

Measure title: **Awareness raising campaign for changing mobility behavior in Toulouse.**

City: **TOULOUSE**

Project: **MOBILIS**

Measure number: **11.1**

A Introduction

Potential public transport users have sometimes specific mobility needs which are not fully identified by public authorities, but easily, at least partly, could be fulfilled by existing public transport services.

The different public transport actors have developed an individualized marketing process, through the deployment of a user panel, and launch a number of awareness campaigns to promote the use of public transport as a sustainable mobility option. By giving a public transport an attractive image, Tisséo wants to change the citizens' mobility behavior.

A1 Objectives

The measure objective is to develop an individualized marketing approach to promote use of the PT and multimodal behavior.

Within the renewing of the ticketing system and the development of new heavy PT infrastructures (metro, HQBC, ...), this demonstration aimed to modify the final users behaviors by convincing them of the interest of travelling with PT or promoting benefits of attractive complementary services offered.

This task has been called "individualized marketing" in the following, and was concerning a demonstration on a panel of users that has been defined (around 1.000 persons using or not PT).

A2 Description

With the creation in 2002, of the urban transport brand "TISSEO" a corporate identity for public transport has been created. The same brand name permit to cover the main 3 PT stakeholders (PT authority: SMTC – PT operators linked by a contract to SMTC – PT infrastructures master of works: SMAT linked by a mandate to SMTC).

The 1st concrete issue of this was figured by the modification of the design of the first CNG buses arrived in the middle of 2002 and by the modification of work signs of the subway. In the same time a communication plan was established and a monthly newsletter has been edited.

Now the Tisséo brand is known from the final users as the PT and mobility manager brand. Indeed the creation of a rental bicycles service has permitted to extend the associated service provided by "Tisséo" and it is considered that this kind of new services' integration aims to contribute to the modification of the image of PT towards the users.

The next step was on the 1st hand to develop information services using the Tisséo brand and on the 2nd hand to continue the effort undertaken to give a modern, dynamic, clean and attractive image to the PT.

Regarding the required competence in marketing area, it was decided to work with a specialized consultant (the same that has realized the marketing study within the measure 7.1.T)

The aim was to create a panel of around 1,000 persons, to analyze their needs in terms of transport in the agglomeration and to propose them through an individualized approach and sustainable solutions for their mobility.

More precisely the work relied on:

- the definition of the strategic axis and of the detailed action plan in September-October 2007;
- the establishment of the users panel (1.000 persons) in October-November 2007 (in the same time of the enquiries that has been done within the measure 7.1.T);
- 3 'global' communication campaign that realized on a dedicated topic, linked to the PT and the new contactless card promotions, during 3 distinct periods in 2008 (winter – spring – summer);
- 3 meetings of the panel on a dedicated topic (in relation with the themes identified in the strategic axis definition and with each of the 'global' communication campaigns) during 3 distinct periods in 2008 (winter – spring – summer);
- the synthesis of the individualized marketing demonstration with the production of a specific evaluation report for October 2008.

Training activities dealt with the individual marketing and aimed to provide Tisséo with an expertise about such an exercise. They permitted to technicians and marketing agents to prepare the specific individualized marketing exercises and follow the panel in the future while proposing appropriate personalized solution to the final users. The training was scheduled to be realized just before the realization of the 1st users' panel meeting (beginning of 2008).

The expected results and targets were:

- To get new PT users and, therefore, to decrease the number of trips using private cars;
- To increase the overall knowledge about the PT offer and network at the level of the population;
- To give a modern, clean and attractive image to the PT.

B Measure implementation

B1 Innovative aspects

Innovative Aspects:

- New conceptual approach
- Targeting specific user groups
- New economic instrument
- New policy instrument
- New organizational arrangements or relationships

The innovative aspects of the measure are:

- **Innovative aspect 1: association of two complementary communication modes**
The main innovation is that the measure associates two complementary modes to address the final users: the 1st one is personalized, based upon a panel for which individual solutions will be proposed; the 2nd one is a general campaign addressing the whole population.
- **Innovative aspect 2: behavior changes analysis**
Individual marketing is supposed to provide outputs about the feasibility of behavior changes for a representative sample: What are the obstacles? What are the improvements needed? What is the probability that the changes be durable? Etc....
- **Innovative aspect 3: creation and animation of a specific panel**
The panel used for the individual marketing was available for further enquiries.

B2 Situation before CIVITAS

As mentioned above, the creation of the “Toulouse transport brand” Tisséo, in 2002, created an upheaval in the general public communication mode: mixing the institutional communication and the commercial communication.

An enquiry carried out in 2003 showed the positive aspect obtained by creation of this brand which has besides, since then, clearly entered the life of the Toulouse inhabitants.

As an addition, the arrival of the PASTEL card has strengthened the ‘modern’ image of the Toulouse transports network with, however, a recurrent reproach from the general public: the lack of listening to the public, the lack of individualization of the proposed services.

It is with the purpose of correcting this aspect that the “Individualized Marketing” measure has been launched.

B3 Actual implementation of the measure

The “Individualized Marketing” measure terminated at the end of 2008 with the handing over of the analysis report of the 3 consultation campaigns of the user panel. It was then proposed to maintain this panel to continue to monitor the Tisséo network, evaluate the proposed novelties and the effects it could have on the operation of the network.

B4 Deviations from the original plan

The deviations from the original plan comprised:

- **Planning:** The main deviation concerns the planning and the decision to develop this individualized marketing approach after the opening of the 2nd metro line and the installation of the new ticketing system. Indeed, the reshaping of the PT network scheduled/realized in June/July 2007 highlighted the fact that the potential of success of this measure will be much higher with the newly presented measures modifications.
- **Target:** the individualized marketing emphasis is clearly linked to the promotion of PT use in order to develop the loyalty of the occasional PT users and to attract new users, within the development of the new ticketing system and the new PASTEL smartcards (measure 7.1.T).
- **Size:** The size of the panel has also been concretely extended from 200 to 1.000 users.

B5 Inter-relationships with other measures

The measure is related to other measures as follows:

No.	Measure title	Relation
7.1.T	Innovative multimodal PT contracts, services and electronic ticketing in Toulouse	One of the main aims of the individualized marketing task would be to promote the innovative contracts that would be developed within the renewing of the ticketing system.
9.1.T & 9.2.T & 11.2.T	Promotion of car-pooling and integration with PT services in Toulouse Implementation of a new car-sharing service linked to PT services in Toulouse Promotion of bicycle use and integration with PT services in Toulouse.	The development of innovative mobility solutions or facilities integrated to the PT services would be promoted through the individualized marketing approach
11.3.T	Set-up of a mobility agency and customized services in Toulouse.	The Mobility Agency concept and the individualized marketing approach are extremely linked.
11.5.D	Sustainable city-traffic development plan for Debrecen.	These measures are linked with the awareness campaign that would be done in Toulouse. Share of experience & Best Practices would be done within the MOBILIS project.
11.7.L	Participatory planning and promotion of sustainable mobility in Ljubljana with emphasis on safe and increased bicycle use	
11.10.O	Personal transport choice marketing in Odense.	The individualized marketing measure is directly linked with this measure.

C Evaluation – methodology and results

C1 Measurement methodology

First of all, it is important to specify that this measure is directly linked to measure 7.1.T (Innovative multimodal PT contracts, services and electronic ticketing in Toulouse) and particularly to the general marketing study performed in the framework of this measure.

Indeed, at the end of this general study, a segmentation of the clientele by class of age crossed with the level of frequency of use of the network has been drawn up. Each segment has been quantified and qualified. Commercial objectives have been defined for each of them in terms of winning over, gaining loyalty and increase of the average earnings. Pricing objectives and recommendations in communication strategy and relational marketing have also been proposed for each of these targets. Starting from these objectives, the “Individualized Marketing” measure has been carried out.

The work program of this measure thus consisted of 4 stages:

- An audit of the current loyalty gaining policy and of the organization and means which Tisséo has, to develop a loyalty gaining marketing which concluded by a training seminar. The purpose of the latter was to give information on the general techniques of gaining loyalty and their methods of evaluation as well as to engage a real operational dimension applied to the case of Tisséo, sharing strategic objectives concerning the relational marketing, the definition of the main lines of the action plan, the distribution of the resources and the roles of each one.
- The transposition of the lines for strategic communication and individualized marketing defined during the general marketing study (measure 7.1.T) into a medium term action plan with, for the first 12 months, a detailed analysis of the actions to be undertaken, target by target.

- The definition of a panel of users and the methodology to monitor this panel in order to be able to evaluate the impact and appropriateness of the actions performed in view of the objectives pursued.
- The analysis of the results of the monitoring of the panel and the writing of the study report concluding this measure.

The objective of this experimental panel was to:

- Measure the impact of the various communication campaigns carried out in the course of the year, including those of direct marketing,
- Identify the expectations and test projects with the clientele, with short lead times,
- Follow the change in behaviors of use and pricing,
- To follow the satisfaction on a certain number of items and see to what an extent the improvements made to the service are detected and contribute to an improvement of the satisfaction of the clientele,
- To draw the information from the panel and evaluate the interest of continuing this method of investigation beyond the experimental period.

The panel had been built starting from a base of 2800 users of the Tisséo transport network, who had been subjected to an enquiry by telephone in November 2007 and who had accepted to answer future enquiries.

A first questionnaire had been sent in May to a selection of these 2800 users, accompanied by a letter explaining the importance of the study for Tisséo and containing an internet link allowing them to answer the questionnaire directly on line. Finally, it had been explained in the letter that an MP3 player would be given as gift to the persons answering the 3 waves of the Panel (May, July and October).

After launching of the panel, the panel member base had not been renewed. Its size had decreased gradually in the course of the 6 months which the enquiry lasted: 1108 members in May, 964 in September and 898 in November. On the other hand, the rate of answers increased (44 % in May, 83 % in September and 93 % in November), thanks notably to the promise of an MP3 player (gaining loyalty of the panel members), as well as the telephone reminders which were made in wave 2 and wave 3 to gain a maximum number of replies.

The loss of panel members during wave 2 and wave 3 resulted mainly from a loss of interest for the study and moving as well as an extended absence during the summer holidays.

In parallel with the 3rd enquiry, it was proposed to carry out a direct marketing campaign with the purpose of recruiting new users for the network or gaining the loyalty of very occasional users (less than 8 trips per week). Three offers were tested in order to find the most attractive, i.e. the one which drew the highest reply rate (ratio between the number of reply forms received and the number of e-mails transmitted). This campaign was made in an area relatively well covered by the Tisséo network, located in the South-East quarter of the Toulouse commune. These three offers proposed correspond to:

- **Execution of a Customized Transport Diagnosis:** production of a document recalling the best path for the selected trip according to the time determined by the user. This document details the bus and subway lines to be taken, the cost and duration of the trip. Any request for a diagnosis is treated without limitation of the number of answers.

- **Sending of a PASTEL card:** reserved for the first 100 to reply, sending of a PASTEL card charged with 2 “Discovery” trips giving them the opportunity to test the network free of charge. From the 101st reply onwards, the participants in fact received, in compensation and to thank them for their participation, a magnetic ticket for 2 “Discovery” trips.
- **The association of the two above offers:** also reserved for the first 100 requests for the Customized Transport Diagnosis with as gift a PASTEL card charged for 2 “Discovery” trips.

This campaign was performed by e-mailing: more than 4000 e-mails were sent to addressees all staying in the target area. In all only 195 correctly filled forms were sent back to us, i.e. a response rate of about 5 %, judged compliant and consistent with e-mailing practices (many addresses not valid / not consulted, etc.).

C1.1 Impacts and Indicators

The “Individualized Marketing” measure was limited to following a panel of users during three enquiry campaigns and measuring, understanding how, depending on the reality, the services proposed by Tisséo were appreciated.

Since the direct marketing campaign had been performed rather later, it would have been interesting to measure how many persons “affected” by this campaign had changed their behavior. However, this could not be measured.

C1.2 Establishing a baseline

Not relevant for the reason expressed before.

C1.3 Building the business-as-usual scenario

Not relevant for the reason expressed before.

C2 Measure results

The experimentation which aimed at non users or occasional users but neither those who already knew the network and how to find their route on it nor the persons who were already holding a Pastel card, was an innovation for the Tisséo network and for the addressees.

According to the few questions posed to those of the panelists who had received an e-mail and got to know the offer proposed to them, it appears that this type of approach is well seen, that it is a very good initiative and that it should incite the addressees to use the network more often.

It is thus confirmed that the e-mailing does not put off the existing or potential clients of the network but, on the contrary that they appreciate it, at least those who opened the email sent to them.

It will thus be retained that this type of campaign allows:

- Keeping up a link and showing that Tisséo is interested in its clients; this concerns between 15 % and 20 % of the addressees,
- Generating an effective exchange with 3 to 4 % of the addressees.

The panel to measure the impact of the communication campaigns:

The waves 1 and 3 included questions on the communication campaigns which the panel members had noticed during the 6 previous months but also appreciations on specific campaigns.

The spontaneous memorization rate of the Tisséo publicity campaigns did not vary (24 % in May and 23 % in October. Half of the spontaneous mentions of these campaigns remain rather vague (billboards, memorization of the Tisséo brand, information in the free paper). The other half is much more accurate (memorization of the images, slogan, prices announced, etc.).

It is also possible to measure the persistence in October of the campaigns already mentioned in April and to compare the number of mentions between the various campaigns.

It can be noted that the assisted memorization of the campaigns is much higher than the spontaneous memorization. Thus 50 % recognize having heard about the operation of launching of the tribu ticket, 39 % of the panel members remembered at least one of the 3 posters of the 37 € subscription campaign, 29 % that of the cladding of the stations and 18 % of the users of tickets knew about the ticket evening..

The rates of positive appreciations of the campaigns are high:

- The 37 € subscription campaign was pleasing to 94 % (very pleasing: 28 %) of the panel members who remembered it des (39 % of the total),
- The pattern of the new Tribu ticket was pleasing to 94 % (very pleasing: 32 %) of those who had seen it (21 % of the total)
- The cladding of the stations was pleasing to 95 % (very pleasing: 41 %) of those who had seen or heard about the campaign (29 % du total)

The sending of this type of promotional offer by email is considered as good initiative by 94 % of the addressees (of which 49 % fully agree).

Still in the publicity domain, the third wave of the panel allowed judging:

- The satisfaction level of the network users with respect to the presence of the publicity inside buses, subway trains, stations, bus stops and outside buses.
- The interest or the rejection with respect to the new communication modes (printing of messages on tickets, decoration of stations with a publicity topic, cladding of buses, publicity messages as a sound background,
- The topics on which the clients wish to see publicity on the Tisséo network.

This type of panel is thus considered as an efficient and finally cheap tool to evaluate the impact of a communication campaign.

The panel to study the clientele's expectation with respect to the Tisséo network and projects:

One of the main merits of the panel had been to:

- Mobilize the various services operating in the fields of marketing, clientele information, pricing, commercial,
- Test their projects with the panel members.

It is probable that in the absence of the panel, this gathering of information from the clients either would not have taken place or would have been longer and would have cost much more.

In a certain manner, the panel incited the Tisséo client department to install the users at the heart of their reflections prior to implementation of projects or at least to question them to confirm or disprove some hypothesis.

The projects which were tested in the course of the initial marketing enquiry (measure 7.1) then during the three waves of the panel are numerous and concern four main fields of action:

- In the pricing field: test of a small group ticket, of a subscription without an end of validity which can be interrupted and a green circulation subscription for school-goers, of the attractiveness of the anonymous card, of the impact of possible extension of free transport on the frequentation of the network,
- In the field of information: interest for the mobility agencies, the types of services which they should offer and the media by which they should transmit the information, etc. the consultation and the expectations with respect to the screens distributing Tisséo information, the expectation with respect to the Tisséo internet site with the intention of reworking it, the expectations concerning information and customized advice,
- In the field of partnerships with the other transport services: use of the Toulouse bicycle hiring service and interest about being able to use this service with the PASTEL card,
- In the field of after-sales service: complaints made and satisfaction with respect to the answers given,
- In the field of publicity: expectations concerning the level of presence of the publicity on the network.

These various investigations whose results are not taken up in this summary sheet could be extended to other characteristics of the providing of services and to other projects.

This would suppose associating the other Tisséo departments, notably the bus department, the subway department, the quality department, etc. with the procedure and encourage them to collect point type or regular information on the questions which they ask themselves in the framework of the providing of service and the modifications which they consider making to it.

This would be a means of developing, on the level of all the departments which conduct studies or implement actions which have an impact on the providing of service, the reflex of interrogating the clients and of checking with them the appropriateness of the proposals which are considered.

It can be considered that this type of practice is virtuous and forms a tool for management and control of the transversality within a company such as Tisséo, which it is necessary to develop to reinforce its efficiency / its level of service.

The panel to identify and understand the user behaviors of clients:

In the field of behavior of the clientele, the panel has also allowed identification and quantification of the change of behavior of frequentation of the network over a period of 1 year and the usual changes of ticket.

In the following table the changes in the type of frequentation and of classes of age (year of birth) are recalled, between November 2007 and April 2008, then between April 2008 and October 2008. These results are not weighted. The number of each segment of the sample is mentioned in italics at the bottom of the tables.

		avr-08						
		< 17 years frequent	18-25 frequent	18-25 occasional	26-59 frequent	26-59 occasional	seniors frequent and occasional	sporadic
nov-07	< 17 years frequent	98%	18%	5%				
	18-25 frequent		66%	26%	4%	1%		1%
	18-25 occasional		12%	61%	1%	3%		14%
	26-59 frequent				72%	18%	4%	2%
	26-59 occasional				19%	54%	2%	19%
	senior						74%	13%
	sporadic	2%	4%	8%	4%	25%	20%	51%
		100%	100%	100%	100%	100%	100%	100%
1101		66	234	80	299	190	138	94
		oct-08						
		< 17 years frequent	18-25 frequent	18-25 occasional	26-59 frequent	26-59 occasional	seniors frequent and occasional	sporadic
avr-08	< 17 years frequent	100%						
	18-25 frequent		90%	29%				3%
	18-25 occasional		10%	58%				6%
	26-59 frequent				79%	19%		5%
	26-59 occasional				20%	67%		29%
	senior						89%	12%
	sporadic		1%	12%	1%	14%	10%	45%
		100%	100%	100%	100%	100%	100%	100%
865		54	163	59	265	113	125	86

Among the marking movements we could note:

- The very high percentage of 18-25 years frequent who became occasional and this at each inter-period: about 30 % of the occasional youth were frequent 6 months earlier whereas only 11 % of the frequent youth were occasional 6 months earlier.
- On the other hand, the exchanges at the 26-59 years level are of the same amplitude: 20 % of the occasional were frequent 6 months earlier and vice-versa.

Concerning the usual tickets 75 % of the panel members of October 2008 already had the same ticket in April 2008 and 64 % had the same as in November 2007. In one year, a third of the panel members had changed their usual ticket:

- 25 % of them lost the benefit of free ticket for school-going or for job seekers for a paying ticket (count-down ticket or subscription),
- 14 % changed over from a paying ticket to a free ticket
- 14 % from a count-down ticket to a subscription,
- 12 % from a subscription to a count-down ticket,
- 22 % changed the type of count-down ticket,
- 8 % changed the subscription,
- 4 % changed the free ticket.

We note the very high changeability of the persons who declare as usual ticket the contracts for 1 or 2 trips, on one hand between these two tickets and on the other hand with other count-down tickets as well as with subscriptions and free tickets and vice versa.

The panel is thus a tool to get to know the behaviors of clients over time and should also serve to better understand them. They should also allow following the impact of loyalty gaining policies, estimate the transfers between tickets at rate and price modifications, etc.

The panel to measure the change of satisfaction:

Tisséo has the habit, over a number of years, to annually measure the satisfaction and its image by an enquiry by survey on a sample of residents.

The panel is also a tool adapted to the measurement of satisfaction and of the image. It has the advantage of being more frequent which allows approaching the measurement of the actions for which one wants to know if they have an impact on one hand and to serve as a warning system on the other. However, for reasons of length of the questionnaire, there can be no question of breaking down the analysis of this measure in as detailed a manner as can be done in the framework of an enquiry wholly dedicated to this measure. That is why, in the questions posed at the level of the panel, we have favored the follow-up of some items which had come up as causing problems during group meetings (see measure 7.1) or others for which Tisséo had made changes (distributors and credit cards for example).

To each of these three waves corresponds a series of questions, always the same, plus three additions during the 2nd wave, was thus posed to group the appreciation by the clients on some salient topics of the providing of service.

In the following table we have compared the answers to the three waves only showing the percentage of agreement and total agreement.

	All who agree			of which who agree fully		
	april-08	july-08	october-08	april-08	july-08	october-08
TISSEO keeps its clients well informed	83	84	88	15	16	15
TISSEO personnel is available in case of need		82	81		17	15
TISSEO drivers are pleasant and competent		91	88		23	26
TISSEO understands clearly the requirements of the users	73	73	76	10	11	9
I am satisfied with the comfort of my trips in bus	82	82	81	23	18	19
I am satisfied with the comfort of my trips by subway	92	90	88	33	28	30
The subway is reliable with few disturbances	82	81	84	26	25	24
The timings for passage of buses are well respected	72	71	67	12	12	11
TISSEO proposes an efficient transport service	83	86	83	23	22	20
TISSEO offers possibilities for travel with a good quality/price ratio	56	64	63	15	15	16

The deviations noted between the appreciations given for these various assertions are more contrasted than those observed in the image satisfaction barometer between grades attributed or the percentage of agreement for the various questions posed.

In the barometer, the good grades are around 7.8 and the less good ones are around 6.7 on the same topics, whereas the variations observed at the level of the persons agreeing on the level of the panel extend between 56 % and 91 %.

The fact that the panel is a self administered enquiry whereas the barometer is an enquiry by telephone perhaps explains this slightly larger deviation given on the various topics.

The topics which are well graded are those which concern the comfort of the trips by subway, the pleasantness and competence of the drivers as well as the information. The more critical topics are the possibility of travelling at a good quality / price ratio as well as the observance of the bus timings.

Concerning the changes in the answers in the course of the three waves, a relative stability can be noted except for the topics on the observance of the bus passage timings and the comfort for the trips by subway which were degraded whereas for those concerning the information of the clients, the appreciation rather improved.

To identify the perception of the improvements or deterioration of the main items of the service, the panel members were systematically asked if they considered that these had rather improved, degraded or remained stable in the course of the last months.

For almost all the items, except for notable events, the stability was a majority by far. Besides, for many items, the deviation in favor of those who saw an improvement with respect to those who spoke of deterioration, notably where Tisséo undertook corrective actions, is great.

We have thus shown the replies to the three waves in the following table, on one hand the percentage of those who considered that there was an improvement and on the other hand, those who considered that there was a degrading.

It can be noted that the appraisals were more contrasted in April than during the two other waves. In July, the % of persons who did not see a change is clearly higher (impact of the holiday period?).

In April we note in particular a high proportion of clients who appreciated the lowering of the threshold for use of bank cards to 2 € occurring at the end of 2007 as well as the actions relative to the signing in the subway stations, improvements which continued to be put forward during the two following waves, but to a lesser degree.

We note also by appraisals which deteriorated in the course of time considering the comfort of trips to the point that in October there were almost as many persons who affirmed a deterioration (6 %) as there were who consider that there was an improvement (7 %), whereas they were 5 % against 14 % in April. The same holds good for the observance of the bus timings between April and the two following waves.

	has rather improved			has rather deteriorated		
	april-08	july-08	october-08	april-08	july-08	october-08
The overall quality of the service proposed by Tisséo	21	16	18	3	3	3
The reliability of the subway	22	19	20	5	2	5
The observance of the timings for the buses	13	10	10	10	7	8
The safety in the subway and in the buses	15	10	11	6	4	4
Cleanliness	22	13	18	7	8	8
Travel comfort	14	9	7	5	3	6
The signing for finding ones way in the subway	34	27	25	5	2	1
The convenience of re-loading the Pastel Tisséo card with a bank card	59	39	41	2	1	2
Reception of clients by Tisséo personnel		17	16		2	2

This analysis shows the interest of such an approach and confirms the utility of the tool for determining the ways of improvement expected by the clientele to meet the expected service level.

C2.1 Economy

One of the advantages of this type of approach (e-mailing) is that through the information transmitted by the system it is possible to measure the rates of contacts, valuable information which can only be gathered by enquiry when a letter is sent (at least the percentage of persons who read the letter) or when a poster is displayed (to know those who have seen the message).

This information allows a quick calculation of the real cost of a read message and that of an effective contact. On account of the experimental site, the unit cost of the contact was expensive, but there are surely large gains when the process will be industrialized, above all when Tisséo has built up its own mailing list or will address its own clients with the view of gaining loyalty by proposing advantages on the network or with partners.

C2.2 Energy

Not relevant

C2.3 Environment

Not relevant

C2.4 Transport

Not relevant

C2.5 Society

Not relevant

C3 Achievement of quantifiable targets

No.	Target	Rating
1	Demonstration on a panel of 1.000 users	***
2	Demonstration of a direct marketing campaign	**
NA = Not Assessed * = Not achieved ** = Achieved in full *** = Exceeded		

C4 Up-scaling of results

The up-scaling of the “Individualized Marketing” is now foreseen at the level of the Tisséo network, improvements of the process are described in the next chapter.

C5 Appraisal of evaluation approach

Regarding the approach aimed at regularly consulting a panel, let us recall that the experimentation had been planned as the first stage of winning over clients and gaining their loyalty. In fact it has stopped after the first awareness campaign due to its experimental and artisanal character owing to lack of suitable technical resources.

In this perspective of creating a service dedicated to this task, it is necessary to be conscious that the direct marketing must not be designed as a series of campaigns separated from one another if we wish to establish by this a true relation of gaining loyalty with the clients and get them gradually to travel more often on the network.

It is necessary to foresee sending several messages in order to draw the interest of hesitant clients. From this point of view the leasing of addresses rather than buying them for a price three times higher need not necessarily be a sound calculation for the future and deserves being studied more in detail to correctly weigh the advantages and the costs.

In the same way, the absence of new messages meant for those who have shown their interest with respect to the network by returning the form at this first action is harmful. It is absolutely necessary to keep up the relationship.

It will thus be necessary to nourish the relationship by:

- Indicating improvements in the service,
- Allowing the discovery of the network; why not for example present photos of the various artistic meetings and other events which the clients appreciate but will not necessarily have the occasion to see because they never stop at that station.....?,
- Showing the innovations,
- Proposing new services (information by SMS in real time for a certain number of events, for example),
- Informing of new partnerships,
- Allowing the customers to benefit from the advantages offered by these partners, invitations, etc....

It is thus a regular direct marketing plan which should be drawn up over the medium term. It must be adapted to the main targets which have been chosen as priority targets. The transmission of messages must observe a certain frequency, it must aim at the right moments (prepare for school reopening, feasts, sales, etc.) and must innovate regularly in its presentation, it must be presented through games.

For each target, it is necessary to fix objectives and regularly measure the levels attained. We have seen that it is necessary to favor the younger and the occasional clients who are the most interested by a loyalty gaining program but nevertheless the regularly clients must not be abandoned. To them, as for the seniors, it is necessary to propose all the new services which can make network easier and more pleasant use.

Direct marketing is also a tool to keep good relations with all the partners who make up the links for commercialization and information. The targets of the depositories and companies¹ which have a PDE had been identified in the course of the seminar. There is also that of the associations which organize leisure activities or other activities for senior citizens, schools, etc.

Concerning the direct marketing campaign, here are the lessons which can be drawn from the experiment made in the framework of the MOBILIS project:

- At the end of these first results, the PASTEL card offer charged with 2 "Discovery" trips offered to the first 100 to answer is that which incites most persons to open and answer the message sent.
- To validate these first encouraging results, it is necessary to renew this same offer to the whole of the Toulouse agglomeration and to compare the results with those of the experimentation area. It is also important that the e-mailing takes place at the same period of the year (in the month of September).
- This direct marketing campaign can be worked out for the new arrivals on the Toulouse agglomeration in order to welcome them and get them to know the common transport network. But it can also be used to promote a new medium such as the anonymous card or any new product.

¹ Thus, for example, one of the experimental companies for the ACTIVEO subscription expressed the desire to receive targeted information on the Tisséo service which it agreed to relay by intranet in real time to all the employees of the company who were subscribers to the Tisséo network. By these means, it is possible to have very high multiplying effects in the distribution of information which can do without all the anti-Spam protection to which e-mailing is confronted.

- The resources necessary for this type of campaign are not numerous since, contrary to an offer with Customized Transport Diagnosis, it does not advise competence. The tasks to be performed consist of updating the database of clients, to follow the incoming and outgoing flow of letters or e-mails and to check that the cards which have been won are correctly sent. How the costs must be revised and the profitability checked.
- It can quite well be executed under the current conditions in view of the organization and tools available (Conso+). This campaign could be used as a tool to work out the client database, in course of being organized.

C6 Summary of evaluation results

We think that the implementation of the panel, the results obtained and the lessons which can be drawn like a tool for piloting a policy as close as possible to the expectations of the clients and their behavior are quite appropriate.

The panel, as we have already mentioned, was a federating tool during the 8 months of its execution, between the various departments of the Tisséo client directorate and it incited their managers to interrogate themselves on the priorities of clients with respect to the problems to which they are confronted in the framework of the projects which they wish to develop.

The experimentation has shown that the panel is an efficient and economical tool for point type investigations of limited extent if we compare it to ad hoc studies which would have been longer to implement and more costly. On the other hand, this has allowed the various participants to exchange on the questioning method and to share the analysis of the results.

The operational side of the panel could be proved since the investigations of each of the waves have been able to combine a follow-up of the satisfaction, the perception and the assessment of the campaigns of communication and direct marketing, the follow-up of the mobility and pricing behaviors while leaving sufficient place to deal with several projects and better understand the expectations of the clientele concerning them.

We think that three interrogations per year (February, June, and October) would be a good rhythm, both to maintain this internal mobilization and not lose too many panel members between each wave. It is necessary, however, to consider recruiting between 10 and 15 % of new panel members at each wave, which comes down to renewing about one third every year.

We suggest maintaining this combination of questioning between a study and behavior following part, the measurement of the satisfaction and of the perception of change at the level of the service, the perception of communication campaigns and of occasional investigations on various projects.

We also think that it would be interesting to associate with the procedure the managers of the operating department which are directly in contact with the service rendered to clients so that they can front their problems with those of the clients.

Finally, it is necessary to adopt a policy of distribution and communication internally around the results, even in the managing committee. The objective, beyond the results supplied by the panel, is to install, through its implementation, a true culture of the client within the company, which must be sounded out and interrogated continuously.

D Lessons learned

D1 Barriers and drivers

D1.1 Barriers

Within this measure, one of the main constraints that Tisséo had to manage was the lack of knowledge towards its clients (who they are, what are they buying, how are they consuming Tisséo products, when and in which context ...). Such kind of information is difficult to manage in respect to the "Information & Liberty" law. However, by setting up and managing a users' panel, we could have a precise overview of the general answer to these questions.

One other point that needs to be integrated by developing such kind of approach is its integration with the overall communication and commercial strategies of the PT operator. The interaction between the individualized marketing and the commercial practices is important as it gives to the clients a logical link / association to what they used to see / state when using the PT network. That also means it exists a real commercial approach at the level of the PT operator, with a panel of services and argument to be developed when talking to the final users / and non users. One of the most important difficulties for Tisséo within this measure was the lack of commercial communication and the archaism of the overall marketing strategy at the level of the network, especially in terms of loyalty gaining objective.

D1.2 Drivers

Individualized Marketing is not really developed at the level of the Public Transport and other mobility services operators. However it constitutes a very interesting niche as it has been demonstrated that the final users have really appreciated such kind of actions organized within the MOBILIS project. It's exactly what users are expecting: that the PT operator goes to them and not the opposite (as is generally the case in a PT network).

Moreover, such kind of action gives a modern and a more humanized image to the PT network, which contributes to improve its attractiveness. Integrated to a global communication plan, this marketing had proven the positive impact it could have on a population (e.g. Socialdata© results).

D2 Participation of stakeholders

Such kind of measure needs a strong involvement of the commercial department of the PT operator. It requires also, when different, the adhesion of the communication department.

Any link with a mobility manager (like other PT operators or mobility services managers) will permit to improve the level of success of such an action. In the field of sustainable mobility and PT use, it's clear that the cooperation between all the mobility managers will benefit to all. There is no real concurrence between them, and if we consider their objective is to tackle the private use of the car, all of them will take benefit of this kind of measure.

Moreover, other links with all kind of stakeholder could be developed to increase the PT use, depending in fact of the targeted users. One example for Toulouse is concerning the ACTIVEO tariff demonstration (measure 7.1) where a link has been developed between Tisséo and local companies, in order to promote a dedicated tariff with payment facility for the commuters. Such kind of marketing is perfectly adapted to address a group of users and so increase the development / penetration of a specific tariff / service. Cooperation with these partners is in this case necessary in order to improve the communication / advertising / awareness performance.

In conclusion, any partnership with other local stakeholders that could give an interest a logical link to the communication approach needs to be developed.

D3 Recommendations

The development of an ambitious marketing approach integrating individualized and relational marketing requires a global process.

Since the strategy with respect to each target, the designing of operations which are not simple unconnected operations but which are well entered over time, the resources to be mobilized (setting up of partnerships, budgets, experienced personnel and service providers, etc.) and tools to be finally adjusted (CRM, drawing up of databases of users and non-users, issue of SMS, e-mail, etc.) up to gradual acquisition of the know-how (drawing up of good messages to the right persons and the right moment..., evaluation of the actions...).

In direct marketing field, it has enabled testing two actions one in the direction of non users, the other in the direction of companies and to understand the benefits that can be drawn from it, but also the ambition which is necessary to grow to a large scale and to attain the objectives.

In the field of mobilization of the company around the objective to place within various marketing and commercial approaches, the clients' expectations to design a service adapted to their requirements in all its components.

D4 Future activities relating to the measure

It concerned an area which had never been at the heart of the preoccupations of Tisséo which is rather behind on this subject in comparison with the networks which are most dynamic in client marketing.

Thus Tisséo has not yet set up a pricing policy (see measure 7.1) which contributes to gaining client loyalty, notably there is no long duration subscription for the youth. Automatic deduction is at an experimental stage.

In another area, Tisséo has not made partnerships with other transporters or other players of the city who are nevertheless indispensable in the perspective of a loyalty gaining policy.

This measure has allowed making this statement, and in relation with measure 7.1 allows confirming the appropriateness of the new segmentation of the users, to characterize and quantify them, to also measure what they bring in earning with respect to the volume of their travel.

It also allows identifying the expectations of these segments in the perspective of a much more dynamic marketing policy for winning and keeping customer loyalty which really strives to win market shares and to stop the process that undoes the loyalty.

It helped to identify the priority segments which were waiting for a program of loyalty development and the types of partnership which must be made to satisfy the clients and valorize them.

For the coming next years, Tisséo intends to improve its clients knowledge. That needs to develop a dedicated data base for the "clients' files" management. This tool will permit to develop dedicated actions of relational and individualized marketing integrated to the overall strategy of Tisséo, and to the communication objectives.

To complete this knowledge, a users' panel will be set up to assess the services / new products developed at the Tisséo network level and to test the level of acceptability / needs of innovation. ■