



DELIVERABLE 3.7

TEN GOLDEN RULES FOR BIKE SHARE SCHEMES

WP 3: Development and Implementation
of Marketing Campaigns

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Introduction

Introduction to the VeloCittà project

With more than 500 cities in 49 countries worldwide bike sharing has experienced an enormous growth and is one of the fastest ways to make energy efficient and sustainable transport available in urban areas. On the longer term, Sharing Systems (not only bike) can contribute into increasing the efficiency of transport and of infrastructure use with information systems, behavioural approaches and market-based incentives as mentioned in the EU White Paper (2011).

VeloCittà brought together **five urban Bike Sharing Systems (BSSs)** with performances lower than the desired levels of use. The general objectives were:

- To **identify** and **remove** the responsible market and organisation **barriers** by applying strategies and methods that have already been proved effective in stimulating a behaviour change through **segmented marketing** and **operational enhancements**.
- To **encourage** citizens, tourists and employees to **use an energy efficient and sustainable transport mode** for their urban travel journeys.
- To **change the travel behaviour** of the public with two complementary approaches:
 1. Utilisation of user **segmentation techniques** to overcome perceptual and attitudinal barriers;
 2. Adoption of the most effective available **operational solutions** with regard to financial organisation and political involvement to improve the performance of the BSSs.

BSSs have an important role in providing an alternative mode of transport within cities, and helping to shift journeys away from private car and public transport to cycle. In this framework VeloCittà **specific objectives** were:

- To draw on existing **proven techniques** to bring about behavioural change leading to increased use of BSS through effective **communication approaches** in each of the five demonstration sites.
- To improve the **organisational and operational efficiency** of the BSS in each of the five demonstration sites by addressing issues related to financial viability and “best business cases”, as well as by increased political involvement and support.
- To analyse, collate information on effective actions for increasing BSS use, and **transfer knowledge**, and **exchange experience** between partners and other organisations engaged in VeloCittà and other groups with existing BSS.
- To improve **energy efficiency** by shifting journeys currently undertaken by car and public transport to cycling across the case study regions, by increasing the visibility and acceptability of cycling.
- To analyse and assess the **impacts** of the project to spread information about the cost-effective opportunity represented by this type of investment for public mobility.



- To provide a permanent ‘home’ – during the project and beyond – for information on and advice to cities on Bike Sharing Systems by setting up an online BSS Workspace, connected to the project website as a start and to be integrated with other websites/Workspaces afterwards.

In this framework, the VeloCittà strategic objectives for the long term are twofold: i) to continue to improve energy efficiency through increased used and potential expansion of BSS in all case studies cities and ii) to support other BSS schemes across Europe to increase their user numbers and efficiency by providing a knowledge and experience base on communications and operational approaches, in the form of a permanent online Bike Sharing workspace.

Introduction to this report

In this report findings and experiences from the VeloCittà project were brought together. As part of the task to improve the organisational and operational efficiency of bike share schemes we have tried to gain a better understanding of the complexities involved in transactions, financing and policy at the interface between the public and private sectors. In order to do so we made the ‘10 golden rules’ for BSSs financing and organisational aspects based on the case studies available in Europe.

The ambition was to develop an easy to access and easy to read document aimed at policy makers, planners and other professionals working in or for municipalities that are considering or preparing to implement a bike share service in their city. Our 10 ‘golden rules’ are identified and briefly described.

How was this set of 10 golden rules compiled? The VeloCittà consortium consists of professionals from municipalities, bike share operators and experienced consultancies. Based on experience in the day-to-day operations and improvement of respective bike share services, the research performed in 5 VeloCittà cities and in other projects, an initial list of rules was compiled.

In the development of the initial list the partners were supported by an independent external quality advisory board. During an international VeloCittà event more than 50 city representatives were presented a next version of the rules. They were then invited to share their views and experiences. Based on this the set was narrow-down, finalised and further enhanced, resulting in this document.

This set of golden rules intends to raise awareness and share some practices in headlines. Its aim is to inspire professionals to further explore and study on the rules presented. This document is not intended to be a cook- or handbook. There are good examples available of such handbooks. Reports of the VeloCittà project – and other projects - also provide more extensive information that is relevant when preparing a BSS. The ‘further reading’ section at the end includes such references.

In order to provide more inspiration to the audience of city representatives and mobility planners, VeloCittà decided to also **visualize the 10 golden rules in an animated infographic video**. It provides many visuals and is very useful to inspire, motivate and learn. This is available on the VeloCittà website: <http://velo-citta.eu/news/velocittas-10-golden-rules/>



Rule 1: Political and executive support leads to strategic and financial support

Commitment to a Bicycle Sharing System (BSS) at political or executive level creates opportunities for financial support. Fostering these partnerships enables new coalitions with relevant stakeholders who bring added support to a scheme. Combining the BSS into a city plan for cycling or as part of the urban mobility plan encourages greater adoptions of schemes from political and executive levels.

Strategic and or political aspects can be a very strong barrier as well as a powerful driver in the implementation of bike share schemes¹. In some cases changes in the government could be a show stopper and cancel the development of a scheme. In the other way it is possible that support leads to tailor-made regulations or exemptions, local laws, etc. to support the service.

As these powers could be critical success factor or a decisive barrier, it is vital to ‘manage’ this in the preparation of a bike sharing scheme. Ways to manage this is through stakeholder management. Through a stakeholder analysis relevant actors can be identified, their influences mapped and strategies developed about how to involve them. Based on this, actions could be developed in order to gain, secure, maintain and expand commitment. Actions could differ from situation to situation but common ways to secure commitment is to have the bike share scheme (relevance, measure as such and budget) included in both strategic, tactical and operational programmes. E.g. an urban mobility plan, implementation plan, yearly budgets and programmes, etc.

Example: Paris How Vélib’ Came to Be²

In 2001, newly-elected mayor Bertrand Delanoë set out to transform Paris into more sustainable city. Under his low-carbon transport plan, his administration added 271 kilometres of bike lanes. However, the lanes were not well-used, and the city determined that the biggest deterrent was the lack of bicycle parking—most apartments were too small to store a bicycle, and people did not feel safe parking their bikes on the street overnight. Parking was also a problem once cyclists reached their destinations, where, again, there were often no safe or legal ways to park their bikes. In response, the city implemented a bike-share system, which addressed the need for bike parking and increased cycling.

In short

- Increase opportunities for financial support through stakeholder management
- Fostering partnerships with stakeholders and create relevant coalitions
- Consolidate in strategic policy documents (i.e. urban mobility plan)

¹ CIVITAS POINTER, 2013 - Cluster Report 3: Cycling and Walking.

² ITDP, year unknown – The Bikeshare Planning Guide, p18.



Rule 2: Secure financing from more than one source

User fees alone are not sufficient to make a BSS economically viable. Securing additional resources is crucial. Examples of financing include sponsorship agreements, advertisement, or grants at the local, national or European level.

It is important to realise that a bike sharing scheme is not a one-off project or measure. Instead, it has to be considered as starting up a company. It requires capital investments (stations, bicycles, etc.), working capital and a professional organisation (back-office, service, maintenance, operations). These make up a large share of the operational costs. Though subscriptions and user fees could provide substantial revenue streams, there are no cases known in which they suffice to make the scheme self-sustaining.

“The utility a public bike-share system provides is often more important than its revenue potential. Government funding for capital costs and operations makes sense in light of the fact that bike-share is part of the larger public transport network³”. In order to sustain the scheme in the long term, additional sources should be considered. Some examples: In Paris, all municipal revenue from the Vélib’ system goes into the general budget, while operator JCDecaux retains advertising related revenues, estimated at €60 million. In Barcelona, operator Clear Channel receives €11–18 million in advertising revenues, while Lyon’s revenue is estimated at €27.8 million annually³. Burgos and Szeged have used EU funding to install and enhance their schemes.

Relevant to consider when attracting a sponsor or using the scheme as advertisement space is to check the advertising market that, in any case, is fluctuating around economic cycles and the city’s attractiveness. Advertising installations might be seen as unpleasant (visual pollution). In historical sites it might be forbidden because of the presence of valuable architectural properties. It is also important to consider the social responsibility of a sponsor (i.e. a VIP or company that buys a docking station as in the case of VIP-financing of the restoration of important ancient buildings like the greek Colosseum).

Furthermore revenues gained from parking income or traffic fines could cover part of the specific BSS costs (not in general for sustainable mobility).

In short

- Revenues gained through user fees and subscription will not cover all BSS costs. Additional funding sources are necessary
- Sponsorship agreements and advertisement have proven to have potential as additional revenue stream
- Grants at the local, national or European level could support in financing capital investments or fund research on improving schemes
- Furthermore allocating revenues such as parking income or fines to the BSS can be considered

³ ITDP, year unknown – The Bikeshare Planning Guide, p122



Rule 3: Understand your market and how your BSS adds value

In order to be successful, a service must provide added value to its user group. It is necessary to learn from the users of the BSS: their preferences, habits, mobility behaviour, etc. This 'customer' intelligence is the basis for designing the scheme, service offers, subscription models and marketing campaigns.

It is not one single and homogenous user group that uses a BSS. In fact many sub groups or segments can be distinguished. Each having different characteristics and needs. Too often the BSS seems to focus on only one or a few segments (and give rather poor attention or even excludes others). To make sure no opportunities are missed, it is necessary to include all segments. Traditional segments are Residents, Commuters, Employees, Visitors, Tourists and Students, although more detailed segmentation is possible and sometimes beneficial.

To obtain so-called 'customer intelligence' - insights in user needs and characteristics – several methods are available. User participation is the most elaborate form of this. Krakow for example provides the opportunity for citizens to vote for the location of the stations. Szeged has the concept of mobile stations, in which users may suggest locations for stations via Facebook and the website. This is also particular useful in case of events.

Another form is organising focus groups. Evaluation of the VeloCittà project showed that focus groups are a winning tool that help the city and feel citizens part of the process. Padua has for example put extensive efforts in setting up focus groups with, amongst others, residents and students. The focus groups were used to investigate why, when and how these groups would use a BSS and where improvements are necessary. Focus groups are also a good way to understand how users experience the system, from registration and collecting a bike from the rack to making the payment.

Another method to collect user feedback and information is through surveys. These could be spread among registered users but also broadly announced via media targeting potential users. By making this a continuous effort, insights can be acquired in trends, changes and effects of interventions (improvements, changes, etc.).

In short:

Learning from the users of the BSS is key:

- Preferences
- Habits
- Mobility behaviour

Customer' intelligence is the basis for designing:

- The scheme
- Service offers
- Subscription models
- Marketing campaigns



Rule 4: Engage with local stakeholders and business-to-business markets

Besides individual users of the systems, local stakeholders such as businesses, can prove crucial in building a successful user base. Large employers or universities usually have large commuter groups. As such, they can be perfect target groups for BSS operators. Specific service and subscription packages could be designed and customised for these groups.

Many large organisation have so-called “mobility plans” in place to facilitate their employees in their commute. These plans increasingly favour sustainable means of transportation, e.g. by providing cycling facilities or public transport solutions. There are multiple reasons why organisations encourage more sustainable mobility. Arguments can be found in Corporate and Social Responsibility policies, reducing illness figures (cycling is more healthy), reducing need and cost for parking space, etc.

Such developments provide great opportunities for BSS operators. By contacting organisations, instead of individual consumers, greater mass/market can be reached out to in relatively small effort. BSS operators could offer packages of subscriptions for organisations to provide to their employees.

There are also other possibilities to reach out to larger groups of potential users through this so-called ‘business-to-business’ approach. Deals could be made with for example local shops/shopping centres, restaurants, bars and cafés. Joint offers could be developed for customers of those places. For example loyalty programme of offering coupons providing discounts for BSS users in a restaurant and vice versa. VeloCittà partner Szeged (HU) has successfully experimented with this, for example.

There are more examples of such packages. The BICIBUR bike sharing scheme in Burgos, Spain offered special subscription packages to students and employers of the local university. In fact the scheme as such originates from the university, who initially started with the purchase of some bicycles to facilitate their staff. Furthermore, students of Frankfurt University are offered a 45 minute free usage of the DB bikeshare scheme. Nextbike in Germany offers dedicated tariffs and business communication possibilities. Business mobility is even presented a dedicated product on the website of this operator⁴.

In short: local businesses are crucial in building a successful user base

- Employers and universities both have larger groups of potential users. At the same time they have an interest in encouraging students and employees to travel in more sustainable ways
- In targeting these groups customised service and subscription package could be developed

⁴ <http://unternehmen.nextbike.de/products/mitarbeiterrad/>



Rule 5: Ensure a seamless integration of the BSS with the transport system

A BSS is one of many options in a transport system. The BSS should be integrated into the system in order to ensure seamless connections between different transport options. This requires an abundance of stations located in well-planned places, such as close to specific origins, destinations and public transport hubs. What is also important is the integration of the BSS payment scheme in an existing public transport payment scheme.

Installing a BSS in a city means expanding the envelop of public transport possibilities. In order to ensure the success of the scheme it needs to be seamlessly integrated with existing structures. A BSS is powerful solution in a multimodal transport chain. It proves to be a strong solution for first mile, but especially also last mile transport: from the PT station of your destination to your final destination. PT users should be able to reach the BSS stations with as little effort as possible. This requires stations to be allocated close to the exits of the PT stations at a logical locations (e.g. in the line of sight when exiting a PT station) with as little obstacles as possible (e.g. avoid the need to cross a street).

Also important is to seamlessly integrate the payment system of the BSS with the payment system of the public transport system. Also here is the key to make it as easy as possible for public transport users.

A good example of this principle is the Dutch OV-Fiets. One of the reasons for this springs from the fact that the BSS was initiated and is operated by the public transport operator, the Netherlands Railways. This is the national and largest train operator in the Netherlands. This BSS is explicitly targeted at PT users at last mile part of their journeys. The BSS stations are located in train stations only and users can use their chip card for the train for the BSS as well.

Helsinki based Maas Global launched their mobility-as-a-service offer called Whim end 2016. A subscription to this service offers you access to Helsinki's public transport (operated by HSL), taxi's, and rental cars. This services is expected to further expand its offer with Helsinki's new BSS, which is also operated by HSL. Giving the fact that HSL operates both the public transport as the BSS and the fact that both are integrated in a MaaS service package is a next step of integration.

In short

- Integrate BSS with public transport system
- Provide an abundance of stations in well-planned places
- Close to specific origins, destinations and public transport hubs
- Integrate BSS payment scheme into PT payment scheme



Rule 6: Launch a system at the correct scale

There need to be sufficient stations and bicycles at the launch of a BSS. Users must be able to use a bicycle to go from the origin of their choice to their chosen destination, without being confronted with unavailability of bicycles or stations.

In order to be successful a BSS needs to have proper scale. At initial launch a balance is to be found between the scale necessary to attract a substantial user group and the feasibility of the scale in terms of investments. (Market) research can provide relevant decision-making information. Relevant to investigate are mobility patterns (in particular links of origins and destinations on cycling distances up to 5-7 kms) and to gain an overview of important locations in the city (such as city centres, theatres, museums, shopping locations, train station, important bus stations). Furthermore, a survey among potential user groups could provide insights in users expectations which could be used to assess the scale of the scheme and locations of the docking stations.

In addition, experience shows that a BSS seems to have a ratio/proportion by the number of racks and available bicycles at the stations (40-50% because of availability of free racks to return the bike and to facilitate the bikes' maintenance). A percentage is to be foreseen to be in the depot (reserve and maintenance). Also lifecycle (time to substitution) of the bicycles needs to be taken into account. Bicycles are exposed to the weather and vandalism. In planning the locations, consider that not all the stations have to be the same: it is important to ensure an adequate number of racks and bikes at the major attraction and use points. Other locations could be smaller in size. When there is uncertainty about the viability of certain locations, type of racks could be considered that can be moved to another location if needed.

The following table provides an insight in the size of the scheme in the VeloCittà cities. As can be seen there is variation in size of the scheme, the bike to station ration and the evolution. The conclusion that can be drawn from this that there is no single recipe. Each new scheme needs tailoring.

	At launch		2016	
	Stations	Bikes	Stations	Bikes
Krakow	13	90	34	300
Szeged	12	100	10	100
Burgos	4	15	23	150
Padua	28	265	27	265
London (Lambeth)	32	931	49	1.486
London (Southwark)	39	7.888	44	10.584

In short:

- There should be sufficient stations and bicycles at the launch of a BSS
- Users should be confronted with unavailability of bicycles and unavailability stations as little as possible



Rule 7: Include maintenance and performance plans in contract

A malfunctioning service may lead to unsatisfied users and a declining user group. Bicycles, stations, racks, payment system and the management of a system are vital elements in the delivery of the service, therefore maintenance is essential. A contract between an authority and BSS operator should include proper maintenance and minimum service level agreements.

Major threat to the success of a BSS is that users stop using the service when they experience discomfort caused by broken bicycles, racks, system etc. Such elements in the service are so called 'dissatisfiers'. They are not valued by users when they function properly (such aspects 'just need to be in place'), but they are valued negatively when malfunctioning.

Most of the times maintenance is conducted by the operator or another subcontracted party. A good contract facilitates the management relationship between municipality and operator and guarantees a good service. The contract content should be clear and fixed. In case of a longer running contract (5-10 years) there should be flexibility to adjust to changing conditions. Agreements about updating the contract need to be included too.

In this respect, maintenance should already be considered when preparing the initial launch of the scheme. In general costs of assets' maintenance are 5 to 7 times the costs of the initial investment during the total life cycle. Investing more in high quality and robust systems at initial launch may lower the total life cycle costs.

At contract implementation public staff needs to be dedicated to managing the contract in a precise and punctual manner. It should be considered to include penalties to not fulfilling service level agreements such as the number of bicycles at the stations, redistribution service quality, maintenance of bicycles and stations, etc. Such penalties are known to have been included in the contracts for the bike share schemes in e.g. Krakow, Oslo and London.

In short:

- A malfunctioning service will lead to unsatisfied users and large risk of a declining user group
- Therefore the contract should include proper maintenance, realistic minimum service level agreements and conditions for control of the contract (e.g. by means of penalties / rewards)



Rule 8: Ensure access to operator data for policymaking purposes

As operations take place, data is collected about the usage of the system. It provides insights into the people who utilize the system, the volume of users, and when and where the system is used. It reveals the popular origin sites and destinations, data which is useful in optimising operations and policymaking. The data that is collected should be made available to city authorities, and could be arranged in the contract with the BSS operator.

The data collected through the operations of the BSS is relevant for several stakeholders. Of course its primary user is the operator. They use the data for monitoring and improving operations. The municipality's interest is to control the contract with operator (monitoring service level agreements) but the data is also relevant for policy making purposes. The mobility department should be interested to know e.g. the (development of the) modal share of the BSS in the total modal split of the city. The third category consists of stakeholders that could use the data to develop information services. For example developers that use the data to integrate the information about the BSS in journey planning services.

It is important to realise that the operator is the stakeholder that collects the information. Other stakeholders are dependent on the operator with regard to obtaining the information. After the contract is granted and the service is in place it can be difficult to obtain the data if there are no proper agreements. It is therefore necessary to include service (level) agreements in the contract regarding the roles, stakeholders what kind of information should be available to which specific stakeholder. Conditions could be included about the information (attributes), frequency, quality, data standard, delivery format, etc.

Transport for London proves an example of sharing information and statistics about the performance of the BSS. Through the website⁵ reports and statistics are published. Extensive information about registrations, occupancy rate, popular routes, key performance indicators (terminal performance, website availability etc.) and more is reported. Via other reports more extensive analysis and customer satisfaction is reported⁶. Through its open data policy, TfL releases multi-modal (including cycle hire) open data sets for developers⁷.

In short:

- Availability of BSS data to city authorities is crucial
- Agreements should be made in the contract on what information is made available to whom
- Basic information should provide insights into who uses the system, the volume and when and where the system is used
- Data is necessary for optimizing operations, policymaking and enhancing information services.

⁵ <https://tfl.gov.uk/corporate/publications-and-reports/cycle-hire-performance>

⁶ <https://tfl.gov.uk/cdn/static/cms/documents/santander-cycles-members.pdf>

⁷ <https://tfl.gov.uk/info-for/open-data-users/data-feeds?intcmp=29422#on-this-page-1>



Rule 9: Make payment and subscription easy

Difficulties in understanding payment and subscriptions build barriers and hinder usage of a bike share system. Accessing and using a system must be made as easy as possible. It is best to reduce the options on pricing, the number of steps for payment, and to build a platform that integrates the BSS into existing payment schemes – such as a public transport chip card. Avoid (pre) registration, and when registration is required, allow on-the-spot registration with an easy and user-friendly interface.

An important element of the BSS is the model for subscription and payment. Such mechanism is necessary to secure the payment for the service and return of bicycle (e.g. by means of a hold). Card technology (smart cards, magnetic cards, or credit cards) is the most common one to for the check in/out of bikes. A second one is codes to release the bikes. Others, but less common, do not require technology or even use keys.

From a user point of view the payment system might be perceived as unclear, unfriendly and complicated. These could be barriers for users to use the system. It is for the operator to find the best balance. There are several types of users. According to ITDP's bike sharing planning guide (date unknown), they can be divided in long-term users and occasional users, for example tourists that might use the system only once. Long-term members can be given access cards and can place deposits to use the system. Casual users will not be able to use the system if a special access card is needed or if there is no way to guarantee the return of the bicycle. Also to be taken into account is the ability of users. There are groups that are accustomed to technology and others who are not. To support the latter group, subscription stores (opened all days of the week) can be a solution. In case of card technology, users may already have cards for other systems/services. For example a chip card to a bus or public transport service. Adding another, new subscription and card, might be perceived as a barrier.

In many cities combinations are made with other modes. In Burgos, Helsinki, Stockholm, The Netherlands and many others it is possible to use the public transport card for the bike share. In addition, in Burgos holders of a university card are also able to use the BSS.

Both in VeloCittà cities Szeged and in Burgos, evaluation provided insights in possibilities for online registration to the system. In Szeged an online subscription was the only possibility. This was seen as a barrier by users. But this also depends on the age of the potential users and target group you are addressing. In Burgos online subscription was not foreseen initially, and only added in a later stage, in order to target and service a younger target group.

In short:

- Make it easy on the client and reduce the options on pricing and the payment process
- Integrate usage into existing payment schemes, avoid (pre) registration, and allow on-the-spot registration
- Offer an easy and user-friendly interface



Rule 10: Professionalise marketing to sell and promote the service

A professional marketing approach considers many different user groups and service packages to match the needs of these different groups. It takes advantage of appropriate channels and messages to effectively reach the target users, ensuring the greatest impact of a system and encouraging potential users to try the service for themselves.

VeloCittà has recognised both attitudinal and operational issues with regard to the functioning of BSSs. Attitudinal issues comprise limited awareness and comprehension of the system, limited inclination to changing mobility behaviour and inability to attract new users. These could be targeted by marketing activities or campaigns.

Many BSSs sprung up hastily under the influence of the “bike-sharing frenzy” that affected scores of European cities after highly visible schemes were launched in Berlin, Barcelona, Copenhagen, Paris, Rome, London, and Stockholm. The consequence is a scheme development in which marketing strategy and approach could still be improved and professionalised. The involvement of a professional marketing expert in the preparation of the scheme is vital.

Awareness and communication campaigns in many instances are primarily delivered following “one message suits all” type of approach, regardless of the variability in attitudes, socio-economic circumstances, and travel purposes. Segmenting target groups helps to understand various groups, their needs and how a BSS could provide added value to them. For instance, student needs differ from workers or tourists. Different media and channels (blogs, social media, billboards, newspapers, flyers) should be used to position the scheme, tell its story and benefits. There should be continuous attention for this. E.g. by means of regular campaigns. In VeloCittà, segmented campaigns were one of the core activities (see e.g. report 3.5 on www-velo-citta.eu, on all campaign measures).

Though different segments could be distinguished, all target groups should be able to identify themselves with the BSS. Therefore the system’s brand should have an effective name which could be used easily in different communications. A short word, with positive annotation with a local connotation usually does the trick. Examples from VeloCittà cities are: Burgos’ “Bicibur”, Padua’s “Goodbike Padua”, London’s “Santander Cycle Hire”, Szeged’s “Citybike Szeged” and Krakow’s “Wavelo”.

Adding a tagline could help in strengthen the message. In New York City, Citi Bike’s tagline is “Unlock a bike, Unlock New York.” In Washington, D.C., Capital Bikeshare’s tagline is “Take one & go.” (ITDP, date unknown).

Further to take into account is to properly position the scheme in the internal organisation so commitment and involvement is secured in relevant departments and at relevant levels.

In short:

- A professional marketing approach considers many different user groups, promotes service packages that match their needs
- Appropriate channels and attractive messages are used to effectively reach the target users



Read on

Further literature	Link
Guide: CIVITAS POINTER, 2013 - Cluster Report 3: Cycling and Walking	www.civitas.eu/sites/default/files/Results%20and%20Publications/d2.6.3-pointer-pu-cluster_report_3_cycling_and_walking-14-nov-2013-final-trg_tno.pdf
Guide: ITDP – The Bikeshare Planning Guide	www.itdp.org/the-bike-share-planning-guide-2/
Tool: Transport for London statistics on BSS performance	https://tfl.gov.uk/corporate/publications-and-reports/cycle-hire-performance
Site: Nextbike Germany dedicated business communication possibilities	http://unternehmen.nextbike.de/products/mitarbeiterrad/
Report: CIVITAS INSIGHT - Bike-sharing as a link to desired destinations	www.civitas.eu/sites/default/files/civitas_insight_10_bike-sharing_as_a_link_to_desired_destinations.pdf
Report: OBIS handbook	https://ec.europa.eu/energy/intelligent/projects/sites/iee-projects/files/projects/documents/obis_handbook_en.pdf
Report: VeloCittà reports on “Political Barriers and Drivers”; on “Communication and operation activities”; on “Stakeholder involvement”; on “Project Evaluation”. Fact Sheets on “Bike sharing for different target groups”, on “Policy and Political involvement” and on “Organisation and Financing”	www.velo-citta.eu/resources