



DELIVERABLES 3.1-3

REPORT ON MARKETING CAMPAIGN AND OPERATIONAL PLANS

*(D3.1 Report on marketing campaigns for BSS;
D3.2 Communication campaign plans with timelines;
D3.3 Delivery plans for operational improvements BSS)*

WP 3: Development and Implementation of Marketing Campaigns

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Author: Louisa Tan, London Borough of Southwark
www.velo-citta.eu



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1 Introduction

The project VeloCittà brings together five urban Bike Sharing Systems (BSS) that are currently failing to meet the desired levels of use. A major output of the project is for each site 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 provides an update of the following deliverables:

- D3.1 Report on targeted marketing campaigns for BSS;
- D3.2 Communication campaign plans with timelines for each site; and
- D3.3 Delivery plans for the BSSs operational improvements.

1.1 Background

BSSs have an important role in providing an alternative mode of transport within cities, helping to shift journeys away from private car and, in cities such as London, public transport to cycling. In this framework VeloCittà main objectives are:

- 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 and collect 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 will be twofold:

1. To continue to improve energy efficiency through increased used and potential expansion of BSS in all case studies cities.
2. 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.

2 Work package 3

2.1 Overview

Work package 3 (WP3) aims to ensure effective development and delivery of targeted marketing campaigns. This work package commenced half way through the first year of the project, and received its

2 (WP2) is the Knowledge Centre of the project, providing the information to enable development of targeted marketing campaigns. The following outputs of WP2 have assisted the partner cities main input from the results of WP2, as well input from the Quality Advisory Board (QAB) members and the Bike Sharing Workspace.

The objectives of WP3 are:

- To prepare and implement campaign delivery plans in each of the five sites;
- To implement these campaigns;
- To finalise plans for improvements to the operations of the BSS with regard to financial structure and political involvement in each of the five sites; and
- To implement these plans.

The two main work packages which provide input into WP3 are work packages 2 and 4, which provide the data to inform and monitor the development of the targeted marketing campaigns.

2.2 Work package 2

Work Package develop their campaigns:

- Site fact sheets (case studies)
- Task 2.1: Communication Working Group
- Task 2.2: Operations Working Group
- Task 2.3: Guidance on marketing segmentation
- Task 2.4: Bike sharing work space

2.3 Work package 4

Work package 4 is the evaluation and monitoring of the project. The evaluation framework follows the established approach by the EU project MAESTRO and further refined through succeeding EU projects, part of the family of CIVITAS demonstration projects.

In Velocittà the primary goal of evaluation is to find and understand the concrete evidence produced by applying proven solutions/actions to a number of existing BSS aiming at increasing the use of shared bike offerings. In order to reach the goal, evaluation is scheduled to execute a *before and after* analysis, with a defined project baseline, continuous verification (monitoring) of the implementation of the activities and intermediate rounds of data collection to monitor trends, and determination of a final picture, which represents the concluding situation (after) as a result of the interventions.

3 Local Campaign and Operational Plans

3.1 Burgos

3.1.1 Background

- Bicibur <http://www.bicibur.es/>
- The Burgos BSS was launched in 2006, under the CIVITAS project
- Within the seven years of operation the system has been upgraded to include 18 docks with ten available bicycles in each one. The system will be upgraded at the end of 2015/early 2016 to 20 dock stations
- The Burgos BSS is owned by the Council
- The system was jointly operated by two companies working together, with Juarez providing the bicycles and ITCL (Technological Institute of Castilla and Leon) the software. A new agreement has been signed with Juarez now the full operator, and ITCL acting as a subcontractor for technical issues

Burgos started with a free system called the *Loan system* in 2006. It was free for citizens and tourists, with citizens able to loan a bike for two hours and tourists for three hours. The tourists also had a lock available to enable them to visit tourist attractions not near docking stations. In 2011, Burgos joined their public transport and BSS onto the same access card, enabling easier access to the bikes, and reaching a total number of 12,000 users. In 2011, the number of uses of the bicycle reached 150,000.

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 remains consistent, although the system is considered expensive for the limited number of users. There are no significant problems with vandalism or thieves. There are issues with bicycles as they are not attractive and a very cheap, costing €50 each. The City Council has recently received funds from the Regional Government to acquire new, more attractive bicycles which will be installed in early 2016.

In mid-2015, a public tender was issued to find a new supplier. Initially two companies (ITCL and Juarez) were operating the system, although the technical partner, ITCL, is no longer involved in the operations which has implications for updating the website. Due to this recent change, the Burgos BSS will no longer be available for tourists to hire; however, two private companies are now offering cycle hire for tourists.

Issues with the BSS include:

- Registration is not available online and must be completed in person
- Tourists can register as members but must go the Mobility Office after paying the 15€ fee through bank transfer

The issue with the interoperability with linking the University BSS cards has been resolved and became available from September 2015. The card can be used on the bus and BSS.

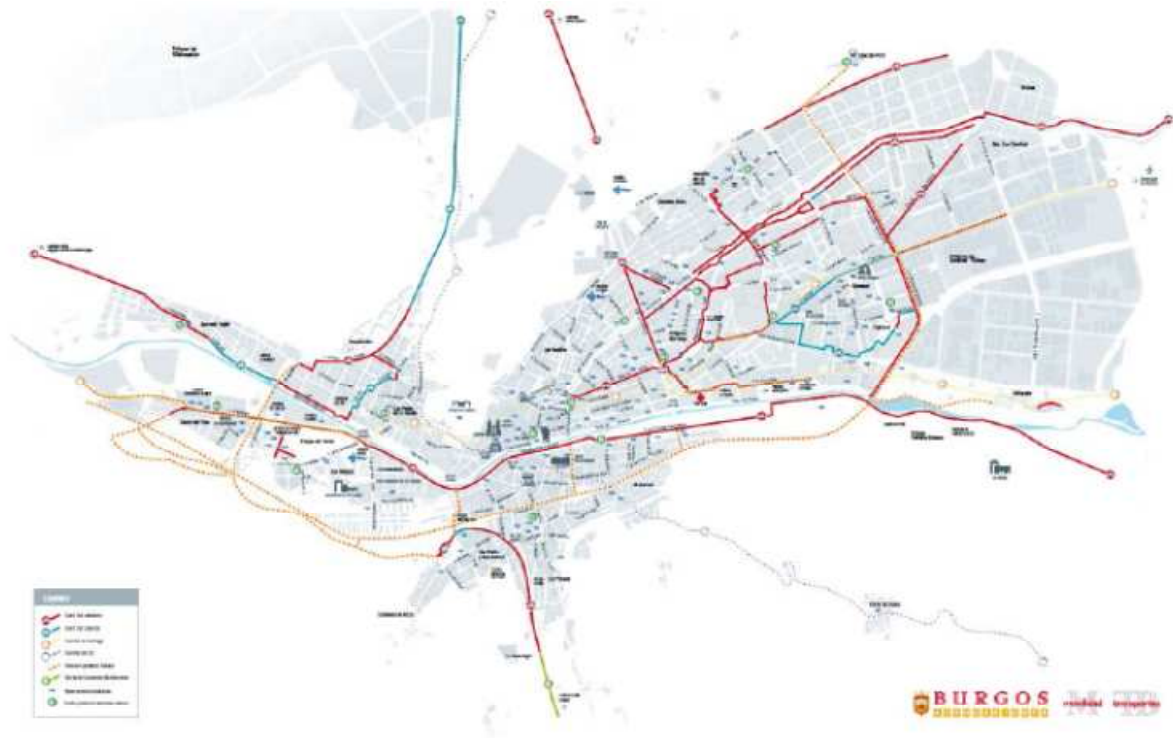


Figure 1: Burgos BSS map

3.1.2 Campaign objectives

The objectives of the campaign are 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

3.1.3 Target groups

Burgos has 179,000 inhabitants, with a majority of the population 35-40 years old. Burgos also has a high student population with approximately 6,500 students. The city has high density with 167,255 inhabitants/km² and is a compact city. There are 157.520 commuter trips per day.

Burgos is targeting the following groups:

- Target group 1: Employees – existing members. Aged 40 – 60 years. Within 5 km around the city centre. Weekdays.
- Target group 2: Employees – new users. Aged 40 – 60 years. Within 5 km around the city centre. Weekdays.
- Target group 3: Students – new users. Aged 18 – 25 years. University of Burgos students, the two campuses. Everyday.
- Target group 4: Students – existing members. Aged 18 – 25 years. University of Burgos students, the two campuses. Everyday.
- Target group 5: Employees – existing, *infrequent or lapsed* users. Aged 25 – 40 years. Area of workers within 5 km around the city centre. Everyday.

The campaign focuses on the city centre (employees and university students) and the north (workers). Tourists are 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.

3.1.4 Internal and external networks

Burgos has 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

3.1.5 Campaign Delivery Plans

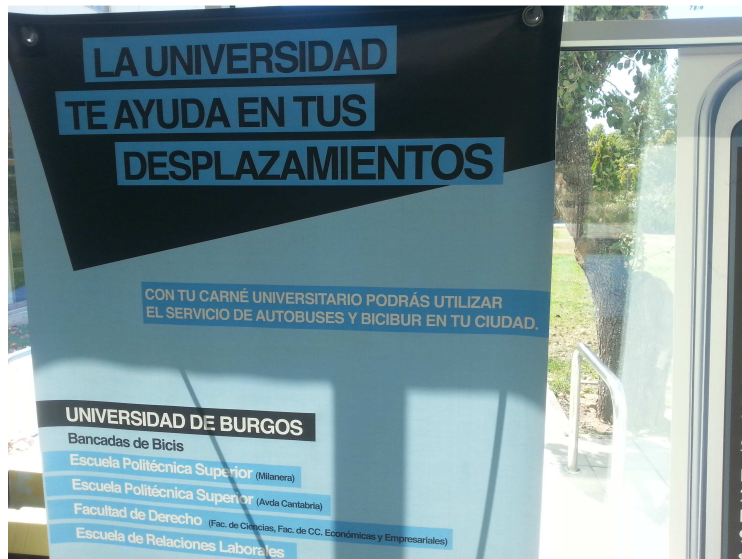
Burgos has run a number of campaigns in the past through CIVITAS (2005-2009), SUMOBIS, as well as to launch the BSS in 2006. They also have regular marketing campaigns to promote cycle training and champions.

3.1.5.1 Key messages

The following key messages will be used in the campaign:

- Celebrating 10 years of BSS operation
- It's easy to become a member
- Now it's easier to pay. Use you 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



3.1.5.2 Campaign activities

As a part of the campaign, Burgos will be delivering the following activities throughout 2015:

- Panels on the side of the BSS redistribution vans (late 2015/early 2016)

- Media release (late 2015)
- Social media – Facebook, Blog, Twitter, Instagram (late 2015)
- Leaflets (late 2015)
- Competition – photograph/film (late 2015)
- Face-to-face promotion at existing events (September 2015)
- 10th Anniversary celebrations (2016)

Table 1: Burgos 2015/16 Campaign Delivery Plan

Please see Section 5 for a more detailed plan.

| Task | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
|---|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|
| New homepage | | | | | | | | | | | | | |
| Panels on the side of the BSS redistribution vans | | | | | | | | | | | | | |
| Social media | | | | | | | | | | | | | |
| Leaflets | | | | | | | | | | | | | |
| Competition | | | | | | | | | | | | | |
| Face to face promotion at existing events | | | | | | | | | | | | | |

3.1.6 Operational Delivery Plan

The Burgos BSS is owned by the Council, and was operated by two companies working together: Juarez, provided the bicycles and ITCL (Technological Institute of Castilla and Leon) was the software operator. Since mid-2015, ITCL is no longer involved in the BSS.

Key operational measures Burgos is intending to implement include:

- Invite politicians to local/project meetings
- Installation of two more docking stations and 100 better quality bicycles by late 2015/early 2016
- Registration process to be revised and options to be explored in early 2016
- Re-introduction of the bus card integrated into the BSS in May 2015, and full integration with the public transport card in September 2015

Table 2: Burgos Operational Delivery Plan

| Task | Process and month of delivery (<i>Insert month, e.g. Jan – June 2015</i>) | | | | | | Responsible officer/ team |
|--------------------------------|---|---|--|--|--|--|--|
| Political support | Invite politicians to local/project meetings (Ongoing) | | | | | | Velocità team, City Council politicians, new Mobility Councillor |
| Stakeholder involvement | Invite University and associations to meetings (September 2015) | | | | | | Velocità Team, City Council staff, Councillor involved |
| Payment structure | Review of the payment structure – valid for one year (early 2016) | Integration of the access card (bus, public transport and BSS) and University card(Completed) | | | | | With the help of ITCL (technical part) and City Council as well as Velocità Team |
| Technical improvements | 2 new dock stations and 100 new bicycles (end 2015) | | | | | | City Council |
| Business case change | Website unable to be updated due to operational management changes. <i>Outside the control of the municipality *</i> | Tourists no longer being targeted due to operational management changes. <i>Two private BSS companies focusing on tourists. Outside the control of</i> | | | | | |

| | | | | | | | |
|--|--|-----------------------------------|--|--|--|--|--|
| | | <i>the municipality *</i> | | | | | |
|--|--|-----------------------------------|--|--|--|--|--|

**These are difficult to change now as these activities were not included as part of the agreement with the BSS supplier*

3.2 Kraków

3.2.1 Background

Kraków is in the process of changing suppliers, with a public tender for the BSS will be issued in late 2015. The successful supplier will be responsible for introducing new bicycles and operational systems. While there will be some fixed bicycle docking stations, with approximately 160 docking points, it is intended that the system will be more *flexible*, allowing users to hire and leave a bicycle wherever they like for an additional cost. The number of bicycles will also increase significantly with up to 1,500 bicycles in operation. The registration process will also be simplified, with different methods of payment which officers anticipate to be by credit and debit card online and at docking stations.

- Krakoéwski Rower Miejski KMK Bike (Krakow's Urban Bicycle)
- BikeOne (precursor of KMK Bike) was the first Bike Rental System in Poland. The system was introduced in 2008 as part of the Caravel/CIVITAS II project with 100 bicycles and 12 self-service bicycle docking stations located in the city centre (2nd ring road).
- KMK Bbike was introduced in May 2014. It now consists of 34 self-service bicycle docking stations and 300 bicycles. The bicycle docking stations are located in and around the city centre, and has been also extended to north and north-west districts, linking the city centre in 2014 with the biggest district of Krakow – Nowa Huta. The current registration process requires access to the Internet, with basic details such as name, surname, address, mail, phone number) required from the user
- After registering, a SMS is sent to a mobile of the user with a 6-digit PIN code that enables the user to login to an account and to rent a bike
- The KKM (Krakowska Karta Miejska, Krakow's Urban Card), a public transport ticket card, has been integrated with the university students' ID cards, with reduced prices and quicker access by simply scanning the card at the docking station
- At the docking station, the user enters the phone number and the PIN code at the screen of the terminal, following the instructions on the screen. When a bike is released, a code to unlock the security cable appears on the screen.
- To return a bike it is necessary to plug it into a free lock. The correct operation of return is confirmed by a signal (beep). If the station does not have a free bike lock available, a bike can be returned by locking the bike with the security cable and using the *Return* option on the terminal.
- A public tender is being issued in late 2015, with a new supplier to be appointed and responsible for introducing a new BSS in 2016

The main weaknesses of the Kraków BSS are:

- Low numbers of bicycles (300) and docking stations (34) available
- Lack of extension of stations to all parts of the city
- The registration system is only available online
- The website is only in Polish

- The introduction of a new system in 2016 will create significant issues for existing users in particular, as well as potential users, who will have to get used to a new system and quality of bike

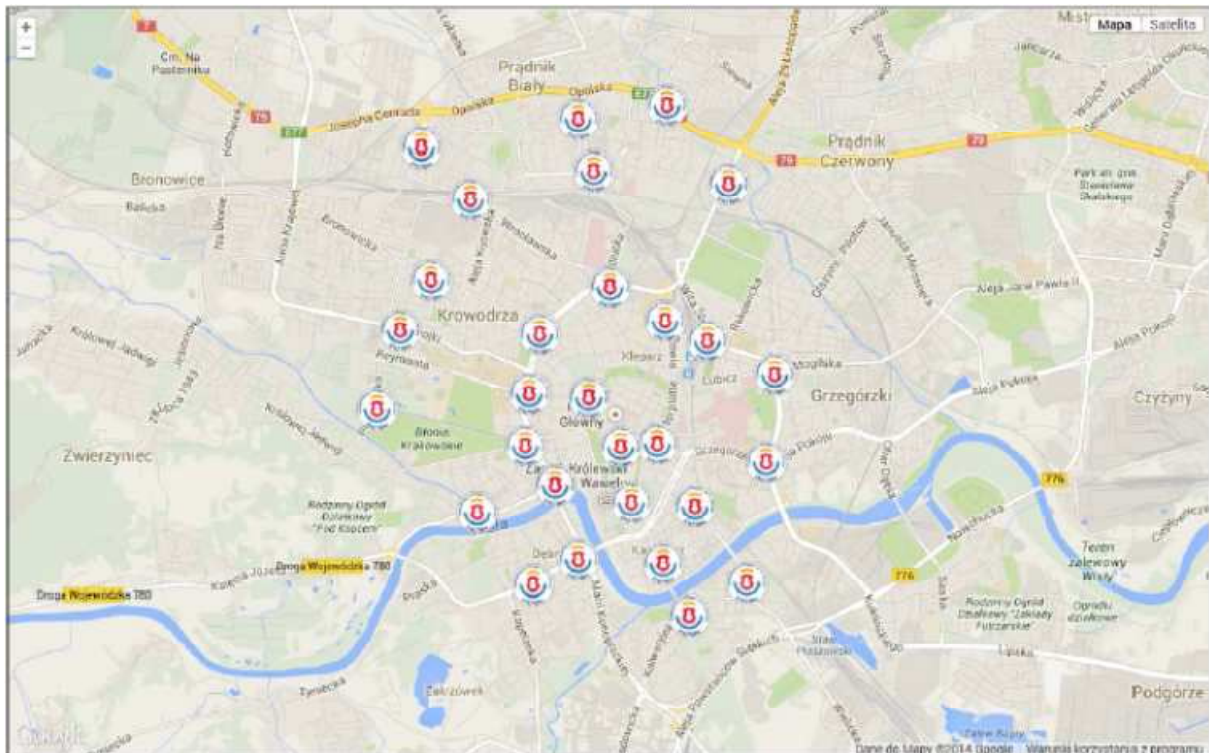


Figure 2: Kraków BSS map

3.2.2 Campaign objective

The objectives of the campaign are:

- To manage a complete change from the old to new BSS
- To increase the use of the BSS (increase hires and revenue)
- To promote first time use
- Reward old users to keep their loyalty to the system
- To decrease the number of cars passing daily through the city

3.2.3 Target groups

In 2012, Kraków's population was 758,334, with 405,051 men and 353,283 women. A majority of the population are working age with 204,897 employees. Kraków also hosts 204,891 students, representing 12.22% of the total number of students in Poland. Population density in Kraków is 2,319 inhabitants/ km². 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 is targeting the following groups:

- Target group 1: Residents – existing members and new users. Aged 13 years and over. 7 days a week.

- Target group 2: Students – new users and existing members.. Aged 19-25 years. Main universities in Kraków, with a special focus on first year students. Everyday with a particular focus on weekdays and journeys between campuses.

Kraków intended to target employees and tourists but due to the change in suppliers it is no longer feasible to target these groups. The current system does not cover a sufficient area of the city in order to target employees. Kraków is 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 is no longer willing to translate the website from Polish into English. The current payment system also doesn't allow for payment by credit or debit cards, a further barrier to targeting tourists. These issues will be addressed as part of the introduction of a new BSS in 2016, with the significant expansion of the system and improvement in operations allowing greater opportunities to target employees and tourists

3.2.4 Internal and external networks

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
- Bicycle Officer

3.2.5 Campaign Delivery Plan

3.2.5.1 Key messages

Due to the introduction of a new system in 2016, it has not been possible to develop one campaign for the duration of the project. The information in this section relates to the campaign to promote the current system which remains in operation for 2015, although a key focus for 2016 will be introducing the new system.

The following key messages will be used in the campaign:

- 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!

3.2.5.2 Campaign activities

As a part of the campaign, Kraków intends to deliver the following activities throughout 2015, although this may be subject to change and depend on the supplier awarded the BSS contract:

- 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)
- 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 their traditional rally (for those who came on bicycles) (May 2015-March 2016)
- Information about KMK Bike and all activities to be promoted through the following channels (April 2015 - March 2016):
 - Stakeholders' websites (districts, NGOs, Municipal authorities, the City of Kraków, universities, public transport operators)
 - City of Kraków newsletter and on its Funpage
 - Municipal magazine
 - 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)
- Information about KMK Bike published on leaflets (August 2015 – March 2016)
- Competition concerning knowledge about KMK Bike (with gadgets as small prizes) (August 2015 – March 2016)

- Loyalty program (for recommending the system to friends/relatives) (August 2015 – March 2016)
- Leaflets, posters, advertorials, maybe also radio/local newspapers and TV advertisement (August 2015 – March 2016)
- Funpage/twitter of the cycling officer to inform about the system and project's events (March 2015-March 2016)
- Promotion during Mobility Week (September 2015)
- Free trial week for students (if possible with regard to technology) (October 2015)
- In 2016 some extra actions are planned, i.e.: promotion during annual Cycling Festival, additional competitions (for a movie?), maybe engagement of a well- known person from Kraków in some supporting actions, maybe free trial week for students, heavy promotion during and before the World Youth Days (March -July 2016)

Table 3: Kraków 2015/16 Campaign Delivery Plan

Please see Section 5 for a more detailed plan.

| Task | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
|---|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|
| Face to face promotion | | | | | | | | | | | | | |
| Offers for first year students and free trial | | | | | | | | | | | | | |
| Resident workshops | | | | | | | | | | | | | |
| Led BSS rides | | | | | | | | | | | | | |
| Promotional events | | | | | | | | | | | | | |
| Marketing on websites, twitter, etc | | | | | | | | | | | | | |
| Competition | | | | | | | | | | | | | |

3.2.6 Operational Delivery Plan

The current system is the property of the Municipality of Kraków, and supervised by one of the municipal units, the Authority of Public Infrastructure and Transport. The operator is a private company called SmartBikes. The company is paid by the Authority a flat rate for maintaining the

bikes and docking stations, with the contract ending in November 2015. The plan is to expand the BSS, under a new contract with a new supplier and operating system, with the introduction new docking stations and bikes in 2016 and 2017.

A public tender will be issued in late 2015 to find a new BSS supplier. The proposed payment structure for the operator is a concession contract for four years. It is anticipated by officers rthat the successful company will receive all the income from the hire of the bicycles, plus a flat rate paid by the city per bike and the company will also be responsible for the promotion of the system. The successful company will be owner and operator of the bicycles, docking stations and system and responsible for maintenance and supply. The preferred bicycles should be equipped with GPS and be *intelligent*, with the whole process from registration to return of the bike able to be completed from the bike, removing the need for docking stations. The system will offer an option of extension by 500 extra stations within the city (their localisation will be consulted with the city), with 1,000 additional bicycles to be provided in smaller villages surrounding the city of Kraków.

A new payment system will be introduced that accepts all types of credit/debit cards and pay-as-you-go (PAYG) system. The pricing list will be fixed by the new operator, but the city will dictate the maximum limits (being foreseen now as low ones, similarly to the present ones). The website will be available in various languages. There is also discussion within the city to include cargo bikes as part of the new system.

The main changes to Krakow’s operational plans for 2015 are:

- The costs for active users of Krakow’s Municipal Card (e-ticket) have been decreased

| Cost of renting | Casual | Municipal Card (e-ticket) |
|----------------------------|--------|---------------------------|
| 1-20 minutes | 0 PLN | 0 PLN |
| 21-60 minutes | 2 PLN | 1 PLN |
| 61-120 minutes | 3 PLN | 2 PLN |
| 121-180 minutes | 3 PLN | 2 PLN |
| Per hour after 181 minutes | 4 PLN | 3 PLN |

- Invite politicians to local/project meetings
- Invite stakeholders to local meetings and to further events and discuss the operational requirements of the new BSS

It was proposed in the initial project inception that Bluetooth technology would be used but with the uptake of smart phones and new technology, as well as the introduction of a new BSS, this is no longer an appropriate measure. With the introduction of a new BSS in 2016, an app will be developed that will offer users the ability to verify their bicycle’s location to a CO2 and burnt calories calculation. It was also recommended that more payment types should be introduced at

BSS stations, Krakow card and/or website. This will no longer be considered until the new BSS contract is awarded.

Table 4: Kraków Operational Delivery Plan

| Task | Process and month of delivery (Insert month, e.g. Jan – June 2015) | | | | | Responsible officer/ team |
|--------------------------------|---|---|--|--|---|----------------------------------|
| Political support | Invite politicians to Consortium meetings as required (March 2015) | | | | | Municipality of Kraków |
| Stakeholder involvement | Invite stakeholders to local meetings and to further events (Jan – June 2016) | | <i>Implementation of some activities with help of some stakeholders (June 2015 – January 2017)</i> | <i>Promotion of the system and promotional activities with help of some stakeholders (March 2015 – January 2017)</i> | | Municipality of Kraków, |
| Payment structure | Improve payment possibilities at BSS stations (March – June 2016) | KKM / University Card are offered special discounts for renting (Feb – May 2015) | | | | ZIKIT |
| Technical improvements | Review of the payment structure and type of BSS (August 2015 – March 2016) | KKM / University Card integrated with the system enabling to quicker renting of a bike (Feb – May 2015) | | | | ZIKIT |
| Organisation change | New supplier to be contracted for 2016 | | | | | ZIKIT |
| Business case change | Bluetooth is now an out-dated | BSS stations to change in | Website content unable to be translated | <i>Tourists could not be addressed in</i> | <i>Commuters cannot be sufficiently</i> | ZIKIT, Municipality of |

| | | | | | | |
|--|---|-------|---|--|--|---------------|
| | technology and is no longer an appropriate measure. An app will be developed in 2016 as part of the new contract. | 2016. | into other languages due to problems with cooperation with a current operator | <i>2015 because of an unfriendly system and a website lacking English translation.</i> | <i>addressed in 2015 because of a small scale of the system. They will be addressed in 2016.</i> | <i>Kraków</i> |
|--|---|-------|---|--|--|---------------|

3.3 London (Lambeth and Southwark)

3.3.1 Background

- London Santander Cycle Hire (formerly Barclays)
- Operated since July 2010

The new sponsor of London's BSS, Santander, was announced in February 2015. The £43.75m deal is the largest public-sector sponsorship in the world.

Generally the cycle hire scheme is popular and well-used – but a large proportion of users are high income earners. The scheme has not been popular with low income users who generally have lower cycling rates in London.

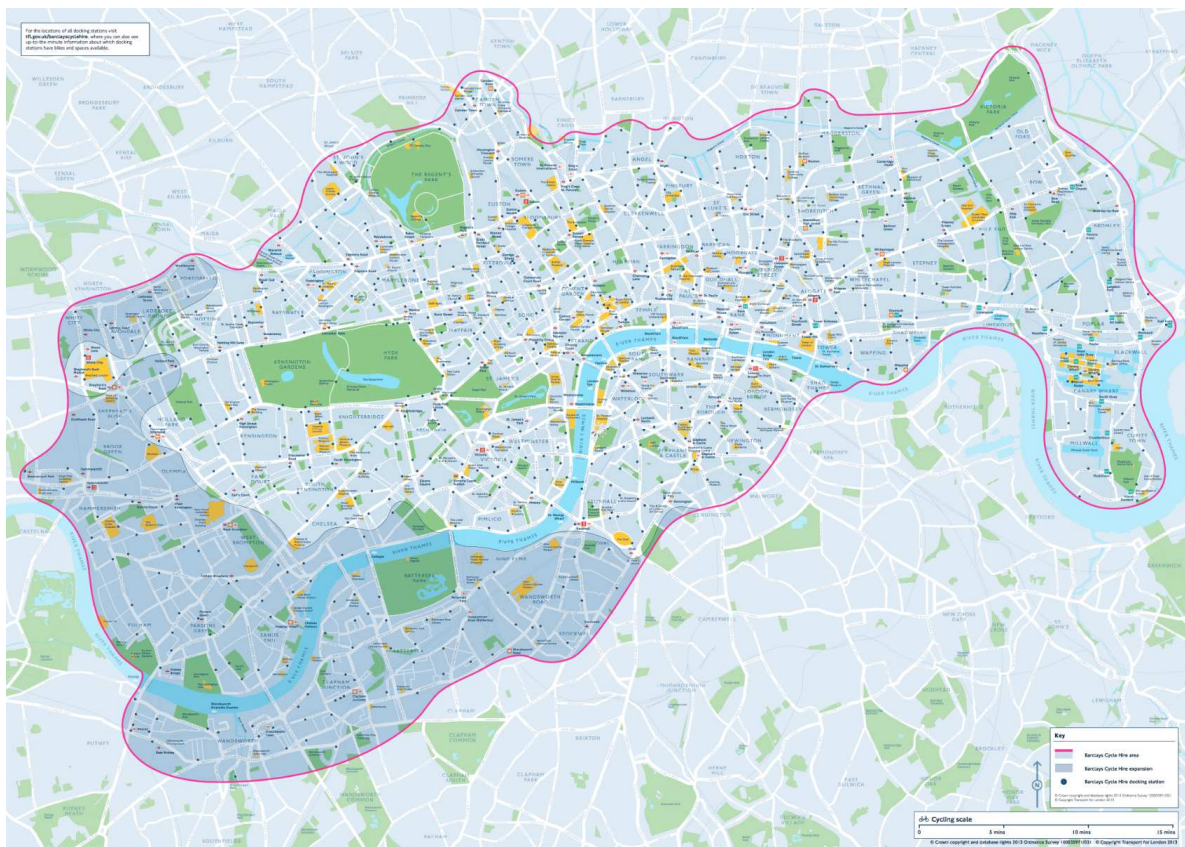


Figure 3: London BSS map

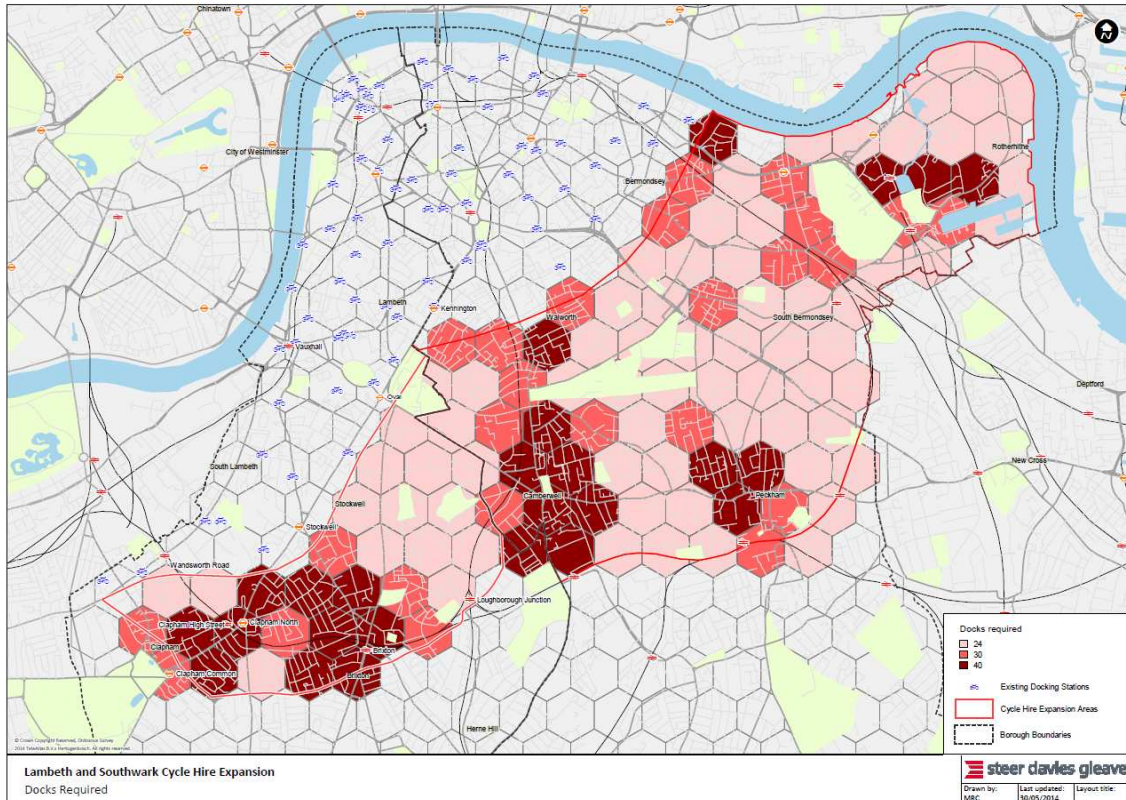


Figure 4: Southwark and Lambeth BSS map (future expansion area highlighted in pink)

3.3.2 Campaign objective

The objectives of the campaign are:

- 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

3.3.3 Target groups

London is targeting the following groups:

- Target group 1: Employees – existing members. Aged 25 - 40 years. Vauxhall (Lambeth) and Better Bankside (Southwark). Weekdays.
- Target group 2: Employees – new users. Aged 25 - 40 years. Vauxhall (Lambeth) and Better Bankside (Southwark). Weekdays.
- Target group 3: Students – existing members. Aged 18 – 25 years. Colleges (Lambeth) and London South Bank University (Southwark). Weekdays.

- Target group 4: Students – new users. Aged 18 – 25 years. Colleges (Lambeth) and London South Bank University (Southwark). Weekdays.
- Target group 5: Residents – new users. Aged 18 – 25 years. Male. Vauxhall (Lambeth) and Southwark sites.
- Target group 6: Residents – new users. Aged 25 – 40 years. Female. Vauxhall (Lambeth) and Southwark sites.

3.3.4 Internal and external networks

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

- City Council departments
- BSS operator
- London Southbank University (Southwark) and colleges (Lambeth)
- Local London Cycling Campaign
- Local Living Streets
- Local Business Improvement Districts
- Housing Associations and resident groups

3.3.5 Campaign Delivery Plan

Lambeth and Southwark have both run numerous campaigns to promote cycling in their boroughs, but have not promoted cycle hire since the launch of the scheme.

3.3.5.1 Key messages

The following key messages will be used in the TfL campaign:

- **Advertising**
- Quicker to hire with our new Cycle Hire app. Download now at the App Store and Google Play
- It's easy. You only need your bank card to get started
- What it costs. Hire a bike for just £2. As many 30 minutes journeys a day as you like for free
- Santander Cycles – your best bet for travel on 25 December
- **Below the line**
- Try one of our recommended bike rides, available online and in the leaflet
- Try Cycle Hire at an event (Pop-up docking station)
- Try one of our led rides
- Try a bike at RideLondon FreeCycle

- Quicker access to Cycle Hire. Become a member and get you own key to use at docking stations.
- Pay as you pedal membership (automatically charges £2 for 24-hour access on your first ride of the day)
- Annual membership for £90
- Register at tfl.gov.uk
- Get an extra 15 minutes free if you can't find a space
- See up-to-the-minute availability of bikes and spaces on our website and mobile app

3.3.5.2 Campaign activities

As a part of the campaign, London will be delivering the following activities throughout 2015:

- 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 from @SantanderCycles @TfL @SouthwarkCouncil @LambethCouncil; Sponsored search
- Updated scheme leaflet – c.400k distributed at Tube and LO stations, VICs, hotels, shops, tourist attraction
- **Membership offers**
- DM piece, to encourage greater loyalty and use amongst members
- *Introduce a friend* free 24-hour bike access voucher (can also be used by the Contact Centre)
- TfL leisure routes (include Southwark and Lambeth routes)
- TfL's new app
- Tips
- 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)
- New "Pop-up dock", a fully mobile docking station with a terminal, docking points and plenty of spare bikes

In order to complement the existing campaign work 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. Key activities to be delivered by the two demonstration sites include:

- Temporary lighting installation to raise the profile of the docking stations in residential areas
- Events on estates in Southwark and Lambeth
- Door drops
- Face-to-face promotion targeting University students – working with TfL on making it more fun
- Face to face promotion at existing LBL, LBS and community events
- Invite students/residents to use a GoPro camera and film a day in the life of a Santander Cycle Hire Bike, e.g. BMX stunts and upload onto YouTube/Vimeo
- Targeted work with businesses, offering trial of cycle hire membership complemented with free, personalised training
- Update local (Lambeth and Southwark) websites
- Winter Warmer discount (Feb 2016)

Table 5: London 2015/16 Campaign Delivery Plan

Please see Section 5 for a more detailed plan.

| Task | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
|-----------------------------|-----|-----|-----|-----|-----|-------------|------|-----|-----|-----|-----|-----|-----|
| Mobile App | | | | | | | | | | | | | |
| Student free trial | | | | | | | | | | | | | |
| Free trial weekend | | | | | | 22/23 (LAM) | | | | | | | |
| Free members key – save £3 | | | | | | | | | | | | | |
| National Cycle to Work Day | | | | | | | | | | | | | |
| Festive free trial (TBA) | | | | | | | | | | | | | |
| Winter warmer | | | | | | | | | | | | | |
| Events | | | | | | | | | | | | | |
| Annual membership incentive | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Introduce a friend (with new membership key packs) | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |

3.3.6 Operational Delivery Plan

Transport for London (TfL) owns and manages the London BSS. Serco Group is the operator of the scheme.

Key operational measures Lambeth and Southwark are intending to implement include:

- Invite politicians to local/project meetings
- Regular meetings and communications with TfL, local BIDs (Better Bankside, Vauxhall One), London Southbank University, local colleges and housing team
- Discount offer for students and businesses
- Improve existing website content (Lambeth and Southwark)
- Provide cycle training on BSS

Table 6: London Operational Delivery Plan

| Task | Process and month of delivery (<i>Insert month, e.g. Jan – June 2015</i>) | | | | | Responsible officer/ team |
|--------------------------------|---|--|--|--|--|--|
| Political support | Invite politicians to local/project meetings and brief as required (Ongoing) | | | | | Suzy Harrison (Lambeth), Louisa Tan (Southwark) |
| Stakeholder involvement | Regular meetings and communications with TfL, local BIDs (Better Bankside, Vauxhall One), London Southbank University, local colleges and housing team <i>Throughout project, particularly pre and live campaign</i> | | | | | Suzy Harrison (Lambeth), Louisa Tan (Southwark) |

| | | | | | | |
|-------------------------------|--|---|--|--|--|---|
| | <i>period (Jan 2015 – Mar 2016)</i> | | | | | |
| Payment structure | Discount offer for students and businesses (October 2015) | | | | | TfL |
| Technical improvements | Development of Mobile App (TfL) (Completed April 2015) | Improve existing website content – Lambeth and Southwark (July 2015) | Provide cycle training on BSS (October 2015) | Expand BSS to Brixton, Lambeth and Burgess Park, Southwark (late 2016/early 2017) | | TfL Suzy Harrison (Lambeth), Louisa Tan (Southwark) |
| Business case change | Expansion plans being developed | | | | | TfL Lambeth Louisa Tan (Southwark) |

3.4 Padua

3.4.1 Background

- GOOD BIKE PADOVA www.goodbikepadova.it/
- Operated since 11 July 2013

The BSS is owned by the municipality and operated by Bicincittà.

The main issues include:

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

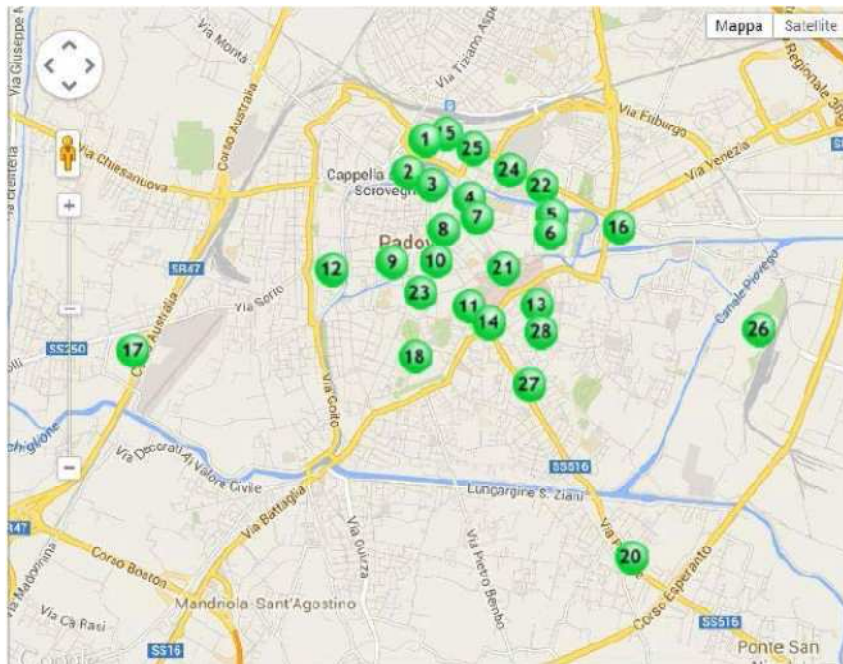


Figure 5: Padua BSS map

3.4.2 Campaign objective

The objectives of the campaign are:

- To increase of number of customers from 2,475 at the beginning of the project to 4,000 at the end of the project

3.4.3 Target groups

Padua is targeting the following groups:

- Target group 1 – Students (new users and members); peak, day time, weekdays; at University
- Target group 2 – Residents (new users and members); peak, day time, weekdays; at train station and city centre
- Target group 3 – Employees (new users and encourage members to renew); peak, day time, weekdays; at train station and city centre

- Target group 4 – Tourists; off peak, day time, weekend; at Tourist Information Office

3.4.4 Internal and external networks

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

3.4.5 Campaign Delivery Plan

3.4.5.1 Key messages

The following key messages will be used in the campaign:

- Be smart
- Be happy
- Be healthy: why drive if you can cycle and get fit?

3.4.5.2 Campaign activities

Padua has run a number of previous campaigns promoting cycle hire.

As a part of the campaign, Padua will be delivering the following activities throughout 2015:

- 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 of 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

Table 7: 2015/16 Padua Campaign Delivery Plan

Please see Section 5 for a more detailed plan.

| Task | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
|----------------------------|-----|-----|------|-----|-----|-----|-------|-----|-----|-----|-----|-----|-----|
| Yes we bike festival | | 12 | | | | | | | | | | | |
| European Cycling Challenge | | | 1-31 | | | | | | | | | | |
| Exposcuola | | | | | | | | 5-7 | | | | | |
| Sustainable Mobility Week | | | | | | | 16-22 | | | | | | |
| Update website | | | | | | | | | | | | | |
| Flyer distribution | | | | | | | | | | | | | |

3.4.6 Operational Delivery Plan

Key operational measures Padua is intending to implement include:

- Invite politicians to local/project meetings
- Discount offer for students extended for an additional 12 months (introduced in January 2014 initially as part of a trial)
- Improve existing website, extend mobile websites
- Place links at stakeholder websites

Table 8: Padua Operational Delivery Plan

| Task | Process and month of delivery (<i>Insert month, e.g. Jan – June 2015</i>) | Responsible officer/ team |
|------|---|---------------------------|
| | | |

| | | | | | | |
|--------------------------------|--|---|--|--|--|---|
| Political support | Invite politicians to local/project meetings (July 2015 – March 2016) | | | | | Project manager Agostini Daniele |
| Stakeholder involvement | | | | | | |
| Payment structure | Discount offer for students extended for additional 12 month trial (Jan 2015) | | | | | Project manager Gianluca Pin, Bicincittà |
| Technical improvements | Bicincittà - Improve existing website, extend mobile websites, facebook page, new App (October 2015 – March 2016) | Municipality Cycling Office - Links to stakeholders' websites | | | | Bicincittà and Municipality Cycling Office (Loretta Marini and Roberto Pegorer) |
| Business case change | | | | | | |

3.5 Szeged

3.5.1 Background

- CityBike Szeged www.citybikeszeged.hu
- BSS operated since October 2013

CityBike Szeged is an independent business with no financial support from the municipality.

The main weaknesses of the BSS are:

- The low number of users
- Resistance to changing mobility behaviour, weather conditions
- Lack of public/private subsidies



Figure 6: Szeged BSS map

3.5.2 Campaign objective

The objectives of the campaign are:

- 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)

3.5.3 Target groups

The campaign targets the following groups:

- Target group 1 – Students (new users and members); peak, day time, weekdays; at University
- Target group 2 – Residents (new users and members); peak, day time, weekdays; at train station and city centre
- Target group 3 – Employees (new users and encourage members to renew); peak, day time, weekdays; at train station and city centre
- Target group 4 – Tourists

3.5.4 Internal and external networks

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

- City Council departments
- University

3.5.5 Campaign Delivery Plan

Szeged has an active campaign targeting university students.

3.5.5.1 Key messages

The following key messages will be 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.

3.5.5.2 Campaign activities

As a part of the campaign, Szeged will be delivering the following activities throughout 2015:

- Leaflets (Feb-March 2015)
- Face-to-face promotion: University open days, parties, enrolment days, libraries, on campus (Feb-March 2015)
- Advertorials and radio (March 2015)
- Panels on the side of the BSS redistribution trucks
- Press release
- Social media (Facebook, Blog, Twitter, Instagram)
- Competitions targeting students
- Cross promotions with critical mass bike rides (mid-Summer) and providing PASS as prize
- Marketing collateral (t-shirts, pens, jewellery)

Table 9: 2015/16 Campaign Delivery Plan

Please see Section 5 for a more detailed plan.

| Task | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
|---|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|
| Leaflets | | | | | | | | | | | | | |
| Face to face promotion | | | | | | | | | | | | | |
| Advertorials and radio | | | | | | | | | | | | | |
| Panels on the side of the BSS redistribution trucks | | | | | | | | | | | | | |

| | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Press release | | | | | | | | | | | | | |
| Social media | | | | | | | | | | | | | |
| Competitions targeting students | | | | | | | | | | | | | |
| Cross promotion with critical mass rides | | | | | | | | | | | | | |
| Marketing collateral | | | | | | | | | | | | | |

3.5.6 Operational Delivery Plan

Two key objectives of Szeged’s Operational Delivery Plan are:

- To develop a profitable operation model
- To expand the BSS with new docking stations and bikes

Table 10: Operational Delivery Plan

| Task | Process and month of delivery (<i>Insert month, e.g. Jan – June 2015</i>) | | | | | | Responsible officer/ team |
|--------------------------------|---|--|--|--|--|--|---|
| Political support | Invite politicians to local/project meetings (October 2014) | Co-operating in urban-developments (2014-2020) | Szeged became a CIVINET (CIVITAS) member | | | | (Tamás Ökrös (politician), László Szabó, Vivien Ács) (Tamás Ökrös (politician), László Szabó, Vivien Ács) Péter Pázmány, László Szabó |
| Stakeholder involvement | Identify opportunities to collaborate with other businesses and organisations | | | | | | |

| | | | | | | |
|-------------------------------|--|---|--|--|--|---|
| | (March 2015) | | | | | |
| Payment structure | Evaluate payment structure <i>Evaluation - November – December 2015</i> <i>Introduction of Pass – April 2015</i> | 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. | | | | László Szabó, Éva Sólya, Vivien Ács |
| Technical improvements | Improve existing website, extend mobile websites and place links at stakeholder websites <i>May 2015. (docking stations : full – empty)</i> | | | | | László Szabó + IT |
| Business case change | Evaluate hourly pricing structure and annual membership (April 2015) | The website copy should be translated in full. | Cooperation with companies (NNG, ELI) should be improved (Ongoing) | | | László Szabó |

4 Summary

4.1 Monitoring

As part of WP4 the effectiveness of each of the campaigns and operational improvements will be monitored. In Velocittà the primary goal of evaluation is to find and understand the concrete evidence produced by applying proven solutions/actions to a number of existing BSS aiming at increasing the use of shared bike offerings. In order to reach the goal, evaluation is scheduled to execute a “before and after” analysis, which is effectively conducted as follows:

- Establishment of a project baseline, which represents to all means and purposes the departing situation (before) and as such the benchmark against which comparing the final one. The baseline is analysed in each Velocittà city through an initial round of data collection, which concerns the same exact impact and process indicators that are going to be collected at project conclusion.
- Continuous verification (monitoring) of the smooth implementation of the activities and intermediate rounds of data collection to monitor trends.
- Determination of a final picture, which represents the concluding situation (after) as a result of the interventions made possible by VeloCittà. Again, the instrument utilised is impact and process data collection, performed according to the methods employed for baseline and monitoring.

Each demonstration site has developed local evaluation plans and performance indicators.

Please see Report D4.1 Project Evaluation Plan for more details about the monitoring of the project and the local evaluation plans.

5 Detailed Marketing Campaign Delivery Plans

5.1 Burgos Marketing Campaign Delivery Plan

| Task | 2014 | 2015 | | | | | | | | | | | 2016 | | | | | | | | | | | 2017 | | | | |
|--|------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|--|
| | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | |
| 1 Engage internal stakeholders - City Council departments - BSS operator - The University - Bicycle City Association - Bicycle University Association - Businesses | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 Write brief for designers | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 Engage designers | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 BSS operations/functionality improvement – please detail | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 Test campaign concept | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 Homepage content (circuits) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 Panels on the side of the BSS redistribution truck (circuits) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 Development hoarding (circuits) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 Congestion hotspots (poster distribution) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 Bus/train posters (poster distribution) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 Phone boxes/bus shelter (poster distribution) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 Media release (TV and press) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 Advertorial/Advert/Features (TV and press) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21 Interviews (TV and press) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 Adverts (Radio) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 Interviews (Radio) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 24 Sponsored search (Digital) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 Facebook (Digital) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 26 Blog (Digital) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Instagram (Digital) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 27 Twitter (Digital) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28 Email (Digital) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29 Leaflet placement in shops, cafés | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 Door drops | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31 Face to face (events, tourist areas) - Exiting events | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 32 Promotion (events) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 33 Special partner promotion/offers (particularly to members) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 34 Limited edition/bespoke bikes (sponsorship opportunities) | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 35 Social network opportunities, e.g. provide free | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | <i>access to bloggers, film/photography students</i> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 36 | Free marketing opportunities, <i>e.g. provide free bikes for cycle races in the city; invite bloggers for a behind the scenes tour</i> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 37 | Celebrate anniversary of BSS | | | | | | | | | | | | | | | | | | | | | | | | | |
| 38 | Promote through short films (riding the BSS) <i>e.g. provide free access to film/photography students</i> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 39 | Competition | | | | | | | | | | | | | | | | | | | | | | | | | |
| 40 | Monitoring | | | | | | | | | | | | | | | | | | | | | | | | | |
| 41 | WP5 dissemination | | | | | | | | | | | | | | | | | | | | | | | | | |

5.2 Kraków Marketing Campaign Delivery Plan

| Task | 2014 | 2015 | | | | | | | | | | | 2016 | | | | | | | | | | | 2017 | | | | | |
|------|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|--|--|
| | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | | |
| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| 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) | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28 | Monitoring | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29 | WP5 dissemination | | | | | | | | | | | | | | | | | | | | | | | | | |

5.3 London (Lambeth and Southwark) Marketing Campaign Delivery Plan

| Task | 2014 | 2015 | | | | | | | | | | | | 2016 | | | | | | | | | | | | 2017 | |
|---|------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|
| | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |
| 1 Engage internal stakeholders - Transport for London (operator) - Cycle training - Communications team | █ | █ | █ | █ | | | █ | | | | | | | | | | | | | | | | | | | | |
| 2 Engage local politicians - Cabinet members | █ | █ | █ | | | | █ | | | | | | | | | | | | | | | | | | | | |
| 3 Meeting in Brussels for politicians | | | | | | | | | | | | | | | | | | | | | | | | | | █ | |
| 4 Election dates | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 Engage external stakeholders - Business Improvement Districts (BIDS): Better Bankside and Vauxhall One - London Southbank University (LSBU) - 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 | | | | █ | █ | | | | | | | | | | | | | | | | | | | | | | |
| 10 Test campaign concept | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 Homepage content (circuits) - Southwark - Lambeth | | | | | | | | | | █ | █ | █ | | | | | | | | | | | | | | | |
| 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) - Southwark campaign | | | | | | | | | | | █ | █ | █ | █ | █ | █ | █ | | | | | | | | | | |
| 18 Twitter (Digital) - Southwark | | | | | | | | | | | █ | █ | █ | █ | █ | █ | | | | | | | | | | | |
| 19 Email (Digital) - Free trial code | | | | | | | | | | | █ | █ | █ | █ | | | | | | | | | | | | | |
| 20 Leaflet placement in shops, cafés | | | | | | | | | | | █ | █ | █ | █ | | | | | | | | | | | | | |
| 21 Door drops - Housing sites (Lambeth and Southwark) | | | | | | | | | | | █ | █ | █ | █ | █ | | | | | | | | | | | | |
| 22 Face to face (events, tourist areas) - Better Bankside (Southwark) - Existing events - Led cycling rides | | | | | | | | | | | █ | █ | █ | █ | █ | █ | | | | | | | | | | | |

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| 23 | Promotion (events) <ul style="list-style-type: none"> - Free trial weekend (Lambeth only – 22/23 August) - 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) | | | | | | | | | 22/23 | 3 | | | | | | | | | | | | | | | | | |
| 39 | Monitoring | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 41 | WP5 dissemination | | | | | | | | | | | | | | | | | | | | | | | | | | | |

5.4 Padua Marketing Campaign Delivery Plan

| Task | 2014 | 2015 | | | | | | | | | | | | 2016 | | | | | | | | | | | | 2017 | | |
|------|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|--|
| | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | |
| 1 | Engage internal stakeholders 3. Municipality departments | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Engage local politicians - Mobility Councillor | | | 5 | | 12 | | 10 | | | | | | | | | | | | | | | | | | | | |
| 3 | Meeting in Brussels for politicians | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Set up project group - External and internal stakeholders - Regular meetings | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Develop campaign concept | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | BSS operations/functionality improvement - 1) Full day test by Bicincittà and Mobility and Traffic Department (insert date) - 2) Direct check and try the re-distribution service + BICINCITTA' contenuti(insert date) - 3) Webpage translation (insert date) (Bicincittà) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Homepage content (circuits) Bicincittà | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Panels near the bike sharing stations (poster distribution) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Bus/train posters (poster distribution) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Phone boxes/bus shelter (poster distribution) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Media release (TV , radio and press) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | Radio advertisement (spots) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Inverviews (Radio, TV) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Leaflet placement in shops, cafés | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | Face to face (events, tourist areas) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 | Promotion (events), including: - Yes, We Bike Festival (12 April) - European Cycling Challenge (1-31 May) - Happy hour end of ECC - 10000 marked bicycle prize | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| | - Expobici (19-20 Sept) - European Sustainable Mobility Week (14-20 Sept) - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | Winter/spring cycling tours and gadgets | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | Video Bike Sharing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | Sweet prizes for cyclists | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21 | 10.000 marked bicycle prize | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 | Padua European Cycling Challenge prizes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | Flyers for University students | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 24 | Monitoring | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 | WP5 dissemination | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

5.5 Szeged Marketing Campaign Delivery Plan

| Task | 2014 | 2015 | | | | | | | | | | | | 2016 | | | | | | | | | | | | 2017 | | |
|---|------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|--|
| | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | |
| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 24 Monitoring | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 WP5 dissemination | | | | | | | | | | | | | | | | | | | | | | | | | | | | |