



# DELIVERABLE 3.5

## DETAILED REPORT ON ALL MARKETING AND OPERATIONAL ACTIVITIES

WP 3: DEVELOPMENT AND IMPLEMENTATION  
OF MARKETING CAMPAIGNS

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## 1. INTRODUCTION

VeloCittà was a three year project that brought together five urban Bike Sharing Systems (BSS) to share information and strengthen their city's BSS marketing and operations (2014-2017). A major output of the project was for each site was to develop targeted marketing campaigns, based on the market segmentation analysis and fact sheets (developed in Work Package 2), and a delivery plan for operational improvements.

This report (D3.5) provides a detailed overview of all communication and operational activities.

This report provides a detailed overview of the process that each city undertook in developing its marketing campaign and operational improvements. The report is structured in the same way that a marketing campaign would be developed, from identifying the key challenges and target groups to developing key messages, offers and marketing materials. This report also provides a summary of lessons learnt from the partners.

## 2. CHALLENGES AND OBJECTIVES

Each city identified the key challenges that the marketing campaign and operational improvements needed to respond to. The objectives of the campaign responded to these challenges.

### 2.1 LONDON BOROUGH OF SOUTHWARK

The London Cycle Hire Scheme began in 2010 with 300 docking stations and 7,000 bikes. As a result of various expansions, including one for the Olympics, it now has 748 docking stations and 11,500 bikes. There have been over 56 million journeys since the scheme began. Southwark is the sixth busiest borough for hires and has 42 docking stations.

The key challenges for the London Borough of Southwark were to:

- Be bold
- Change the perception of who uses Santander Cycle Hire (male, middle to high income)
- Diversify the existing cycle hire market and attract people from a wide range of backgrounds and incomes

The objectives of the campaign were to:

- To increase the use of the BSS (increase hires and revenue)
- Promote first time use
- Encourage casual users to become members
- Encourage members to renew their membership

### 2.2 LONDON BOROUGH OF LAMBETH

The London Borough of Lambeth is the eight busiest for cycle hires and has 49 docking stations. The key challenges for the London Borough of Lambeth were to:

- Change the perception of who uses Santander Cycle Hire (male, middle to high income)
- Diversify the existing cycle hire market and attract people from a wide range of backgrounds and incomes

The objectives of the campaign were to:

- To increase the use of the BSS (increase hires and revenue)
- Promote first time use
- Encourage casual users to become members
- Encourage members to renew their membership

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## 2.3 BURGOS

The Burgos BSS was launched in 2006 and is owned by the council. Within the seven years of operation the system had been upgraded to include 18 docks with ten available bicycles in each one. The system will be upgraded in 2016 to 23 dock stations. In 2012 the Council decided to implement an annual membership fee of 15€, resulting in a decrease in the number of users to only 500 and the number of hires to 5,000. Members' satisfaction with the scheme remained consistent, although there was an issue with bicycles as they are not attractive and a very cheap, costing 50€ each.

The key challenges for Burgos were to:

- Ensure a positive perception of good quality bicycles
- Improve the operating systems

The objectives of the campaign were to:

- Increase the number of BSS registered and unregistered users and cycle hires
- Promote inter-modality with local public transport
- Encourage casual users to become members
- Encourage members to renew membership
- Encourage students (mainly from the University) to reduce stress on cycle parking of own bicycles by promoting the new University cards

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## 2.4 KRAKÓW

When the VeloCittà project commenced, Kraków was in the process of changing suppliers, with a public tender for the BSS issued in 2016. BSSs have been operating in Kraków since 2008. A public tender was issued in late 2016, with a new supplier appointed and responsible for introducing a new BSS in late 2016.

A significant challenge for Kraków was to promote the old system, which was to be closed during the project lifetime, and to commission a new supplier. There were significant barriers, including a gap in the service (from the old system to the new system) as well as planning and delivering a new marketing strategy for the new system.

Key challenges identified include:

- To prepare a campaign knowing that the old system was being discontinued and a new supplier would be commissioned
- Identifying measures that would address this challenge and respond to the target groups
- To launch a completely new system in Autumn (colder month)
- Address negative comments from local community groups

The objectives of the overall campaign were to:

- Promote the idea of BSS itself with the old system
- Promote a completely new BSS

- Encourage members to keep their membership in the new BSS

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## 2.5 SZEGED

CityBike Szeged has been in operation since October 2013. It is an independent business with no financial support from the municipality. For Szeged, being privately owned, a key challenge was how to get the support of the local municipality. Other key challenges identified include:

- Low number of users
- Resistance to changing mobility behaviour
- Weather conditions (winter)
- Lack of public/private subsidies

The objectives of the campaign were to:

- To increase the use of the BSS (increase hires and revenue) throughout the year
- Promote first time use
- Encourage students to buy a PASS (it's cheaper and more useful)

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## 2.6 PADUA

The BSS is owned by the municipality and operated by Bicincittà. GOOD BIKE PADOVA has been in operation since July 2013. Padua's BSS, while fully supported by the municipality and privately owned, needed a more coordinated approach by the two partners.

The main challenges identified included:

- Lack of knowledge about the BSS
- Redistribution of the bicycles on the stations

The objectives of the campaign were to:

- Promote the BSS
- Encourage more users and members

### 3. MARKET SEGMENTATION: IDENTIFYING TARGET GROUPS

The VeloCittà project began by using market segmentation techniques to gain insight into target groups attitudes, use and demographics. A report was commissioned to provide insights into each cities target markets; however, it turned out that the cities themselves had much more detailed information. Some cities decided to focus on quite broad target groups, targeting residents, students, employees or tourists, while other cities narrowed it down even further to target specific groups within the larger groups, such as women, people of low to middle incomes and from specific backgrounds.

#### 3.1 LONDON BOROUGH SOUTHWARK

Awareness of Cycle Hire among Londoners is high, with 90% cent familiar with the scheme, 15% of Londoners have used the scheme. Use (rather than membership) is highest among Londoners aged 16-34 years, BAME Londoners and those in employment. Intended users are now just as aware as current users of the expansion of the scheme into more of east and south west London.

The London Borough of Southwark targeted the following groups:

##### Primary

- Residents – new users. Aged 18 – 25 years. Male. Harper Road. Week days and weekends.
- Residents – new users. Aged 25 – 40 years. Female. Harper Road. Week days and weekends.

##### Secondary

- Employees – existing members. Aged 25 - 40 years. Tooley Street. Weekdays.
- Employees – new users. Aged 25 - 40 years. Tooley Street. Weekdays.
- Students – existing members. Aged 18 – 25 years. London South Bank University. Weekdays.
- Students – new users. Aged 18 – 25 years. London South Bank University (Southwark). Weekdays.

#### 3.2 LONDON BOROUGH OF LAMBETH

The London Borough of Lambeth targeted the following groups:

##### Primary

- Students – new, casual users. Aged 18 – 25 years. Everyday
- Residents – new users. Aged 25 – 40 years. Male and female during the work day
- Residents – new and existing members and casual Aged 25-40. Commute

##### Secondary

- Employees – existing members. Aged 25 - 40 years. Vauxhall. Weekdays for business use
  - Employees – new users. Aged 25 - 40 years. Vauxhall. Weekdays for business use
- Within the target groups of residents and students the target was narrowed to specific underused docking stations, one near to a student accommodation and one in a residential area.

#### 3.3 BURGOS

With 179,000 inhabitants, a majority of Burgos' population is between the ages of 35-40 years old. Burgos also has a high student population with approximately 6,500 students.



- Burgos targeted the following groups:
- Employees – existing members. Aged 40 – 60 years. Within 5 km around the city centre. Weekdays.
- Employees – new users. Aged 40 – 60 years. Within 5 km around the city centre. Weekdays.
- Students – new users. Aged 18 – 25 years. University of Burgos students, the two campuses. Everyday.
- Students – existing members. Aged 18 – 25 years. University of Burgos students, the two campuses. Everyday.
- Employees – existing, infrequent or lapsed users. Aged 25 – 40 years. Area of workers within 5 km around the city centre. Everyday.

The campaign focused on the city centre (employees and university students) and the north (employees). Tourists were no longer being targeted due to the introduction of two competitive tourist-focused BSS and the recent changes to the operational management of the Burgos BSS.

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### 3.4 KRAKÓW

In 2012, Kraków's population was 758,334, with 405,051 men and 353,283 women. A majority of the population were working age with 204,897 employees. Kraków also hosts 204,891 students, representing 12.22 per cent of the total number of students in Poland. Population density in Kraków is 2,319 inhabitants/km<sup>2</sup>. 8,950,000 people (6,600,000 from within Poland and 2,350,000 from abroad) visit Krakow annually and at least 6,900,000 spend at least one night.

Kraków targeted mainly the following groups:

- Residents – existing members and new users. Aged 13 years and over. 7 days a week.
- Students – new users and existing members. Aged 19-25 years. Main universities in Kraków, with a special focus on first year students. Every day with a particular focus on weekdays and journeys between campuses.

Kraków intended to target employees and tourists but due to the planned change in supplier it was no longer feasible to target these groups. The system at the time also did not cover a sufficient area of the city in order to target employees. Kraków was also unable to target tourists, which may have been an appropriate group to focus on as consistency between systems is not as essential as with other groups; however, due to a break down in relations between the Authority of Public Infrastructure and Transport (the municipal unit responsible for the system) and the operator, the operator was no longer willing to translate the website from Polish into English. None of the systems allow for payment by credit or debit cards, a further barrier to targeting tourists. However, these issues were addressed as part of the introduction of a new BSS in 2016, with the significant expansion of the system planned in the springtime 2017 and planned improvement in operations allowing greater opportunities to target employees and tourists.

In the previous BSS system, Krakow didn't collect detailed information about users, with a broad marketing campaign targeting mainly residents, students and employees reflecting this lack of detailed market segmentation data. In the new system, recently introduced, better data is being collected and the users from the old system have been targeted (to stay in the new system) as well as residents and students. Employees, commuters and tourists will be targeted in summer 2017.

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### 3.5 SZEGED

Szeged targeted the following groups:

- Students (new users and members); peak, day time, weekdays; at University

- Residents (new users and members); peak, day time, weekdays; at train station and city centre
- Employees (new users and encourage members to renew); peak, day time, weekdays; at train station and city centre
- Tourists

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### 3.6 PADUA

Padua targeted the following groups:

- Students (new users and members); peak, day time, weekdays; at University
- Residents (new users and members); peak, day time, weekdays; at train station and city centre
- Employees (new users and encourage members to renew); peak, day time, weekdays; at train station and city centre
- Tourists; off peak, day time, weekend; at Tourist Information Office

## 4. IDENTIFYING STAKEHOLDERS

All the cities identified key stakeholders that could assist with either providing access to the target groups, communication channels or assist in improving the operations. Regular meetings and presentations were made to these groups throughout the project.

Stakeholders have an important role in either providing communication channels or assisting in operational improvements or political support. This section provides an overview of the stakeholders identified and engaged by the partner cities.

### 4.1 LONDON BOROUGH OF SOUTHWARK

London borough of Southwark engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- Transport for London (TfL)
- London Southbank University
- Local London Cycling Campaign
- Local Living Streets
- Local Business Improvement Districts
- Housing Associations and resident groups
- Cycle Training delivery partner

### 4.2 LONDON BOROUGH OF LAMBETH

London borough of Lambeth engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- Transport for London (TfL)
- Student accommodation networks
- Local London Cycling Campaign
- Local Living Streets
- Local Business Improvement Districts
- Housing Associations and resident groups
- Cycle Training delivery partner

### 4.3 BURGOS

Burgos engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- BSS operator
- The University
- Bicycle City Association
- Bicycle University Association
- Businesses
- Hotels

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#### 4.4 KRAKÓW

Kraków has engaged the following networks in developing the campaign and operational improvements:

- Authority of Public Infrastructure and Transport
- Bicycle Officer
- Krakow Festival Office
- Public Transport Operator in Krakow
- Department of Information, Tourism and Promotion of the Municipality of Kraków
- Krakow City Bicycle Association
- Union of Associations Polish Green Network
- Foundation partnership for Environment
- The University Students' Council of the Academy of Mining and Metallurgy from Kraków
- Student Government of Cracow University of Technology
- Marketing company cooperating with the new operator (for the new system only)
- District councils

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#### 4.5 SZEGED

Szeged has engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- University
- Businesses
- Hotels

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#### 4.6 PADUA

Padua has engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- BSS operator
- Mobility Councillor
- Friends of Bikes Association
- Padua University
- Public Transport Operator

## 5. POLITICAL SUPPORT

Key to a successful BSS is political support. Political and senior municipality officer support can assist with ensuring that the BSS is given both strategic and financial importance. As part of the project, each city was tasked with getting the signature of at least one politician working within the city. This has not been without its issues, with a number the cities experiencing changes in political office. See for more information on political barriers and drivers, the report (D3.8) on this topic on [www.velo-citta.eu](http://www.velo-citta.eu). Also a signed political statement can be found there.

### 5.1 LONDON BOROUGH OF SOUTHWARK

There is political support for London's BSS from the Mayor of London, Members of Parliament and the London Borough of Southwark's Cabinet Members and councillors. The London Borough of Southwark has been lobbying for an expansion of the system south towards Rotherhithe and south towards Burgess Park. The council has been working closely with the London Borough of Lambeth to secure the southern expansion and asking for support from neighbouring boroughs in the east, Lewisham Council and the Royal Borough of Greenwich. The council has publically committed £2 million for the expansion; however, the cost of the expansion is much greater and the council is looking at options to fund the expansion.

### 5.2 LONDON BOROUGH OF LAMBETH

There is also political support for London's BSS within Lambeth. The London Borough of Lambeth is also lobbying for a southern expansion to Brixton – a key destination with a signification demand for the scheme. The Cabinet Member has been very supportive and is working with the London Borough of Southwark's Cabinet Member to secure this. TfL is also keen to expand the system; however the cost of the expansion remains an issue. VeloCittà has created a platform for discussion of BSS in Lambeth and the triggered the exploration of further, site specific, bike share solutions.

### 5.3 BURGOS

Burgos has political support from the Lord Mayor (he has inaugurated the new docking points and presented to the press the new bikes) and the Mobility Councillor. The whole Council has approved the necessary budget for the system the coming years and ensure the system.

### 5.4 KRAKÓW

Krakow has political support from the Mayor and Vice Mayor for their BSS. . This has helped secure the new supplier. The old system was financially supported by the city, however, some symbolic funding was been provided to the new supplier – which is completely privately owned and operated.

### 5.5 SZEGED

Szeged's BSS is privately owned and operated. Previously, Szeged's BSS did not have any political support with a key objective of the VeloCittà project to engage with the municipality.

### 5.6 PADUA

The Padua Municipality is supportive of the BSS operator, Bicincittà. After the initial political enthusiasm that led to the launch of a BSS in 2013, the new Mayor (in office from 2016 onwards) regarded BSS as a second-tier



priority, even though he never opposed it and kept praising the role of cycling in the city. The result was however quite limited and visible support for the system. At the end of 2016, the City Council was dissolved (for reasons unrelated to bike sharing) and new elections were planned, outside the timeframe of VeloCittà.

## 6. FOCUS GROUPS: FINDING OUT ATTITUDES

The cities all organised at least two focus groups, with specific demographic or groups whose attitudes they wanted to understand better. While it was anticipated in the project proposal that the focus groups would be held in the testing phase, a focus group can be held at any stage: either at the preliminary or exploratory stage; during – to evaluate or develop a particular programme or activities; or after – to assess the impact or generate further avenues of research/activity. The focus groups enabled the cities to find out more about their target groups attitudes to the proposed key messages, offers, operations, marketing materials and communication channels. Most of the cities organised their focus groups during the campaigns and adapted according to the response.

Guidance was prepared by the Work Package 3 leader to assist the cities in organising their focus groups.

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### 6.1 LONDON BOROUGH OF SOUTHWARK

The London Borough of Southwark held two focus groups to better understand the target groups. Officers learnt a lot about who used the BSS and how, and if not, why not. These discussions assisted in identifying issues and helped to better understand the target groups and shaped the campaign.

The first focus group was held in a community hall with residents from the BAME community to discuss attitudes towards cycling in general and cycle hire. Key findings from both focus groups identified the perceived safety issues of cycling in London. This was reflected in the market segmentation work and other studies.<sup>1</sup>

The second focus group was held on-street. As part of the residential commission, the London College of Communications graduate design students were asked to test their concept with on-street focus groups. The process was documented with a graduate engaged to film the students. One of the Unique Selling Points the graduate designers identified was Speed and Ease which informed the final design of the *Superdigits*. The following shows the distance from Harper Road to key destinations in the borough:

- Borough Market – 6min
- Burgess Park – 8 min
- Tate Modern – 8 min
- Asda Supermarket – 9 min
- Kennington Park – 9 min
- St Paul's Cathedral – 13 min
- Tate Britain – 15 min
- Brick Lane – 16 min
- Oxford Street – 23 min
- Hyde Park – 25 min
- King's Cross – 25 min

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### 6.2 LONDON BOROUGH OF LAMBETH

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<sup>1</sup> In London, a survey has been commissioned by TfL since 2005 to assess cycling activity and attitudes among Londoners. The perception that cycling in London is too dangerous is the main reason for people cycling less. Busy traffic conditions continue to be the main reason for believing that cycling in London is dangerous. Lack of time is also more of a factor.

Lambeth organised two focus groups in line with the target groups, one with students in the accommodation and one with residents in the area around the underused docking station.

The students said that they were aware of the scheme but didn't use it much because they didn't know how to use it and their colleges were too far away for them to use BSS for travel. They said that they would use them in leisure time but that there were no docking stations in places that they would want to go ie, Brixton and Peckham. The students liked the campaign materials design and suggested that food would be a good hook for students at the events. Also a social media competition.

The residents said that they had reservations on safety grounds and also that they didn't know how to use the scheme and it had never crossed their mind to find out. One resident was a mother and wouldn't be able to use the bikes with her kids. Children's entertainment would help at an event. Poster design was eye-catching. The lack of knowledge of how to use the scheme across the board encouraged us to have experts at the events explaining how to use the bikes and including a free day pass.

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### 6.3 BURGOS

Burgos organized two focus groups, one mainly focused on students and students' associations and the other on businesses, such as companies and hotels. The main findings were:

- Students cycle a lot (it is the sector where the bike has got the bigger rate on daily use). As they have problems with parking and/or vandalism, the BSS could provide a good solution
- Companies did not know the system or how to promote the system among the workers. More information is needed to those sectors
- Tourists are one of the growing sectors in the use of the bike, with a lot arriving at the hotel and asking for bike facilities or where they can rent a bike

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### 6.4 KRAKÓW

Krakow held two focus groups with students and employees. Key findings from each sessions are detailed below.

#### **Students**

- The students didn't want to cycle and were more interested in driving cars
- They also don't like promotional materials such as t-shirts or notebooks and would prefer a trial week for free or a voucher
- They like competitions if they win a free subscription but would prefer a free trial week for everyone (rather than a competition)
- They didn't like leaflets
- They prefer social media, with Facebook and twitter preferred (rather than Instagram)

#### **Employees**

- Less critical about cycling (compared to students)
- They preferred promotional weeks
- They didn't like the leaflets
- They preferred social media, with Facebook and twitter preferred (rather than Instagram)



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## 6.5 SZEGED

Szeged held two focus groups, one with employees and another with students. Key findings from each sessions were that weather conditions are really important, people are sometimes lazy and prefer to use a car. Many people were unsure of the docking stations and didn't know how to use the bikes, and most of them were surprised by the cheap hiring price.

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## 6.6 PADUA

The city of Padua organized two focus with two selected target groups: students (secondary schools and universities) and commuters.

The focus groups had the following objectives:

- Assess the bike sharing service: features and opportunities for improvement;
- Evaluate the effectiveness of the marketing campaign.

Focus groups were conducted to integrate the feedbacks and results gained from a questionnaire delivered to users to evaluate the performance of the service. The questionnaire was distributed during the period 1 to 23 September 2016 5,394 users (current and not more subscribers) and received 855 responses.

The main suggestions received from the participants of the focus groups were the following:

- Integration of the bike sharing system with other public transport modes
- Increasing of the number of stations and widening of the coverage area
- Involvement of mobility manager to design stations for the private companies and help the planning of commuters travels
- Increase quality of the service especially the availability of bikes and available docks to bring back the bicycles
- Introduction of a family/group subscription that allows more persons to use the same card for the bike sharing service

The participants also gave their suggestions for the next marketing and promotional campaigns raising the attention on the messages that rea more relevant and persuasive.

## 7. KEY MESSAGES

Each city developed key messages to address the challenges and respond to their target groups. Many of the key messages included themes such as:

- It's fun
- It's affordable
- It's for every day (like the bus or train)
- It's for everyone, no specific skills are needed
- It's easy to get started, just hop on

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### 7.1 LONDON BOROUGH OF SOUTHWARK

The following key messages were used in the London Borough of Southwark campaign:

- It's closer than you think with Santander Bike
- Up and away for £2 a day
- Bikes for all types
- Cycle Happy

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### 7.2 LONDON BOROUGH OF LAMBETH

The following key messages were used in the London Borough of Southwark campaign:

- Cycling is for everybody in the borough.
- No need for kit. Just jump on and ride it.
- Part time bike without the running costs.
- Easy to use

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### 7.3 BURGOS

The following key messages were used in the campaign:

- Celebrating 10 years of BSS operation
- It's easy to become a member
- Now it's easier to pay. Use your Bus or University Card
- It's only 15 € per year to become a member
- Don't worry about parking your car. Cycle now!
- More, better bikes. More docking stations

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### 7.4 KRAKÓW

Due to the introduction of a new system in 2016, it was not been possible to develop one campaign for the duration of the project. The information in this section provides details of the 2015 campaign, which promoted the old system, and the 2016 campaign which promotes the new system.

### 2015 Key messages

- It's easy to be a member
- It's easy to rent a bike. Use your PIN or PT / University Card It's cheap to get around on a KMK bike
- Leave your car at home, stay fit, healthy, benefit from the great weather and fight air pollution
- The more you use the system, the bigger it can be!
- Age does not matter
- Recommend the system to your friends/relatives and get a gift from us!

### 2016 Key messages

- Let's welcome Wavelo, the most innovative BSS in Europe
- Let's get to know each other
- There will soon be many more of us!
- For the first time in Kraków – so many stations and bikes!

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## 7.5 SZEGED

The following key messages were used in the campaign:

- Try it. It's easy to use.
- You're never too old.
- At University? Get a PASS.
- Get on a CityBike today. It's cheaper than the bus.

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## 7.6 PADUA

The following key messages were used in the campaign:

- Be smart
- Be happy
- Do You Bike?

## 8. KEY OFFERS

Alongside key messages, the cities developed key offers to create an incentive for the target group in to interact with the campaign. This included the offer of free cycle training on Santander Cycle Hire bikes in London, discounted student membership in Padua, new bikes in Burgos, a new system in Kraków and opportunities to create a cycling culture in Padua, providing events for families to cycle together.

### 8.1 LONDON BOROUGH OF SOUTHWARK

Key offers included:

- Free Santander Cycle Hire vouchers
- Free cycle training on cycle hire bikes. This offer was provided by the existing service provider, Cycle Confidence
- Face to face staff at the London Borough of Southwark office, More London, London South Bank University
- Annual membership trial for two departments (internal)

### 8.2 LONDON BOROUGH OF LAMBETH

Key offers included:

- Free Santander Cycle Hire vouchers
- Free cycle training on cycle hire bikes. This offer was provided by the existing service provider, Cycle Confident
- Face to face staff at the residential and student events
- Annual membership trial for one department (internal)

### 8.3 BURGOS

Key offers included:

- Bike bottle, mobile base for the bike, and elastic glasses rope (all new users received gifts to celebrate 10th Anniversary celebrations)
- Competition with six smart watches as the prizes

### 8.4 KRAKÓW

Key offers included:

- For the old system – Integration of Public Transport Card with the system (so that it was possible to rent a bike with this card, no PN needed)
- Launch of new BSS with *4th generation* bikes
- Registration possible via website or a mobile phone application

### 8.5 SZEGED

Key offers included:

- CityBike Szeged Card
- CityBike Szeged PASS
- CB MOBILE app V2.0 – provides mobile paying options – September 2016

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## 8.6 PADUA



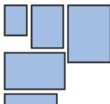


Key offers included:

- Annual student 5€ subscriptions discount to students –Students can upload the membership directly on their University badge
- New App (improve registrations process, real time information, unlock the bikes)
- Student competition – helmet, free subscriptions
- Training tourist information staff about BSS

## 9. MARKETING ACTIVITIES AND COMMUNICATION CHANNELS

The next step for the cities was identifying the types of communication channels and marketing materials available and determining the most effective way to communicate with their target groups. Most of the cities produced leaflets and posters, with a focus on digital media and events.

The *Marketing campaign and operational plans report* (D3.1, D3.2 and D3.3) provides an overview of the planned activities before the campaigns commenced. This section provides an update on this report and details of what activities were delivered during the lifetime of the project.

<b>Marketing materials</b>	<b>On-street</b>	<b>Leaflets</b>	<b>Posters</b>	<b>Advertisements</b>	<b>Digital</b>
<i>Communication channels</i>	<ul style="list-style-type: none"> <li>&gt; Docking stations</li> <li>&gt; Events</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Door drop</li> <li>&gt; University</li> <li>&gt; Business networks</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Council building sites</li> <li>&gt; Libraries, gyms and swimming pools</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Owned</li> <li>&gt; Bought</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Twitter</li> <li>&gt; Facebook</li> <li>&gt; Instagram</li> <li>&gt; Pinterest</li> <li>&gt; E-newsletter (stakeholder networks)</li> </ul>
					

### 9.1 LONDON BOROUGH OF SOUTHWARK

In order to complement the existing campaign activities by TfL, which was focused on Spring/Summer 2015, and to ensure that it is possible to measure the success of the local campaign, Southwark and Lambeth decided to postpone their key activities until Autumn/Winter 2015.<sup>2</sup> After some issues were identified with the planned lighting installation, including issues with the cost and delivery timeframes, the two boroughs decided to pursue separate marketing campaigns, different to TfL's existing materials, to consider what was the most effective campaign strategy. There were also issues in regard to the leaflet design which looked too much like TfL's design and wasn't localised enough.

The London Borough of Southwark commissioned graduates from the London College of Communications (LCC), a branch of the University of Arts London, based close to the residential site to develop a marketing concept for the area. Subsequently, London South Bank University's Digital Architecture Robotic Lab (DarLAB) were also commissioned to assist with the design, engineering and fabrication of the concept – working in collaboration with both the LCC and the London Borough of Southwark's highways team and contractors.

<sup>2</sup> TfL has very distinctive advertising and key messages (*It's easy. You only need your bank card to get started*) and activities including the following: Traxx panels on redistribution trucks; Metro, TfL website, bus stop and London Underground posters; Digital 6 sheets showing real time bike availability and nearest docking station; Advertorial partnership; Weekend targeted radio; spotify mobile; Mobile geo-targeted display ads; Paid for social activity (promoted tweets and posts); Tweets; Sponsored search; Updated scheme leaflet – c.400k distributed at Tube and LO stations, VICs, hotels, shops, tourist attraction; Membership offers; Introduce a friend free 24-hour bike access voucher (can also be used by the Contact Centre); TfL's new app; Improvements to Journey Planner (TfL) and websites; Back of printed release codes to promote pay as you pedal membership; Targeted teams at specific hotspots within the zone (c.350 sessions, from Easter).

The council also initially planned to target 10 businesses through Better Bankside network that have an interest in cycle hire (as identified through Better Bankside 2015 survey). There was a low level of interest so officers decided to target Southwark Council employees and the London Bridge area, working with TfL.

London Borough of Southwark's campaign was complemented by a council funded borough wider Cycling Campaign which profiled Santander Cycles and the hashtag #cyclehappy.

#### On street (including events)

- *Superdigits* Harper Road docking station installation – October 2016 (clearly promotes how quick it is to cycle to key destinations from Harper Road using Santander Cycles)
- Face to Face staff at Southwark Council office – 14, 15 September; 21, 22 September; 28,29 September 2016
- More London Spin Station – More London Festival, 17-20 August 2016
- Pavement (stickers, reverse graffiti) – June 2016
- Face to face staff at London South Bank University – 17 March 2016

#### Leaflets

- *All leaflets contained free voucher codes (free trial of Santander Cycles) and information about Cycle Confidence training*
- Resident leaflet (*Superdigits*) – distributed in Harper Road area – November 2016
- Employee leaflet (TfL leaflet) – distributed to all Southwark Council staff (exiting and entering building at lunch time and within office) – 14, 15 September; 21, 22 September; 28,29 September 2016
- Student leaflet (TfL leaflet) – distributed to London South Bank University students living in halls of residency (1,500) – March 2016

#### Posters

- Santander Cycles profiled in the wider Southwark Council Cycling borough wide campaign – June 2016

#### Digital

- Twitter @lb\_southwark #cyclehappy
- Source (council owned internal communications)
- Film [www.youtube.com/watch?v=AgMsiHT9NpA](http://www.youtube.com/watch?v=AgMsiHT9NpA)

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## 9.2 LONDON BOROUGH OF LAMBETH

#### On street (including events)

- Family friendly event – pop-up playground and free hotdogs to entertain the children with Santander bike experts chatting parents about how to use the bikes – Saturday, 6 March 2016 and Saturday, 3 September 2016 at Ashmole Estate Tenants Hall
- Student event – a similar event for the students held close to a large student accommodation – Spring Mews in Vauxhall serving Central London universities – Saturday, 6 March 2016 and Saturday, 3 September 2016 and Saturday, 24 September 2016
- Santander bike experts at Car Free Day in Waterloo with a cycling clown drumming up business doing tricks on the bikes

#### Leaflets

- Resident leaflet – distributed to households within a 200 metre radius of the docking stations promoting the events with details explaining how to hire the bikes and a map
- Student leaflet – distributed to nearby student accommodation promoting the events with details explaining how to hire the bikes and a map. As many of the students are Asian the flyer and leaflet were placed into a red envelope which symbolises good luck and a gift.

#### **Posters**

- Posters in residential blocks
- Posters in student accommodation

#### **Advertisements**

- Chalk on street

#### **Digital**

- Twitter
- Facebook
- Email to students

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### **9.3 BURGOS**

Due to a new online system, it is now easier to become a member of Burgos' BSS. All new users received gifts to celebrate ten years of the BSS (a bike bottle, mobile base for the bike and an elastic glasses rope). All members up to 30 September 2016 were included in a contest to win one of six smart watches.

As a part of the campaign, Burgos delivered the following activities:

#### **On-street (including events)**

- European Mobility Week event – exhibition stall – 22/23 September 2016
- Press conference – 16 May 2016
- University events – pop-up banner, exhibition stall and face to face staff providing leaflets and explaining the BSS – 23-28 May 2016; July 2016 (Summer Concerts)
- Resident events – Mobility agents (face to face staff) distributed leaflets to the people in cafes, restaurants and terraces – Friday evening, September 2016.
- Docking station panels – May 2016
- BSS Redistribution trucks panels – May 2016

#### **Leaflets**

- Leaflets – distributed at events – May 2016 (ongoing)

#### **Posters**

- Docking station panels – May 2016
- Information posters
- Pop up banner

#### **Advertisements**

- Radio – announcing the new web and the Velo-città campaign – 19 May to 30 September 2016



- Newspapers - announcing the new web and the Velo-città campaign in three local newspapers - 19 May to 30 June 2016 the weekends
- E- Newspapers - announcing the new web and the Velo-città campaign in seven local e-newspapers - 19 May to 30 June 2016 the weekends

#### Digital

- Social media – Facebook, Blog, Twitter, Instagram – ongoing
- Competition – photograph/film – late 2015
- New website (improved registration process) – 16 May 2016
- Press release – 16 May 2016
- Journals and websites – [www.bicibur.es](http://www.bicibur.es) and <http://velo-cittaburgos.com/>

#### Collateral / other

- Bike bottle (all new users received gifts to celebrate 10th Anniversary celebrations) – May 2016
- Mobile base for the bike (all new users received gifts to celebrate 10th Anniversary celebrations) – May 2016
- Elastic glasses rope (all new users received gifts to celebrate 10th Anniversary celebrations) – May 2016

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#### 9.4 KRAK'OW

Some planned activities (detailed in the *Marketing campaign and operational plans report – D3.1, D3.2 and D3.3*) were not delivered due to the plans for the new system and the gap between the systems (November 2015 to October 2016).

The following activities were *not delivered* due as they were no longer seen as feasible:

- Face to face promotion and workshops for students (October 2015 - March 2016)
- Offers (packages) for the first year University students (October 2015)
- Dedicated workshops for seniors (face to face meetings, possibility of registration) (August 2015 - March 2016)
- Workshops for residents within most of the districts (face to face meetings, possibility of registration) – depending on their interest (August 2015 - March 2016)
- Promotion during Mobility Week (September 2015)
- Free trial week for students (if possible with regard to technology) (October 2015)
- Information about KMK Bike (August 2015 – March 2016)
- Loyalty program for recommending the system to friends/relatives (August 2015 – March 2016)

#### On street (including events)

- Led bicycle rides on system bikes (educational rides how to ride a bike safely within a city) (July - November 2015)
- Guided bicycle rides on system bikes (guided tours within districts/city centre with a licensed guide) (July - November 2015)
- Supportive actions for student events (one already organized by the University of Technology, Velocittà project supported twice their traditional rally of the University of Technology, (for those who came on bicycles) (May 2015-March 2016)
- Launch of new system in late 2016

### Leaflets

- Competition testing knowledge about KMK Bike (with gadgets as small prizes) (August 2015 – December 2015)

### Advertisements

- Municipal magazine (municipality owned)
- Local magazines, student magazines, student radio stations
- Map distributed among tourists
- Krakow Festival Office (the office organizes the greatest festivals and events dedicated to very wide public, both to residents and tourists)
- City lights at public transport stops (4 times)
- Posters hang out at universities, dormitories, work places etc.

### Digital

Information about KMK Bike and all activities promoted through the following digital channels (April 2015 – October 2015 March 2016):

- Stakeholders' websites (districts, NGOs, Municipal authorities, the City of Kraków, universities, public transport operators)
- City of Kraków e-newsletter and on its Funpage
- Twitter of the cycling officer to inform about the system and project's events (March 2015-March October 2015)
- Wavelo (new system) is present on the social media such as Facebook, Instagram and Twitter (FB with funny graphics, eye-catching pictures, info etc. )
- Fanpage of the City of Kraków
- TV BUS (TV in Krakow's buses)
- 5 different posters promoting the new system (welcome poster, Christmas poster, one about expansion of the system, one for students and for employees) printed in the form of city lights as well as traditional posters
- Promotional and instructional movie
- 5 short animated movies (they are promotional and instructional ones)

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## 9.5 SZEGED

### On-street

- Face-to-face promotion: University open days
  - Parties
  - Enrolment days
  - Libraries
  - On campus (Feb-March 2015)
- Cross promotions with critical mass bike rides (mid-Summer) and providing PASS as prize

### Leaflets

- Information about CityBike Szeged – distributed to residents, students and businesses – 4,000 printed – Feb-March 2015 onwards

### Posters

- Information about CityBike Szeged – posters places at colleges/dorms, university departments, gyms, area of the campus, sport centres – 2,000 printed – May 2015

#### Advertisements

- Advertorials and radio (March 2015)
- Panels on the side of the BSS redistribution trucks
- Marketing collateral (t-shirts, pens, jewellery)

#### Digital

- Social media (Facebook, Blog, Twitter) – ongoing
- Competitions targeting students
- Mobile application (now under validation in the Play Store and in iTunesstations) – provides information about cycle availability at docking stations

#### Collateral / other

- CityBike Szeged Card – aimed at businesses with no need for registration process, paying per month or per year, cheaper than normal price, just an additional extra comfort service) – launched on the Day of Szeged, 21 May 2015
- CityBike Pass – aimed at Students and Residents – available card system (RFID), makes the rental process faster
- Coupon System – In 20 restaurants and cafeterias customers were given a coupon with purchase, providing free one hour of cycling – 2,000 printed

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## 9.6 PADUA

Padua had paid communication channels, with radio advertising. Padua has run a number of previous campaigns promoting cycle hire.

#### On-street

- Four annual events with activities of different interaction in according with the target groups
  - Yes, we bike bicycle festival in the biggest Padua square Prato della Valle: it is an event that celebrates the bicycle in all its forms and expression enhancing public spaces for sustainable mobility, organised by the Municipality, the cycling associations and the Chamber of Commerce
  - European Cycling Challenge is a urban cycling team competition (1 to 31 May)
  - Exposcuola: show dedicated to education, interactive games of sustainable mobility are organized by the Municipality just for students in a funny way in order to attract them
  - Sustainable Mobility Week: promotion of bike sharing system and service in the ExpoBici Fair for the cyclists and in the Signori Square for the public
- Marking bicycles: service carried out in collaboration with the Friends of the Bicycle Association to contrast the theft of bicycles in a fixed place every Saturday morning and 14 mobile events in different places of the city (where the city make also a direct cycling promotion).
- Giretto di Italy: the national championship of urban cycling organized by the national Legambiente Association. It 'a competition between cities in Italy that challenge by detecting the number of cyclists during peak hours of an autumn morning in 3 different points of the city. The winner is the city that has the highest number of cyclists.

- BSS in the events: positioning a bike bike sharing on a roll with a speed. We invite the public to try the bike and participate in a speed challenge. A letter of congratulations to the winner by the Mayor

#### Leaflets

- Leaflets – map of the BSS – distributed to bar and shops nearby the station and to all the offices open to the public – 20/11/2015; 27/11/2015; 14/01/2016; 19/02/2016; 15/03/2016; 31/08/2016; 18/09/2016

#### Posters

- Posters in BS station– from 30/11/2015 to 15/12/2015; from 21/03/2016 to 03/04/2016
- Graphics of totems – from 30/05/2016- still on
- Personalized plates *I am smart because I use the bike sharing* hanging on the BSS bicycles – 19/02/2016, 11/06/2016, 18/09/2016

#### Advertisements

- Radio – Promotion with daily spot about bike sharing in order to make up the lack of information (stations, bicycles, e-bike, price, subscription) on the higher frequencies of broadcasters for the city of Padua and the surrounding area – 220 spots of 20 seconds (Radio: Company, Padua, Easy, 80) and 140 spots of 30 seconds (Radio: Bella & Monella, Marilu, Piter Pan) – 16 days, mid-end March 2016

#### Digital

- Website updates:  
04/04/14 promotion of Yes We Bike  
19/09/14 promotion of European Mobility Week  
30/12/14 information on agreements for discounted memberships  
08/04/15 promotion of Festa della Bicicletta  
01/05/15 promotion of European Cycling Challenge  
19/10/15 Information about participation to VeloCittà project  
14/09/15 promotion of European Mobility Week

#### Collateral / other

- Press releases before all events
- Covers for back wheels
- Covers for baskets
- Student competition – helmet to the owner of 10,000 marked bicycle in the University area; free subscriptions as awards in the face-to-face events
- Training Tourist Office staff about how to use the BSS – to promote to tourists

## 10. OPERATIONAL IMPROVEMENTS

While the campaigns were being developed or live, the cities were also looking at operational improvements they could make to their systems.

### 10.1 LONDON BOROUGH OF SOUTHWARK

In Southwark, work has been underway on intensification and plans to expand the Santander Cycle Hire scheme, with the identification of sites and funding, as well as looking at other BSS in operation in the city.

Operational improvements for the London Borough of Southwark include:

- Introduction of requesting developers to provide annual Cycle Hire membership as part of their developer contributions (section 106)
- Introduction of cycle confidence training on London BSSs (now expanded across London)
- Identification of funding and sites for new docking stations
- Discussions with Brompton regarding expanding their BSS (currently one in Peckham, Southwark)

A new App and improved website were also developed by TfL which have improved customer experience.

London Borough of Southwark and London South Bank University also spent time working on a proposal of free membership to be included as part of University halls of residency fees. Unfortunately TfL were not supportive of the proposal.

### 10.2 LONDON BOROUGH OF LAMBETH

Operational improvements for the London Borough of Lambeth include:

- Introduction of cycle confidence training on London BSSs (now expanded across London)
- Identification of funding and sites for new docking stations to take the scheme to Brixton
- Discussion around options for BSSs in the south of the borough
- Phased introduction of lighter Pashley bikes

A new App and improved website were also developed by TfL which have improved customer experience.

### 10.3 BURGOS

In Burgos, a new website has made it easier to become a member and new, white bicycles have created a marketing buzz while addressing the poor public perception of the original bicycles. The Burgos BSS is owned by the Municipality and previously operated by two companies working together: Juarez, provided the bicycles and ITCL (Technological Institute of Castilla and Leon) was the software operator. In mid-2015, ITCL was no longer involved in the Burgos BSS.

Key operational measures implemented by Burgos included:

- Re-introduction of the bus card integrated into the BSS in May 2015, and full integration with the public transport card in September 2015
- Installation of more docking stations (now there are 23) and 100 new, better quality bicycles in 2016
- Registration process improved in 2016, with it now possible to register on-line

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#### 10.4 KRAKÓW

In Kraków, the new system will address the issues of the older, under performing system and better meet the needs of the city.

Key operational measures implemented by Kraków included:

- For the old system- Integration of Public Transport Card with the system (so that it was possible to rent a bike with this card, no PN needed)
- Launch of new BSS with the bikes of the so called 4th generation
- Registration possible via website or a mobile phone application

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#### 10.5 SZEGED

CityBike Szeged have worked hard with the municipality to gain the support of the local politicians and key stakeholders – providing an opportunity for this privately owned business to start to thrive.

Key operational measures implemented by Szeged included:

- To develop a profitable operation model
- To expand the BSS with new docking stations and bikes
- Expand Pass to all registered users (not limited to University students and staff) – instead of half year validation students can use their pass for a year
- Improve existing website, extend mobile websites and place links at stakeholder websites
- Evaluate hourly pricing structure and annual membership (April 2015)

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#### 10.6 PADUA

In Padua, a new app was launched to improve the registration process and show real time data about the number of bikes available and the location of docking stations.

Key operational measures Padua implemented included:

- Discount offer for students extended for an additional 12 months (introduced in January 2014 initially as part of a trial)
- Website improvements, extend mobile websites, facebook page, new App (October 2015 – March 2016)
- Signposting on stakeholder websites

## 11. CONCLUSIONS

Each city had challenges in delivering their marketing campaigns. This section provides a brief overview of each city's observations.

### LONDON BOROUGH OF SOUTHWARK

- Trying to do something different in a city saturated by competing marketing messages was difficult
- A very localised response has been effective in raising the profile of the docking station and increasing the number of hires
- It was challenging to change the direct of the business side of the campaign, but by targeting the council it has raised the profile of Santander Cycle Hire with more staff now using the system
- The on-going maintenance of the *Superdigits* will be problematic – with three digits already damaged over the Christmas 2016 period and needing repair or replacement
- The cost of the expansion (with it greatly increasing from other previous expansions) has been challenging in trying to achieve an expansion. Officers have identified with Transport for London suitable sites and will look to achieve the expansion through development opportunities and contributions

### LONDON BOROUGH OF LAMBETH

- Weather was an issue when delivering our events – we had one set of events, by the resident docking station and the student docking station, in March and then replicated it in September. We found that September was a better month because of the weather
- We have learnt that September is the best month for students as the new academic year begins then. The student accommodation has a fresh new intake around this time every year and use of BSS can be instilled when making initial travel choices
- People often don't know how to use the docking stations or how much it costs to use the bikes and, once they have this knowledge, they are more likely to use the system
- Businesses were reluctant to sign up to the business deal as they still see cycling as an insurance risk

### BURGOS

- The campaign was successfully delivered and if you offer several measures at the same time (new bikes, more docking station, new and easier web, a contest, some gifts) it can be very effective
- Our number of users doubled since the beginning of the campaign and the uses are now more than three times since the beginning
- It is remarkable that in the beginning the target was students and workers, but at the end, and in reflection on the figures (average age of 42 years old) it is clear that the campaign has attracted mainly workers. This can be explained as the students prefer to use their own bike, despite the problems they find
- The system is living now a second gold age, with new users and lots of uses. This has provoked that the City Council is even more convinced into maintain the system and even to install more docking stations the coming years

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## KRAKÓW

- The sudden and previously unexpected complete change of the system was a real challenge and an obstacle in some ways, but despite this, it was possible to develop interesting and engaging marketing activities for both the old and new system
- Launching the new system in the mid of October in Poland is not the smartest business solution (though there was no other option), but VeloCittà and its marketing actions hopefully eased the tension among residents and other target groups caused by this unfortunate timing
- Cooperation with a professional marketing company (in case of the new system) proved to be efficient
- Even with a rather poor quality bikes of the old system, Krakow's BSS and project's marketing actions managed to raise the number of users significantly, which is a great prognosis for the new system with 4<sup>th</sup> generation bikes
- The project was an opportunity to establish a network of important stakeholders that are willing to help with the promotion of the new system as well

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## SZEGED

- The campaign helped to introduce the system to students
- Plenty of cooperation with other businesses and organisations
- Significant increase in the number of users
- CityBike Szeged have more active and realise how useful one campaign can be

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## PADUA

- The campaign helped the scheme meet the two year target, allowing the municipality to support the third year of the scheme
- Unfortunately, there wasn't a significant increase in the number of users expected as a result of the campaign
- Cooperation with bike operator improved
- Learned to work together in developing the campaign



APPENDICES: CAMPAIGN MARKETING PLANS

PLEASE SEE PREVIOUS MARKETING PLANS SUBMITTED IN *REPORT ON MARKETING CAMPAIGN AND OPERATIONAL PLANS (D3.1, D3.2 AND D3.3)*.

APPENDIX A LONDON BOROUGH OF SOUTHWARK

Task		2014						2015											
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1	Engage internal stakeholders <ul style="list-style-type: none"><li>- Transport for London (operator)</li><li>- Cycle training</li><li>- Communications team</li></ul>																		
2	Engage local politicians <ul style="list-style-type: none"><li>- Cabinet members</li></ul>																		
3	Meeting in Rotterdam for politicians																		
4	Election dates																		
5	Engage external stakeholders <ul style="list-style-type: none"><li>- Business Improvement Districts (BIDS): Better Bankside</li><li>- London Southbank University (LSBU)</li><li>- College campuses</li></ul>																		
6	Set up project group (external and internal stakeholders) and regular meetings/communications																		
7	Develop campaign concept																		
8	Photoshoot																		
9	BSS operations/functionality improvement: <ul style="list-style-type: none"><li>- Mobile App / Transport for London (May 2015)</li><li>- Expansion – planning / TfL and LBS</li></ul>																		
10	Test campaign concept																		
11	Homepage content (circuits) <ul style="list-style-type: none"><li>- Transport for London</li></ul>																		
12	Panels on the side of the BSS redistribution truck (circuits)																		
13	Congestion hotspots (poster distribution) <ul style="list-style-type: none"><li>- Transport for London</li></ul>																		
14	Bus/train posters (poster distribution) <ul style="list-style-type: none"><li>- Transport for London</li></ul>																		
15	Phone boxes/bus shelter (poster distribution) <ul style="list-style-type: none"><li>- Transport for London</li></ul>																		
16	Media release (TV and press) New sponsor announced (March 2015), new lights (Autumn 2016), new Serco contract (2016) <ul style="list-style-type: none"><li>- Transport for London</li></ul>																		
18	Twitter (Digital) <ul style="list-style-type: none"><li>- Southwark</li><li>- TfL (ongoing)</li></ul>																		
19	Email (Digital) <ul style="list-style-type: none"><li>- Free trial code</li></ul>																		
20	Leaflet placement in shops, cafés																		
21	Door drops <ul style="list-style-type: none"><li>- Harper Road</li></ul>																		
22	Promotion (events) <ul style="list-style-type: none"><li>- National Cycle to Work discount (3 Sept 2015)</li><li>- 1st hire free with App (Sept 2015)</li><li>- Festive offer (December 2015)</li><li>- Winter Warmer (Feb 2016)</li><li>- National Cycle to Work discount (3 Sept 2016)</li><li>- Southwark Council staff discount (Sept 2016)</li><li>- Harper Road discount (Sept 2016 – Jan 2017)</li></ul>																		

APPENDIX B LONDON BOROUGH OF LAMBETH

Task		2014						2015												
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Engage internal stakeholders																			
	- Transport for London (operator)																			
	- Cycle training																			
	- Communications team																			
2	Engage local politicians																			
	- Cabinet members																			
3	Meeting in Rotterdam for politicians																			
4	Election dates																			
5	Engage external stakeholders																			
	- Business Improvement Districts (BIDS): Vauxhall One																			
	- College campuses																			
	- Housing Teams																			
6	Set up project group (external and internal stakeholders) and regular meetings/communications																			
7	Develop campaign concept																			
8	Photoshoot																			
9	BSS operations/functionality improvement:																			
	- Mobile App / Transport for London (May 2015)																			
	- Expansion – planning / TfL and LBL																			
10	Test campaign concept																			
11	Homepage content (circuits)																			
	- Transport for London																			
12	Panels on the side of the BSS redistribution truck (circuits)																			
13	Congestion hotspots (poster distribution)																			
	- Transport for London																			
14	Bus/train posters (poster distribution)																			
	- Transport for London																			
15	Phone boxes/bus shelter (poster distribution)																			
	- Transport for London																			
16	Media release (TV and press)																			
	- New sponsor announced (March 2015)																			
17	Facebook (Digital)																			
	- Lambeth campaign																			
18	Twitter (Digital)																			
	- Lambeth																			
	- TfL (ongoing)																			
19	Email (Digital)																			
	- Free trial code																			
20	Leaflet placement in shops, cafés																			
21	Door drops																			
	- Housing sites																			
22	Promotion (events)																			
	- Free trial weekend (22/23 August 2015)																			
	- Free member keys (Sept 2015)																			
	- National Cycle to Work discount (3 Sept 2015)																			
	- 1st hire free with App (Sept 2015)																			
	- Festive offer (December 2015)																			
	- Winter Warmer (Feb 2016)																			
	- Pop-up Playground at Ashmole Estate (March and Sept 2016)																			
	- Student event (March and Sept 2016)																			
	- Car Free Day (Sept 2016)																			

APPENDIX C BURGOS

Task		2014					2015												
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1	Engage internal stakeholders <ul style="list-style-type: none"><li>- City Council departments</li><li>- BSS operator</li><li>- The University</li><li>- Bicycle City Association</li><li>- Bicycle University Association</li><li>- Businesses</li></ul>																		
2	Engage local politician																		
3	Election dates																		
4	Other key dates – marketing campaign delivered																		
5	Engage external stakeholders																		
6	Set up project group (external and internal stakeholders) and regular meetings (monthly)																		
7	Develop campaign concept																		
8	Write brief for designers																		
9	Engage designers																		
10	BSS operations/functionality improvement – In 2015, same card as the University and Bus, in 2016 new bikes, new web and new facilities																		
11	Test campaign concept																		
12	Homepage content (circuits)																		
13	Marketing at docking stations																		
14	Media release (TV and press)																		
15	Advertorial/Advert/Features (TV and press)																		
16	Interviews (TV and press)																		
17	Adverts (Radio)																		
18	Inverviews (Radio)																		
19	Sponsored search (Digital)																		
20	Facebook (Digital)																		
21	Blog (Digital)																		
22	Twitter (Digital)																		
23	Email (Digital)																		
24	Leaflet placement in shops, cafés																		
25	Face to face (events, tourist areas) <ul style="list-style-type: none"><li>- Exiting events</li></ul>																		
26	Promotion (events)																		
27	Special partner promotion/offers (particularly to members) – Carrefour started to sponsor																		
28	Celebrate anniversary of BSS																		
29	Competition																		

APPENDIX D    KRAKÓW

Task	2014						2015													
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
1	Engage internal stakeholders																			
2	Engage local politician																			
3	Meeting in Brussels for politicians																			
4	Election dates																			
5	Other key dates – please detail																			
6	Engage external stakeholders																			
7	Set up project group (external and internal stakeholders) and regular meetings																			
8	Develop campaign concept																			
9	BSS operations/functionality improvement																			
	- Translate website into other languages																			
10	Test campaign activities																			
11	Homepage content (circuits)																			
	- Kraków funpage																			
12	Poster distribution																			
13	Advertorial/Advert/Features (TV and press)																			
	- Kraków newsletter																			
	- Municipal magazine																			
14	Other organisations webpages																			
	- Districts, NGOs, Municipal authorities, City of Kraków, Universities, Public Transport Operator, Krakow festival Office																			
15	Sponsored search (Digital)																			
16	Facebook (Digital)																			
17	Blog (Digital)																			
18	Twitter (Digital)																			
19	Email (Digital)																			
20	Leaflet placement in shops, cafés																			
21	Door drops																			
22	Face to face (events, tourist areas)																			
	- Students (Oct 2015 – Mar 2016)																			
	- Seniors (Aug 2015 – Mar 2016)																			
	- Residents (Aug 2015 – Mar 2016)																			
23	Promotion (events)																			
	- Led educational safety bicycle rides on BSS (July 2015 – Mar 2016)																			
	- Guided tours on BSS (July 2015 – Mar 2016)																			
	- Student events (May 2015 – Mar 2016)																			
	- Mobility Week (Sept 2015)																			
	- Free trial week for students (Oct 2015)																			
	- World Youth Days (Mar and July 2016)																			
	- Cycling Festival (2016)																			
24	Special partner promotion/offers (particularly to members)																			
	- Students (Oct 2015)																			
25	Loyalty programme for members																			
26	Free marketing opportunities, e.g. provide free bikes for cycle races in the city; invite bloggers for a behind the scenes tour																			
27	Competition																			
	- Cycling gadgets (2015)																			
	- Movie (2016)																			

APPENDIX E    SZEGED

Task	2014							2015											
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Engage internal stakeholders																		
2	Engage local politician																		
3	Meeting in Brussels for politicians																		
4	Engage external stakeholders																		
	- Universities																		
	- Cycling groups																		
5	Set up project group (external and internal stakeholders) and regular meetings																		
6	Develop campaign concept																		
7	Write brief for designers																		
8	Engage designers																		
9	BSS operations/functionality improvement																		
	- Evaluate payment structure (annual membership)																		
	- Improve existing website																		
	- Extend mobile websites																		
	- Place links at stakeholder websites																		
10	Test campaign concept																		
11	Homepage content (circuits)																		
12	Panels on the side of the BSS redistribution truck (circuits)																		
13	Media release (TV and press)																		
14	Advertorial/Advert/Features (TV and press)																		
15	Facebook (Digital)																		
16	Blog (Digital)																		
17	Twitter (Digital)																		
18	Leaflet placement in shops, cafés																		
19	Face to face/Promotion (events)																		
	- University open days																		
	- Parties																		
	- Enrolment days																		
	- Libraries																		
	- On campus																		
20	Special partner promotion/offers (particularly to members)																		
21	Social network opportunities, e.g. provide free access to bloggers, film/photography students																		
22	Free marketing opportunities, e.g. provide free bikes for cycle races in the city; invite bloggers for a behind the scenes tour																		
23	Promote through short films (riding the BSS) e.g. YouTube video																		

APPENDIX F    PADUA

Task	2014										2015										
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
1	Engage internal stakeholders																				
	- Municipality departments																				
2	Engage local politicians																				
3	Mobility Councillor																				
4	Meeting in Brussels for politicians																				
5	Engage external stakeholders																				
	- Friends of Bicycles																				
	- Existing cyclists (Cycle marking events)																				
	- European Cycling Challenge cyclists																				
	- Padua University																				
	- ESU (University Students Association)																				
	- City center area hoteliers																				
	- Companies Mobility Manager																				
	- Padua Fair																				
6	Set up project group																				
	- External and internal stakeholders																				
	- Regular meetings																				
7	Develop campaign concept																				
8	BSS operations/functionality improvement																				
9	Full day test by Bicincittà and Mobility and Traffic Department (insert date)																				
10	Direct check and try the re-distribution service + BICINCITTA' contenuti(insert date)																				
11	Webpage translation (insert date) (Bicincittà)																				
12	Homepage content (circuits) Bicincittà																				
13	Panels near the bike sharing stations (poster distribution)																				
14	Bus/train posters (poster distribution)																				
15	Phone boxes/bus shelter (poster distribution))																				
16	Media release (TV , radio and press)																				
17	Radio advertisement (spots)																				
18	Inverviews (Radio, TV)																				
19	Leaflet placement in shops, cafés																				
20	Face to face (events, tourist areas)																				
21	Promotion (events), including:																				
	- Yes, We Bike Festival (12 April)																				
	- European Cycling Challenge (1-31 May)																				
	- Happy hour end of ECC																				
	- 10000 marked bicycle prize																				
	- Expobici (19-20 Sept)																				
	- European Sustainable Mobility Week (14-20 Sept)																				
22	Winter/spring cycling tours and gadgets																				
23	Video Bike Sharing										22/23	3									
24	Sweet prizes for cyclists																				
25	10.000 marked bicycle prize																				
26	Padua European Cycling Challenge prizes																				
27	Flyers for University students																				

#### About VeloCittà:

The European VeloCittà project brought together five cities that seek to improve their existing bike sharing schemes. In London (UK), Krakow (PL), Burgos (SP), Padua (IT) and Szeged (HU) the performance of the bike sharing system was enhanced through two complementary approaches. On the one hand marketing campaigns tailored to certain target groups, like students or commuters. And on the other hand adoption of operational solutions with regard to organisational and financial aspects. Also political involvement was a major element in the project. The ultimate benefit of VeloCittà is that it provides inspiration and builds capacity and knowledge in local authorities and bike sharing stakeholders to boost the uptake of bike sharing.

VeloCittà is a demonstration project co-funded by the Intelligent Energy Europe Programme of the European Commission. It had 11 project partners. It ran from March 2014 – February 2017.

For more information, questions, project outputs and reports, please visit [www.velo-citta.eu](http://www.velo-citta.eu) or send an email to [info@dtvconsultants.nl](mailto:info@dtvconsultants.nl)

#### Partners:

