Measure title: **Marketing of New Bus Route**

City: **Malmo** *Project:* **SMILE** *Measure number:* **8.1**

A Introduction

Measure 8.1 involves the marketing and information activities connected to the start of a new bus route system. The new bus routes were implemented on 12 June 2005. Measures 8.1, 8.2, 12.1, 12.3 and 12.7 are, if considered together, all part of the new bus system and the overall goal of a 10% increase in bus travel by the end of 2006 and with 30% by the end of 2010 will be achieved by all of these measures working together. The goal of the new bus routes in SMILE measure 8.1 is to make the network simple to understand and reduce the amount of time that travellers have to wait for a bus. The overall goal of a 10% increase of bus travel by the end of 2006 includes the effects of the new bus routes.

The new bus routes should be simpler to understand than the previous route system and the amount of time that travellers have to wait for a bus will be reduced. The new routes are designed to lead to faster travel time on buses but the walking distances for some bus patrons to bus stops may prove to be longer. This will suit some customers more than others. All these aspects are results of the new routes.

Skånetrafiken, the Regional Transit Authority and provider of public transportation in Malmö, anticipates that modifications in the bus route network are likely during later years, in part because of changed travel habits as the result of the new bus routes and in part because of changes in the city of Malmö itself eg new residential areas completed, disturbances in infrastructure because of the construction of the City Tunnel (underground rail line connecting Malmö C with the Öresund Bridge) to be completed during 2010.)

A1 Objectives

The overall goal for the implementation of the new route system and other related measures is to increase the number of travels with bus by 10 percent by the end of 2006 and with 30 percent until end of 2010. Measure 8.1 contributes to the overall goals.

The goal for Measure 8.1 is to market the new bus route system. This will lead to an increase in bus journeys. However, it may prove difficult to determine how much of the increase is because of the marketing campaigns or a result of the new routes the buses take or a result of other factors in society, like decreasing unemployment rates and an increasing population in Malmö. Furthermore, measures 8.2, 12.1, 12.3 and 12.7 all have goals of increasing bus patronage.

Main Objective

To carry out marketing and information activities connected to the change to get new customers.

The objectives of the measure are:

- **Objective 1** - Regular customers (those who travel by bus in Malmö more then once a week):
    - 95 percent shall know about the new bus route system

- 90 percent shall know how it affects their travel route
- 60 percent shall know why the change is implemented

- **Objective 2** - Media articles about the traffic diversion shall be predominantly positive or neutral
- **Objective 3** - Everyone with regular customer contact (chauffeurs, Skånetrafiken employees and employees at Malmö municipality) shall know why the change is implemented and shall be able to convey this to customers and other external stake holders
- **Objective 4** - the number of passengers should increase by 10% by the end of 2006 and by 30% by the end of 2010.

A2 Description

During the first year of SMILE but as an activity outside the SMILE framework, Skånetrafiken will change the bus route system to 8 main lines and 6 supporting lines to be able to increase the amount of travellers. It should be easy to travel and the route system should be simple and easy for the travellers to follow.

This means that the main lines should be as few as possible. The main lines should also be quick and the ambition is that people should not even have to read the timetable. Every 5-6 minutes a new bus will arrive during peak travel hours. Two of the main bus lines have already been changed in a pilot phase. The result of that change was that the travellers increased by 20% during the first five months.

The focus of this measure was to inform the travellers by campaigns, signs, events, information, etc. It is necessary to inform citizens, travellers, companies and organisations to get attention for this new change. The aim is to develop and adapt the information to focus on different areas of the municipality. In this way, by creating information materials and designing campaign activities based on different areas in Malmö it is easier to show the changes in each area and to identify the impact of each change.

Information will be provided in several ways such as on the buses, by post, events and through public meetings.

B Measure implementation

B1 Innovative aspects

Innovative Aspects:

- **New conceptual approach, regionally** – The new bus route system is developed to be as simple as possible for the traveller to understand and use. The aim is to make it so simple that the number of bus lines per capita will be the lowest in Europe

B2 Situation before CIVITAS

The former system consisted of 20 lines many of which had branches in the outer areas of the city of Malmö. Depending on when surveys have been conducted and by whom, patronage on city buses ranged between 10-15%. The modal split in Malmö for travel to work and school before the measure was implemented can be seen in "Appendix 8.1 Modal split Malmö 1990-2005". In "Appendix 8.1 Old bus routes", there is a map of the route system before the transformation.

B3 Actual implementation of the measure

Planning and Preparation

Representatives from Skånetrafiken (Marketing, Information, Traffic and Customer Service), bus operators and representatives from the municipality of Malmö worked together to implement this measure.

A communication plan was drawn up focusing on both internal and external communication. The internal communication can be divided into two parts. One being the communication aimed at bus drivers and the other part being meeting with different interest organisations. External communication was mostly focusing towards the public – both regular commuters and non commuters.

An ambassador group was formed consisting of representatives from Skånetrafiken, municipality of Malmö and bus operators. The ambassador group was trained and then sent to different forums, events and meetings to address concerns and to inform about the changes in the bus routes.

Skånetrafiken chose three key words for the campaign and information materials: Greener, Easier and more Often. Greener implied that with more people on buses there would be fewer cars hence less pollution. Furthermore, buses in Malmö run on methane which is a cleaner and greener fuel than diesel. Easier meant that the new bus route system would be easier to remember with fewer bus lines. Often referred to the higher frequency of buses, during rush hour buses on the 8 main routes depart every 5-6 minutes. In "Appendix 8.1 Marketing of the new bus system Malmö", there is more information about what the marketing entailed.

Production and dissemination of information

Several materials were produced for **internal purposes** as a supplement to the education that all bus drivers were given. Some of the material that was produced and appreciated was:

- Question and answers folder
- Route by route brochure
- Nearest bus stop folder
- Business card information – a quick way for bus drivers to help passengers.

Skånetrafiken was also proactive towards **the media**:

- Meeting with press during December 2004 (prior to SMILE).
- Follow up with press releases regarding building of new bus stops, sending out brochures, sending out timetables, extended night traffic.

- Media training for the spokespersons – all partners.
- Respond to the letters that are written by the public in the press.

An information brochure was distributed in February 2005 to customer service centres, internally within Skånetrafiken, to workplaces in the City of Malmö, entrepreneurs and the ambassador group. It was also possible for the public to order the brochure through Skånetrafikens website.

On May 25th 2005, about three weeks before the changes in the bus routes were to take place, information materials were sent **to all inhabitants in Malmö.** The brochure was area-specific which means that there were 13 different editions of the material sent to the habitants depending on where in Malmö they live.

Signs were put up in the buses with the slogan "Now it will be hard to miss the bus" followed by the three key words; greener, easier and more often. Adverts in newspapers were used as an alternative communication channel during a three week period.

Launch

Skånetrafiken arranged an event on the main square in Malmö at the same date as the changes took place (12th June 2005):

- An information tent was set up.
- Beverages and fruit were served.
- A large board game (40m^2) with the new bus lines was provided. The public was encouraged to play the game and win prizes.
- A local celebrity was the game host.
- A green lawn was rolled out across the event area as a symbol of the environmental friendly transport option public transport is.
- Skånetrafiken's mascot mingled with the crowd.
- A ball throwing game on wheels was circulating around central Malmö. Where people could play at the same time test their knowledge of the new bus routes.
- All of Skånetrafiken's customer service centres in Malmö where open with extra personnel on site.

During the whole first week when the new bus network was functioning Skånetrafiken had personnel at all five bus terminals/main bus transfer points in Malmö from 7am to 7pm to inform and help passengers.

Follow-up

In October – November a follow up was done on each line with direct marketing. Another direct marketing campaign were conducted during spring (March) 2006. The message in the campaigns is to inform about how to travel by bus in Malmö with focus on each household.

B4 Deviations from the original plan

The deviations from the original plan comprised:

- **Budget underspent** – The total cost in the end fell below what we in the planning phase estimated and this enabled:
- **Opportunity for extended marketing campaigns** that led to:
- **Extension of the time** for the measure

The estimated budget was not met because some of the following activities that were suggested in the idea phase of the project were never carried out:

- Offering free bus rides in association with promotional activity was considered too expensive and campaigns with free rides were not desirable according to management.
- Large signs that were supposed to be deployed by the freeway junctions on the outskirts of Malmö were considered too expensive. Moreover, signs of this type require building permits, which were difficult to obtain due to time constraints (complexity of the process).
- Colour theme on streets, buses and bus stops for all 14 lines: the use of colours for destination signs would be too expensive. The marketing department of buses did not want to "lock in" the use of certain colours for different buses. It would clash with the idea of having different colours for city buses (green) and for regional buses (yellow).

  After the large bus route system change in Malmö, Skånetrafikens ambassador group went out to areas in Malmö where members of the public felt that they had been mistreated or disadvantaged by the change - hence getting a worse public transport link towards central Malmö. This information feedback from the public led to some minor changes in the bus route system after the initial change during June 2005. There was therefore a new need to inform about these changes. Since money in the budget was unspent and the minor changes had to be communicated, Skånetrafiken in consultation with City of Malmö recognised that there was a genuine need for more marketing and extended the measure time due to the fact that more marketing efforts were needed.

B5 Inter-relationships with other measures

In the original application to CIVITAS II 8.1 is related to other measures as follows:

- **Measures 8.2 (improved security & safety on buses), 12.1 (Use of real time applications for traveller services in Malmo), 12.3 (Mobile internet services in connection to bus information in Malmo) &12.7 (Bus priority system in Malmo)** – These are all part of the new bus route system and the goal of a 10% increase in journeys by the end of 2006 and a 30% increase by the end of 2010 are a result of all these measures working together.

  In actual practice while there are relations between these measures, the measure leaders have not always coordinated their efforts. This has often been the result of delays in the implementation of other measures or changes in their implementation. As a result, 8.1 was carried out and largely completed by the end of 2006 whereas most of the other measures mentioned above were not started until 2007 or became operational during either 2007 or 2008. Therefore for the goal of increased patronage by 2010 (outside the SMILE framework) it will be difficult to establish which part of the increase that is a result of which measure since for the traveller, all the measures together forms the new travel opportunity.

C Evaluation – methodology and results

C1 Measurement methodology

C1.1 Impacts and Indicators

Table of Indicators.

Nr.	INDICATOR Name	Possible DESCRIPTION	DATA /UNITS
13	Awareness level	Degree to which the general publics and other stakeholders are aware of the new bus routes.	Survey (400-600 participants)
14	Acceptance level	Degree to which the general publics and other stakeholders accept the new bus routes.	Survey (400-600 participants)
	Number of passengers	The number of passengers on buses based on on-going ticket registration.	Persons, for different routes over time

Detailed description of the indicator methodologies:

- **Indicator 13** (*Awareness level*) – Questions about awareness of the route change in a survey done by Ipsos/Eureka. The survey was conducted by phone and the participants were the general public, not only public transport users. The number of participants varied between 400 and 600. This corresponds to **objective 1**
- **Indicator 14** (*Acceptance level*) – Questions about how the bus route change affects each individual were asked in the survey as well. The answers will show the acceptance level and corresponds to **objective 1**.
- **Indicator** (*Number of passengers)* – all measures concerning public transport have as a common goal an increase in travel. The number of passengers is one indicator that measures this. To see a change in number of passengers as a result of this specific measure (marketing of the new bus routes) and to be able to distinguish this from the new bus routes as is, is not possible. Therefore this indicator will be calculated once to assess the impact of all measures about public transport,(8.1, 8.2, 12.1 12.3 and 12.7) but not for this measure specific. The base for this indicator is on-going ticket counts done by Skånetrafiken. This indicator corresponds to **objective 4**.

Objective 2 and 3 are not evaluated as parts of SMILE even though they are of interest for Skånetrafiken. Skånetrafiken has evaluated these indicators themselves.

C1.2 Establishing a baseline

The modal split before SMILE and this measure could be relevant information for a baseline even though no indicators are based on this information. During autumn 2003, a survey was made where 10 000 residents between 18-75 years of age were asked to fill in a travel diary. 5181 travel diaries returned .The modal split in Malmö 2003 based on these travel diaries are shown in figure C1.2.1. The survey was conducted during October and November 2003. When compared to the fluctuations in figure C1.3.1 it is more or less during the winter peak.

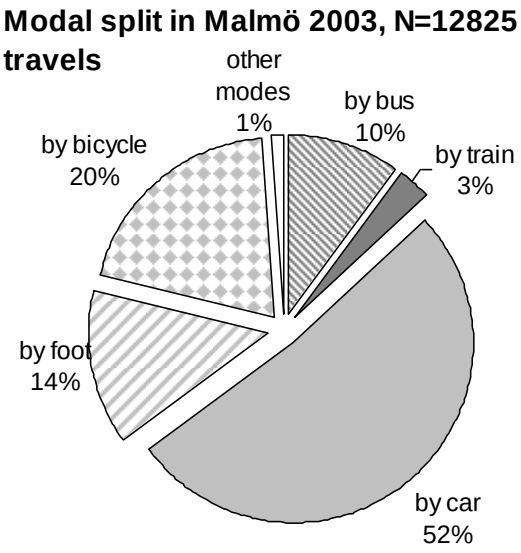

Figure C1.2.1
Results from the travel diary made in October and November 2003 with a sample of 5081 travel diaries.

The respondents are between 18 and 75 years of age and living in the city of Malmö. They have stated the main travel mode for each trip they have made during one day.

The baseline for the number of passengers for this measure would be the situation before the new bus system was implemented. Since the overall goal for all the measures mentioned under B5 is a travel increase, the baseline will focus on number of passengers. Table C1.2.2 show the number of passengers on Malmö buses during an eight month period before the bus route change.

Time period	Number of passengers
July-04 to Feb-05	16 649 210

Table C1.2.2: *The base line. The figure shows the number of passengers on Malmö Bus Routes during eight months before the change of route system. (Ellberg, 2006)*

The base line states that around 16.6 million passengers travelled with the bus routes of Malmö during an eight month period, starting a year before the new bus routes were implemented. The reason for this choice of period is to match an after period of the same length. This material (Ellberg, 2006) was put together during spring 2006 and the statistics available at the time were number of passenger until February 2006.

Awareness and acceptance of the new bus route system before it was established and could be experienced by passengers and potential passengers is not a relevant factor for a baseline.

C1.3 Building the business-as-usual scenario

As discussed in section B5 and C1, the overall goal for all public transport measures, including this one, is to increase the number of passengers by 10% by the end of 2006 and by 30 percent by the end of 2010. This goal was formulated in the beginning of SMILE when most of the measures related to 8.1 were planned to be implemented before the end of 2006. In practice, only measure 8.1 was in fact implemented during 2006. Therefore the goal of 10% increase in passengers is no longer valid at the end of 2006.

To establish a "business as usual" scenario for this measure (marketing activities) is difficult. If the baseline is the situation before the new bus routes, the "business as usual" scenario should be the situation when the old bus system was still operating. Figure C1.3.1 shows the change over time for number of passengers for the whole system, first the old bus system and after June 2005, the new one.

As shown in figure C1.3.1 the number of passengers on a monthly basis varies greatly over a year. Each year has a "summer dip" that is due to holiday periods, especially for the schools, and weather conditions. During spring and summer quite a lot of the passengers with public transport choose to go by bicycle instead. The timetables change during the summer as well, with lower frequencies for the buses on all lines.

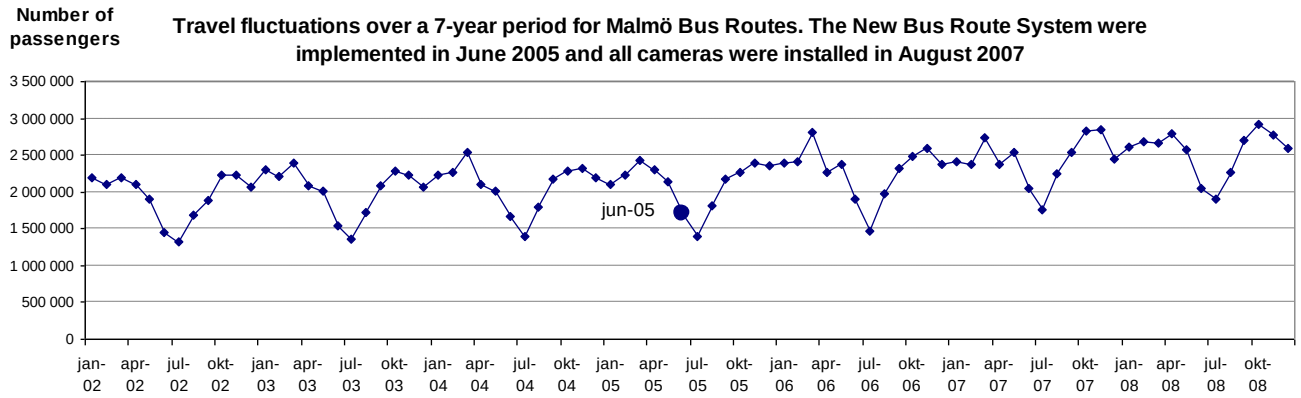

Figure C1.3.1. *Number of passengers on Malmö Bus Routes on a monthly basis. The monthly fluctuations show a strong pattern. The new bus route system were implemented in June 2005. (Ellberg, 2006)*

Figure C1.3.2 shows the change in number of passengers based on the same information as figure C1.3.1 but presented as percentages compared with 2005. Year 2005 is the base year since it is the start period for SMILE. The route change (not a part of SMILE) took place in June 2005. Measure 8.1 was running for around 6 month after the change. All cameras (8.2) on the buses were installed in August 2007. During 2007 measure 12.1 as well as 12.3 were fully installed/implemented. Figure C1.3.2 shows the development of number of passengers for this period. A trend line based on the yearly totals before SMILE and before the change of route system represents "business as usual".

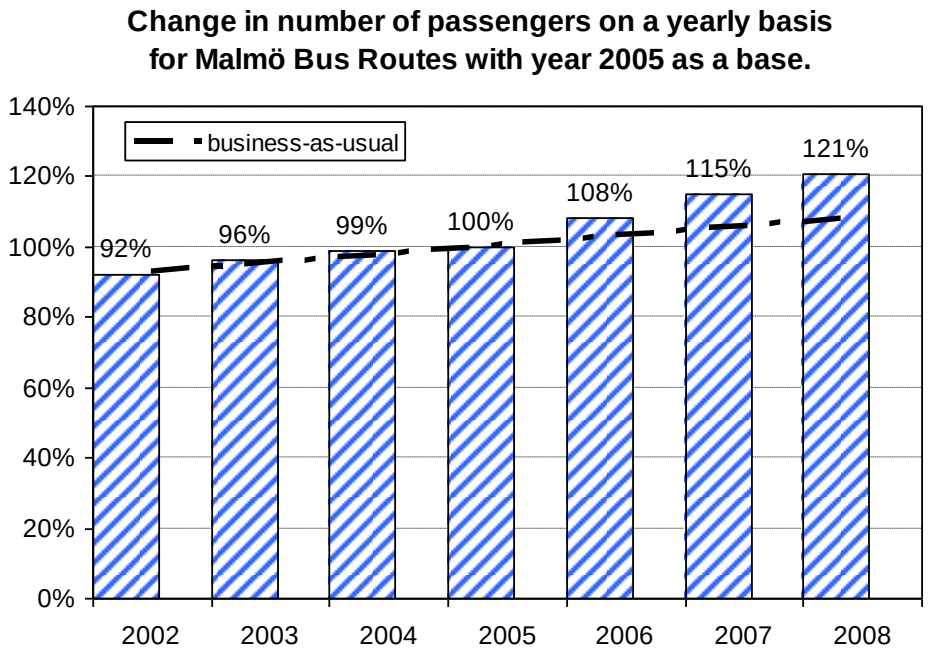

Figure C1.3.2
Number of passengers on Malmö Bus Routes on a yearly basis shown in relation to year 2005, the base year for SMILE.
The trend line "business as usual" is based on the situation before SMILE.
The new bus route system were implemented in June 2005. (Skånetrafiken)

You could clearly see an increase in travel after 2005 that is greater than for the period before 2005. This increase is a result of the new bus routes as well as all SMILE-measures and a part of this is a result of just this individual measure.

To build up a "business as usual" scenario to measure the effect of the marketing activities, ***by themselves***, is not possible. We believe that you have to see the increase in passengers as an effect of both the new routes and the market activities together.

C2 Measure results

The results are presented under sub headings corresponding to the areas used for indicators – economy, energy, environment, society and transport.

C2.1 Economy

No indicator under the indicator category Economy is associated with this measure.

C2.2 Energy

No indicator under the indicator category Energy is associated with this measure. The modal shift described under C2.3 from car to other modes leads to less energy consumption, but the modal shift is not mainly a result of this measure.

C 2.3 Environment

No indicator under the indicator category Environment is associated with this measure.

During autumn 2008, a survey was made of the same design and magnitude as the one in 2003. The modal split in Malmö 2008 based on travel diaries are shown in figure C2.3.1. The survey was conducted during October and November 2008.

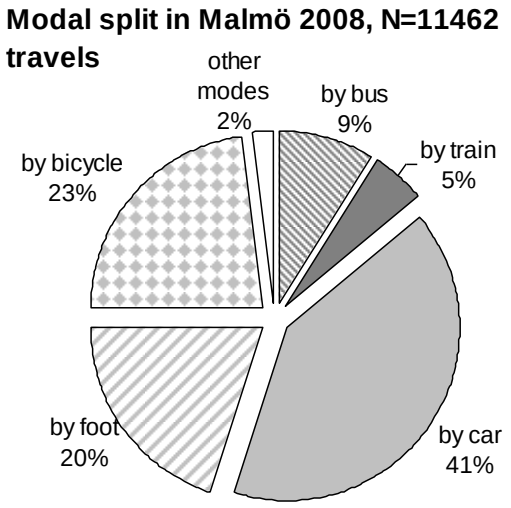

Figure C2.3.1
Results from the travel diary made in October and November 2008 with a sample of around 5000 travel diaries.

The respondents are between 18 and 75 years of age and living in the city of Malmö. They have stated the main travel mode for each trip they have made during one day.

The result of the survey 2003 and 2008 shows a change in modal split towards more walking and train travelling and less use of car as travel mode. The percentage that uses bus as the main travel mode has not changed significantly compared to the survey 2003. The small change from 10% 2003 to 9% 2008 is not statistically significant. The shift from car to other modes with less environmental impact will have implications for the environment but not mainly as a result of this measure.

Still, there has been an increase in passengers on board the buses in Malmö with around 25% (figureC1.3.2). The reason why this does not affect the modal shift is not clear. The increase in passengers is not big enough to increase the percentage that uses the bus among the population in Malmö. It could be a result of that

a) The population of Malmö has increased with 6% during this period, and the number of journeys in total are greater.

b) The number of travellers (or boardings) has increased as a result of more regional commuting, passengers arrive to Malmö with regional buses or train and changes to the city buses and these travellers are not represented in the survey since they do not live in Malmö.

c) Public transport users often use cycling and walking as other travel modes when the weather allows, for shorter journeys. During the summer season, the number of passengers are always lower (figure C1.3.1) than during the winter season as a result of that. Both surveys were conducted during October and November but the weather conditions could be rather different autumn 2003 compared 2008. The autumn 2008 were mild with not so much rain and this could postpone the shift from walking and cycling to bus some weeks. This will affect the local journeys more than the longer journeys made by commuters and therefore have a greater impact on the local (city of Malmö) survey than the statistics showing number of passengers.

C2.4 Transport

In a master thesis (Ellberg, 2006) a time series analysis was conducted in order to establish how different factors affected the monthly fluctuations of passengers and how much were a result from the new bus routes. The different elasticity factors used were obtained from other time series analysis made in Sundsvall and Stockholm.

The time series analysis showed an underlying growth in passengers due to other factors than the differences in bus systems. The "after" period was a bit short compared to the "before" period. For this measure, no data after February 2006 were collected. Usually the effects of a major change in bus route system comes immediately and then during the two years after the change (Fearnley, 2005). Figure C1.3.1 shows no dramatic instant change, even though it is difficult to see this since the fluctuations during any given year are so strong. .

The result regarding transport is measured by indicator 28, number of passengers. The data collected showing how the number of passengers has changed before and after the new bus routes and the marketing activities are shown in table C2.4.1. There is an increase of 2.9% in number of passengers. This could be a result of the new bus routes, the marketing activities but also of factors present in the world around.

Time period	Number of passengers	Increase
July-04 to Feb-05	16 649 210	
July-05 to Feb-06	17 132 420	2.9%

Table C2.4.1: *Change in passengers for a eight month period before and after the new bus route system were implemented (June-05). (Ellberg, 2006)*

The time series analysis showed an increase in number of passengers during December 2005 and January and February 2006 that is not dependent on external factors (as far as the model could estimate this) and therefore could be a result of the new bus routes and the marketing activities. The increase for December 2005 is 3%, for January 2006 13% and February 7% compared to the same month the year before.

When compared to data from other cities in Skåne, similar increases in passengers occurred during these three months. The winter 2005/2006 was unusually long and cold and this could indicate that the time series did not fully represent the weather conditions. The main part of the travel increase during winter 05/06 was probably a result of the weather conditions but there seems to be an increase in passengers due to the route change and the market activities. (Ellberg, 2006).

C2.5 Society

The indicators chosen to measure the effects on society are indicator 13, Awareness level and indicator 14, Acceptance level. The objective is to see how the bus route change was marketed to the general public and if the general public accepted the change or not. The objectives where set for the group of frequent travellers (those using public transportation in Malmö more than once a week).

Between 400 and 600 telephone interviews were conducted before (May) and after (June, September and October 2005) the implementation of the new bus routes (12 June 2005). Among these, frequent travellers were singled out for particular attention.

A follow up was conducted in April 2006 after a direct marketing campaign in two residential areas was conducted as the last part of measure 8.1. Questions about how this campaign had been noticed were the primary objective, but questions about the route change were included as well.

	May 2005	June 2005	Sept. 2005	Oct. 2005	April 2006
Nr of interviews	600	600	400	400	200
frequent travellers	200	186	199	198	75

Table C2.5.1 *Data about the different telephone interviews conducted for measure 8.1. The telephone interviews conducted during April 2006 contained different questions, mainly about the direct marketing activities in residential areas, compared with the other interviews were the change in the bus routes themselves had greater emphasis.*

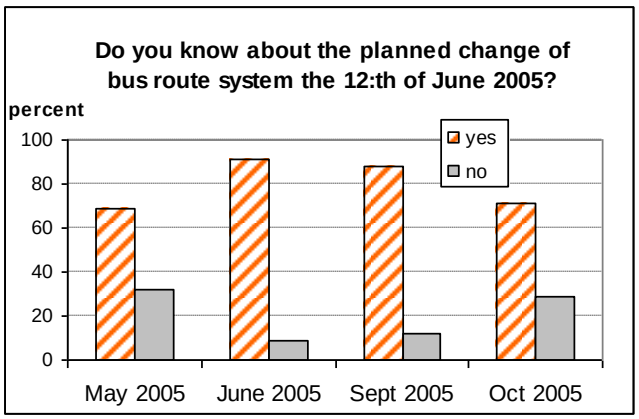

Diagram C2.5.2 *The awareness-level for the frequent travellers in Malmö before and after the marketing activities that took place The marketing activities aimed for the general public started at the end of May, after the first telephone poll. Before that there had been internal activities and activities aimed at the media.*

Diagram C2.5.2 clearly show an increase in the awareness level among the frequent travellers, from nearly 70% before the main activities took place, rising to 91% the same month as the new bus route were implemented. After that the awareness level slowly decreased to about 70% around five month after the actual change. The telephone interview conducted in April 2006 (11 month later) showed that 80% of the frequent travellers knew that the bus routes were changed during the previous summer.

The objective for the awareness level is 95%. Diagram C2.5.2 shows an awareness level of 91%, close to "achieved in full".

When the frequent travellers were asked if they knew how this had affected their travel the percentage that did not know this were surprisingly high, 30% at the lowest five month after the change. As a frequent traveller you ought to know that. The objective for this is that 90% of the frequent travellers should know how the new routes affected their travels. But 70% at best means that this is not achieved.

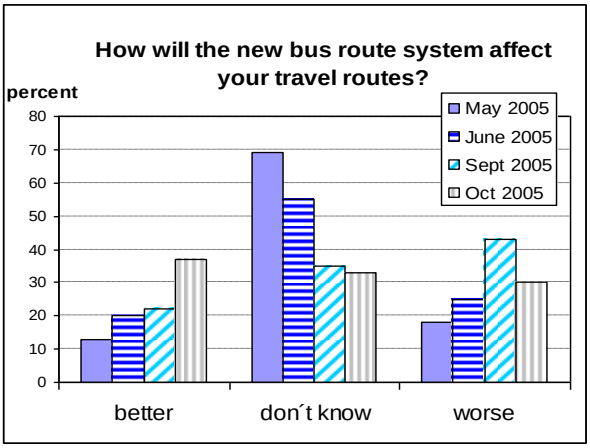

Diagram C2.5.3 *The level of knowledge about how the new bus routes affect the travel routes among the frequent travellers.*
The objective is that 90% of the frequent travellers should know how their travel routes are affected. The highest rate of knowledge is about 70% in October 2005.
The percentage of respondents that state that they do not know how the new bus routes will affect travel routes is surprisingly high, since they are frequent travellers.

Not all travel relations changed beginning on June 12th 2005, even though the bus route system changed on that day. When asked this question, the alternative "the same as before" was not an option to choose and maybe those who did not experience a change gave the answer "I don't know". This could be an explanation for the low percentage in diagram C2.5.3.

Another specified objective for the information campaigns is that 60% of the regular customers shall know why the change of bus route system was implemented. The result of the telephone interviews showed that between 33 and 23% answered "yes" when asked, see diagram C2.5.4. The highest level of knowledge is 33% in June 2005, when the marketing campaigns were intense. After that the level of knowledge declines. This is far from meeting the objective.

But when the same group was asked if they got enough information before the route change, 74% were content in June 2005 and nearly as high percentage in October 2005. (Diagram C2.5.5)

Even though only about 30% knew why Skånetrafiken had changed the route system, over 70% said they got enough information about the change. It could be that the frequent travellers are not so open for information about **why** the network changed, but since they are content with the information they got before the change, maybe the question "why" is not so important for them. Furthermore, if respondents are both satisfied with the information they have received and the changes are accepted as generally positive, travellers may not be so interested in why the bus route system had been changed.

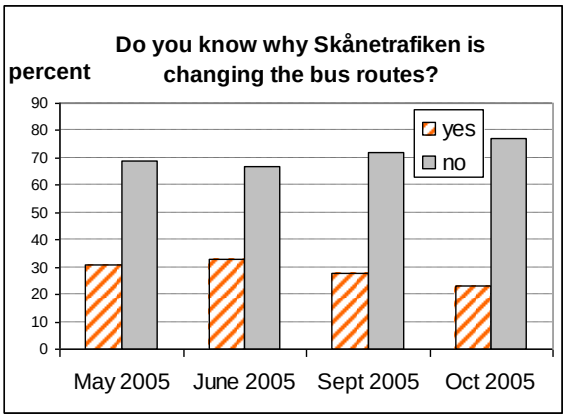

Diagram C2.5.4 *The level of knowledge why the bus routes were changed among the frequent travellers.*

The objective is that 60% of the frequent travellers should know why, or at least answer "yes" on this question. The highest level of knowledge is 33% in June 2005, when the marketing campaigns were intense. After that the level of knowledge declines.

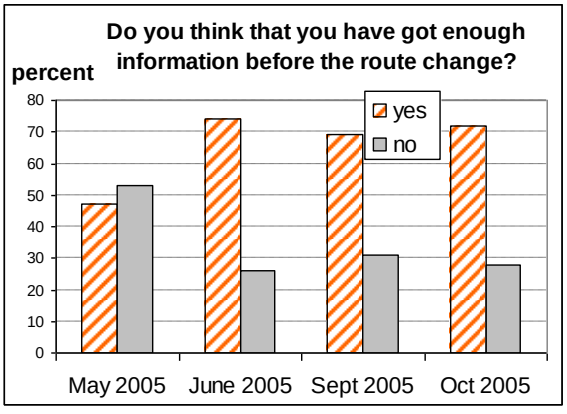

Diagram C2.5.5 *The level of contentment with the information before the route change among the frequent travellers.*

74% of the regular customers had got enough information before the route change in June 2005, when the marketing campaigns were most intense.

In March 2006 Skånetrafiken conducted a direct marketing campaign in two residential areas in Malmö. To see if campaign material was noticed by the residents and if the information had any impact on their travel behaviour by bus, telephone interviews were conducted in these areas. Two other residential areas were included in the study as well, since the scope of the questions was broader than only the marketing campaign. A total of 200 interviews were conducted.

In the two areas where the direct marketing material was distributed by mail, a total of 92 interviews were made by telephone. Among those, 30% (28 persons) said that they had noticed the marketing material. It is worth noting that the material was sent by mail to the household and only the household member that picked up the phone (over 15 years) was interviewed. When asked what the material was about, they answered as showed in diagram C2.5.6. The result shows a good grasp of the content of the marketing material.

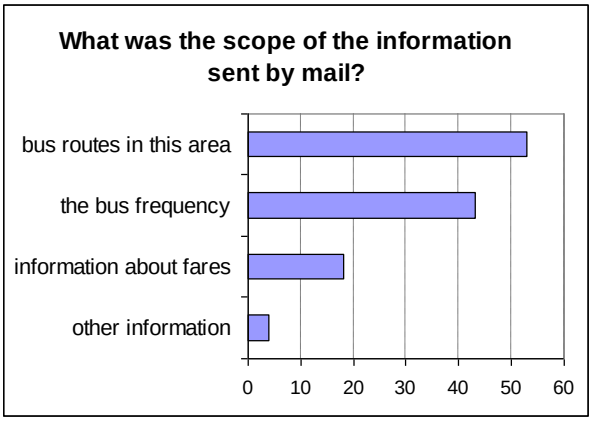

Diagram C2.5.6 *Questions about the contents of the direct marketing campaign in March 2006 addressed to those who said that they had noticed the campaign material (30% of 92 persons)*

Those who said they had noticed the material were asked if the information had affected their travel behaviour with bus. The main part (64%) answered "no", as shown in diagram C2.5.7 but 18% said that they travelled more after reading the information. Of course, this is a small group of people, (5 persons from those 28 that had noticed the information) and it is hard to draw any valid conclusions from this small sample, but still, it indicates that this type of direct marketing campaigns has some positive effect on the travel behaviour.

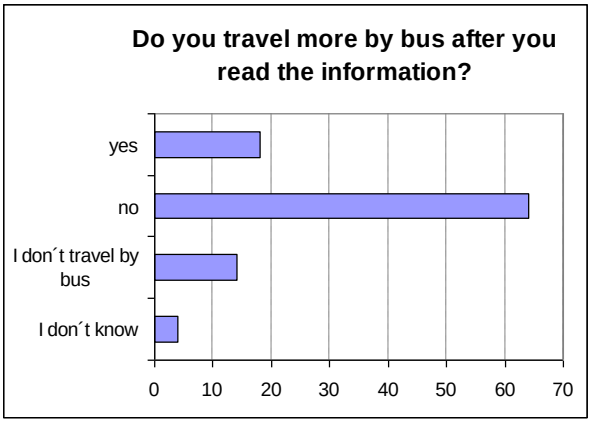

Diagram C2.5.7 *Questions about how the information had affected the travel behaviour addressed to those who said that they had noticed the campaign material (30% of 92 persons)*

A total of 5 persons stated that they travelled more by bus after they had read the information sent by mail.

This shows that marketing campaigns in themselves have an impact on travel behaviour and have a part in the total increase in number of passengers, but since the main part of the marketing activities coincided with the actual change in travel opportunities, it is impossible to know the relative effects of the marketing versus the actual change.

References:
Fearnley, Nils. *Ettersporseleffekter på kort och lang sikt: en litteraturstudie i ettersporseldynamik.,* TOI. TOI-rapport 802/2005

Ellberg, Caroline. *Utvärderingen av linjeomläggningen i Malmö stadsbusslinjenät.* Lund. Lunds Tekniska Högskola, Institutionen för teknik och samhälle, 2006 Thesis151

C3 Achievement of quantifiable targets

No.	Target	Rating
1	For regular customers: - 95 percent shall know about the traffic diversion	★★
2	- 90 percent shall know how it effects their travel route	★
3	- 60 percent shall know why the change is implemented	★
4	For number of passengers: - increase the number of passengers by 10% by the end of 2006	★

NA = Not Assessed 0 = Not achieved ★ = Substantially achieved (> 50%)
★★= Achieved in full ★★★= Exceeded

C4 Up-scaling of results

The marketing of the new bus routes during 2005 (and into 2006) was in part based on the approach of not creating a standard information package for all inhabitants in Malmö but instead based on dividing up the city into more than ten regions and tailoring the information materials and campaigns to each region. The up-scaling potential for marketing of public transportation in Malmö could be to build upon this marketing and information strategy and also using this strategy in the future.

Furthermore, Skånetrafiken could use the same kind of strategy to market public transport in other cities in the county of Skåne.

Another method to scale-up results would be to devote more effort to more frequently market public transport in Malmö, perhaps particularly in the weeks prior to seasonal changes in the schedule.

See also D3/D4 for a further discussion about matters related to up-scaling.

C5 Appraisal of evaluation approach

This is a small measure and the evaluation is difficult to separate from related measures. The final evaluations for all measures about public transport are best done together. The "business as usual" scenario for example is valid for all measures with the common objective 4, to increase the number of passengers, and requires a lot of work to estimate.

C6 Summary of evaluation results

The key results are as follows:

- **Key result 1** – Marketing campaigns in themselves had an impact on travel behaviour but since the main part of the marketing activities coincided with the actual change in travel opportunities, it is impossible to know the relative effects on number of passengers of the marketing versus the actual "physical" change of the bus route system.
- **Key result 2** – The objective for the awareness and acceptance level of the bus route change among the frequent travellers were only partly met by the marketing activities in this measure. On the other hand, the goals were ambitious.

D Lessons learned

D1 Barriers and drivers

D1.1 Barriers

- **Barrier 1** – The reduction in number of bus routes and increased walking distances might create problems of accessibility, especially amongst population living on the outskirts of Malmo
- **Barrier 2** – It is difficult to determine the exact increase of bus passengers as a result of this measure's marketing campaigns and therefore this measure's success as there are other influences and measures with the same objectives which contribute to the increase in the number of bus passengers in Malmo

D1.2 Drivers

- **Driver 1** – The measure has enjoyed the support from decision makers and politicians as well as project managers and traffic planners of Skånetrafiken together with the city of Malmö
- **Driver 2** – Apparently the old bus system and the growing city of Malmo necessitated the need for the new bus routes
- **Driver 3** – A communication plan was developed for both internal and external communication and stakeholders which had a wide effect on raising awareness and acceptance
- **Driver 4** – An ambassador group consisting of representatives from Skånetrafiken, municipality of Malmö and bus operators was trained and sent to different forums, events and meetings to address concerns and to inform about the changes in the bus routes
- **Driver 5** – Skånetrafiken arranged an event on the main square in Malmö at the same date as the changes took place, promoting the new bus routes and offering extensive information about new services
- **Driver 6** – There has been an increase in bus usage which could be a result of the new bus routes and marketing activities

D2 Participation of stakeholders

- Skånetrafiken (regional transport authority) is a measure leader, responsible for the traffic in the region of Scania. Skånetrafiken led the measure with involvement of several partners
- Municipality of Malmö, a principal participant, is a public relation consultancy firm. They were active within this process by producing material and ideas. It is a firm that works close to Skånetrafiken and City of Malmö in other measures as well
- ID Kommunikation, an occasional participant, is a marketing consultancy firm producing material such as DR-marketing campaigns and information
- Regional public transport committee which decides the budget of Skånetrafiken

- public transport users in Malmo as well as commuters from others cities in Skåne who commute to and from Malmö.
- Veolia Transport, bus operator
- Arriva, bus operator

D3 Recommendations

- **Recommendation 1** – marketing and information strategy can be further developed to form part of wider local and regional transport strategy and policy to encourage uptake of similar measures in other cities and towns
- **Recommendation 2** – it might be worth repeating the after surveys with a bigger sample size to obtain a more representative and robust data to determine the success of this measure
- **Recommendation 3** – it is worth building on this experience when considering similar projects to achieve a wider uptake of this measure
- **Recommendation 4** – to gauge the success of a measure its objectives need to be tangible, achievable and measurable. It is recommended that the objectives are properly researched prior the start of the project to meet the project requirements and enable the evaluation process to correctly measure their achievements and overall success of the project, especially where there are many measures with similar objectives trying to achieve similar benefits
- **Recommendation 5** – according to Fearnley, 2005, usually the effects of a major change in bus route system comes immediately and then during the two years after the change. It might have been worth repeating the surveys to establish the validity of this theory and with it the success of the measure
- **Recommendation 6** – it is recommended to promote the new bus routes together with other modes of public transport at all interchanges to achieve modal shift and wider usage of public transport

D4 Future activities relating to the measure

The experience that Skånetrafiken gained through this measure is highly valuable. Today we use the marketing experience of the bus route system as an example process of conducting communication with regards to large changes. The methodology that was used in form of mixed working group and ambassador group is seen as a successful model of working.
Next year Skånetrafiken will implement a smart cards ticket system across the region of Skåne and experiences and working methodologies that we have gained through the measure will be used in other projects.