cloth afterwards*



Role communication advisor

- Operational
- Tactical
- Strategic
- Sparringpartner, coach
- Facilitator

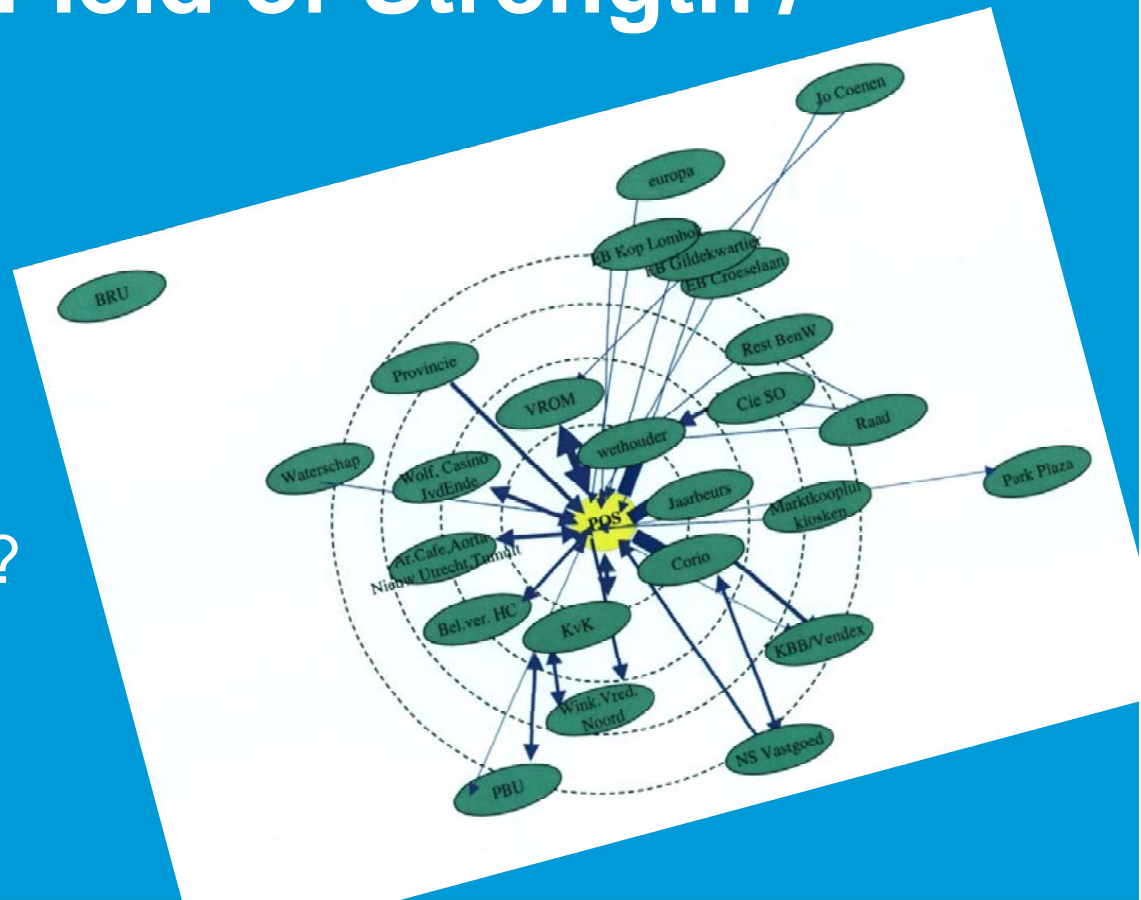


The C-Factor in 5 steps

- 1 Analyse the Field of strength/Environment
- 2. Determine level of participation
- 3. Make core-messages
- 4. Make a time table
- 5. Choose means

Step 1: Analyse the Field of Strength / environment

Who's in the game,
who benefits, who's
bothered,
who has an opinion?



Reverse interests Equevalent interests

Quadrant of actors / Field of strength

Coalition	Friend
'Enemy'	opponent
No confidence	Confidence



Step 2: Determine level of participation

‘For whom and with whom...?’



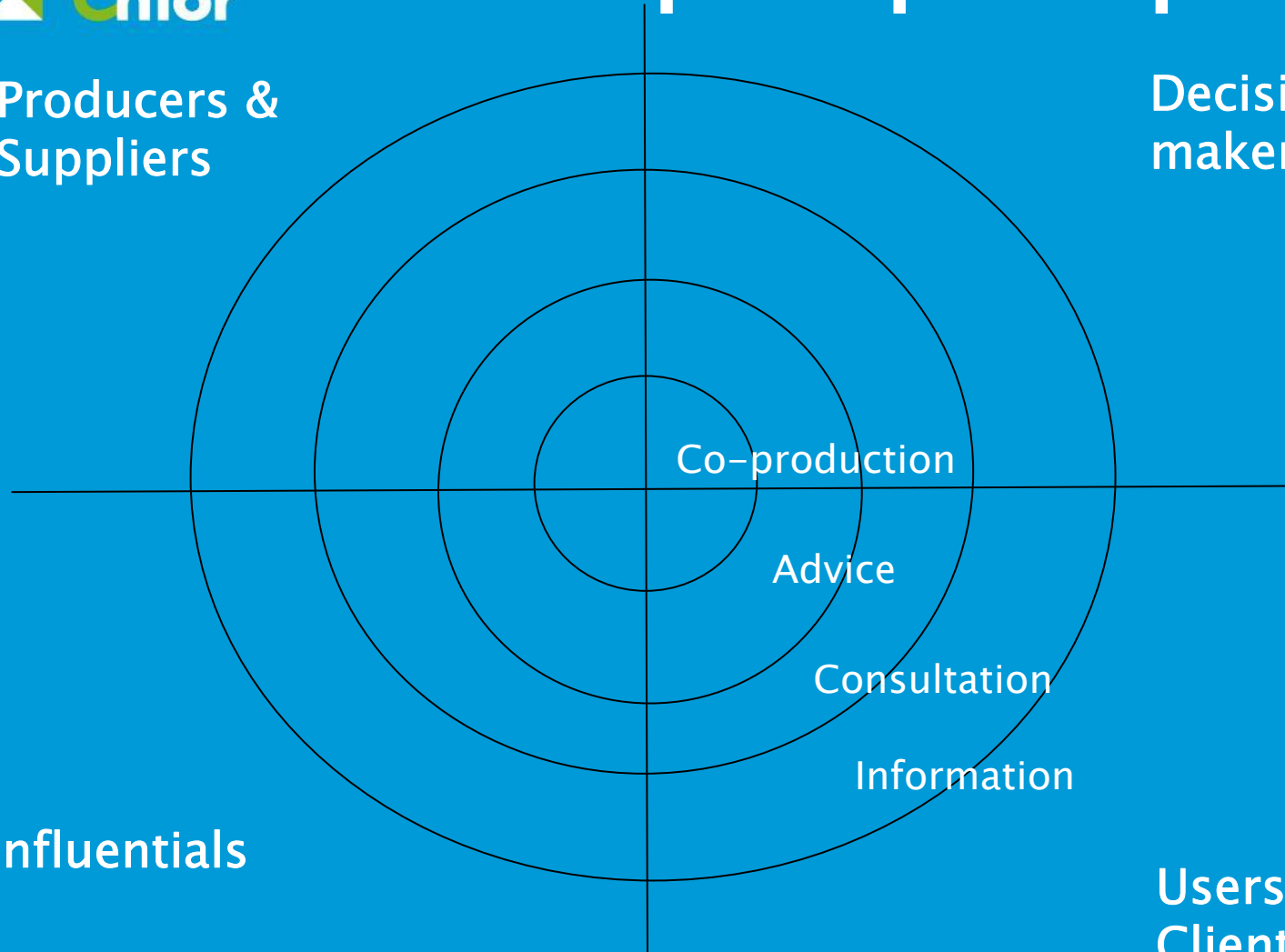
The steps of participation

Producers &
Suppliers

Decision-
makers

Influentials

Users &
Clients

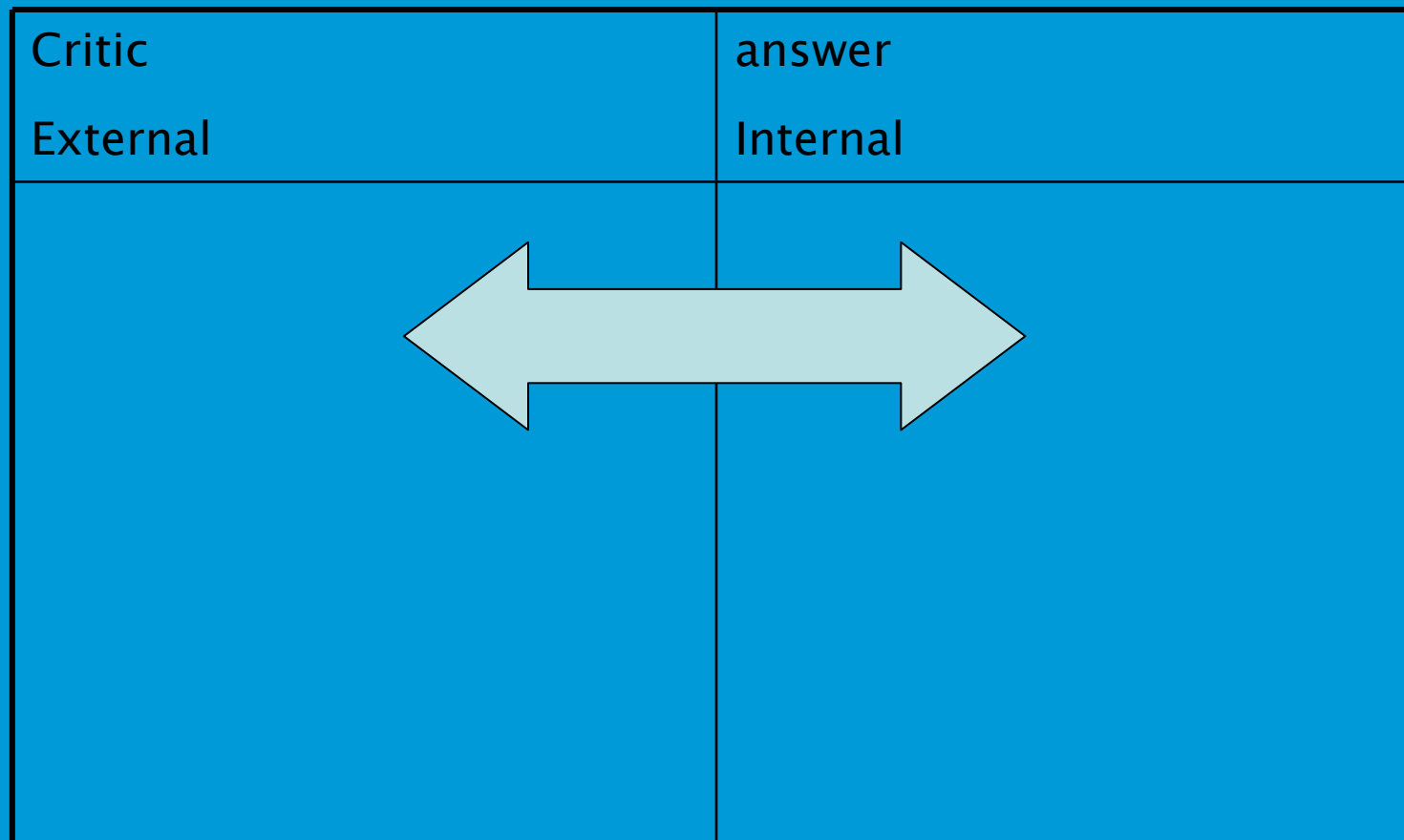




Step 3: Identify actors with core messages

Wha't's our message?

'critics' and 'answer'



Making a core message

- Defines your work 'outside in'
- Can be for a specific moment en target group
- Is móre than a slogan

Step 4: Make a timetable & Step 5: Choose means



When (4) and how (5) to communicate?



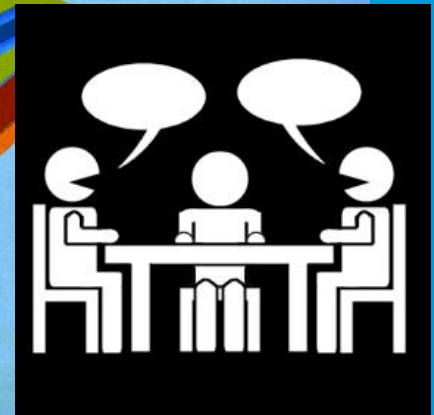
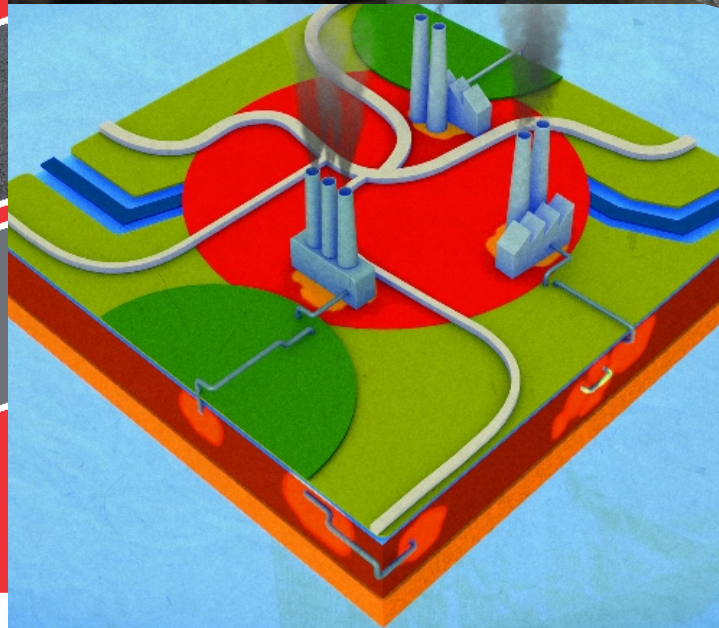
Timetable



- Who to talk with and who is to be informed?
- When and how ?(means)
- Do the means fit the goals?
- Overload?
- Radiosilences?
- Smart combinations!?



Means



Practise

Communicate
about a set up
for a reseach
ATES
in the historical
Museum quarter



Practise

Lessons Learned

1. Make a proper specific stakeholder analysis.
2. Be specific about the outcome of the work: what can we see, hear, smell when the work is done. Our focus was too inside out



Practise

What did we do?

- 1. We worked together with our neighbourhood department.
- 2. We used life style survey
- 3. We made a risk analysis
- 4. We made use of storytelling



Practise

1. Co-operation with our Neighbourhood department

Finetune our core message with the neighbourhood department

We create a core message that is more streetwise.

No drilling in the afternoon!

Practise

2. Life style analysis.

know who
you 're
dealing with!



Practise

- **3. Risks:**

- Ground water levels and the 'pop up expert'

Measure: make use of the expert!

- Confusion or negative publicity because of different messages about ATEs

Measure: One core message for all departments involved

- Lack of co-operation by the local interest group

Measure: participation

Practise

- **4. Storytelling: The Utrecht Art School Project**

The Utrecht Art School Project

- **Their assignment:**
make an invisible and complex process tangible
and create involvement



The Utrecht Art School Project

- Their solution:

URBAN HEAT FARMING



URBAN HEAT WARMING

