



**CiViTAS**  
Cleaner and better transport in cities

**VANGUARD**  
.....

## **Proceedings**

### **Training**

**Organising an individualised  
social marketing campaign  
for sustainable transport  
solutions in cities**

**Toulouse, 17-18 May 2011**

May 2011

Status: Final



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# 1. Executive Summary

This report provides you with the proceedings of the fourth CIVITAS VANGUARD Training Workshop, which took place on 17 and 18 May 2011 in Toulouse (France). The outlines of the interactive exercises that took place during the training event are also included, for transfer and replication.

All PowerPoint presentations, the evaluation report, the participants list, the training notes and the resource pack, as well as this report, can be downloaded from the download centre on the [CIVITAS website](http://www.civitas.eu)<sup>1</sup>. Photographs of the event can be viewed on the website as well.

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<sup>1</sup> <http://www.civitas.eu/downloadcenter.phtml?lan=en>



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### 3. Introduction

This report gives an overview of the fourth CIVITAS VANGUARD Training Workshop, which took place on 17 and 18 May 2011 in Toulouse (France). The training was dedicated to the subject of Individualised Social Marketing, in order to support CIVITAS Plus cities. It was the third such event in the cluster of Expectations Management. Relevant theoretical background and good practice examples were shared with the participants, complemented with several practical exercises and plenty of opportunity for questions and discussion to give the participants the necessary support for local actions.

This document contains a report of the presentations and local challenge exercises, as well as methodological information about the interactive exercise local challenge. The information is presented in such a way that it can easily be transferred to other (local) training events within the CIVITAS programme, or beyond.

## 4. Programme

Tuesday, 17 May 2011

Moderator: Karen Vancluysen - Polis

Time	Topic
12.00 - 13.00	<i>Registration and welcome lunch</i>
13.00 - 13.15	<b>Welcome and introduction</b> Karen Vancluysen - Polis
13.15 - 14.30	<b>Individualised social marketing: what's in a name? General background: history, terminology and theory</b> Dr Michael Carreno - TRi, Edinburgh Napier University  What is individualised social marketing? (what is it not?) Clarification of the terminology used (e.g. Indimark, Travel Blending, segmentation), a short history of social marketing, understanding behavioural change, how/where can social marketing and segmentation be applied, the practicalities of implementing such campaigns and the benefits that can be achieved
14.30- 14.45	<i>Coffee break</i>
14.45 - 15.45	<b>How to organise an individualised social marketing segmentation campaign? A generic STEP-by-STEP practical guide</b> Dr Michael Carreno - TRi, Edinburgh Napier University  How to plan a successful individualised marketing campaign? How to practically implement such a campaign? What are the crucial steps involved? What actions to do? Who to engage with, for what tasks? Budget and resources needed? What are important context factors? When to start? How to evaluate? Potential pitfalls and how to avoid them.  There will be a special focus on segmentation, and the following questions will be answered: Who to survey? How many? Which questions to ask? How to analyse the results? How to influence response rates? Main barriers/ success factors?
15.45 - 16.00	<i>Coffee break</i>
16.00 – 17.30	<b>Local challenges: Group exercise on planning an individualised social marketing campaign in a city, barriers</b>  Small groups try to set up a plan for a successful individual marketing campaign for different local challenges. Afterwards, all groups will present their plans, mention problems they are faced with, solutions suggested, etc. Based on the knowledge of good practices in Europe, the trainer will give feedback on the group exercises.
17.30 - 18.00	<b>Conclusion of the day</b>  <b>Overview program day 2</b>
20.00	<i>Dinner and informal networking</i>

## Wednesday, 18 May 2011

Moderator: Karen Vancluysen - Polis

Time	Topic
08.30 - 09.00	<i>Welcome coffee</i>
09.00 - 09.15	<b>Welcome and recapitulation first day</b> Karen Vancluysen - Polis
09.15 - 09.45	<b>The Hammersmith Study. A successful individualised awareness raising campaign targeting people who drive their car into the London borough of Fulham and Hammersmith (UK)</b> Dr Michael Carreno - TRi, Edinburgh Napier University (UK)  Over 500 car drivers were recruited as they left a car park in Hammersmith, London and interviewed about their travel choices for driving into Hammersmith and their attitudes towards car use and environmental issues more generally. Based on these interviews, the project team designed and distributed information booklets about alternative transport modes containing theoretical-enhanced messaging and photos to entice participants to get them to think about how they currently travel and the different options open to them. Evaluation of the project showed the theoretically-based targeted materials to be significantly better at changing peoples' attitudes towards sustainable travel choices and actual behaviour, compared to standard (non-theoretical) information materials.
09.45 - 10.30	<b>The SEGMENT project: first results of segmentation studies in different EU-cities targeting people that undergo a change moment in their life such as new residence, new university students, new family composition, change in job,...</b> Melanie Leroy (Eurocities) and Bianca Kaczor (City of München, Germany)  The EU-project SEGMENT has developed and tested a new market segmentation model targeted at people undergoing a change moment in their life, e.g. new residents, new university students, families with young children, people with a change in job or job location. This new approach has been tested in 7 EU-cities and both speakers will share their experiences when using this approach in the different cities.
10.30 - 10.45	<i>Coffee break</i>
10.45 - 11.30	<b>Personalised travel planning experiences with a well-proven approach to individualised social marketing in Brighton (UK)</b> Abby Hone - City of Brighton & Hove (UK) Personalised travel planning is probably the most wide spread application of individual marketing throughout Europe. Brighton was one of the pioneering cities. It has recently completed its fifth year. Personalised Travel Planning in Brighton & Hove engaged directly with thousands of residents. The method, experiences, challenges and opportunities will be presented.
11.30 - 11.45	<i>Coffee break</i>
11.45 - 12.30	<b>Using the market segmentation model (MaxSem) in an evaluation tool (MaxSumo) within the context of a company travel plan</b> Pernilla Hyllenius, Trivector (Sweden)

	In a number of companies in Sweden, both travel surveys and a simple market segmentation method (based on the theoretical behavioural change model-MaxSem) have been used in mobility surveys as part of wider company travel plans. The benefits of this approach are twofold. Firstly, mobility management measures can be chosen and designed more accurately, focusing on individuals' current travel behaviours, barriers to modal shift and their attitudes towards car driving behaviour. Secondly, following the interventions, it is possible to assess both the change in overt behaviour as well as more subtle changes in attitudes and perceptions, and thus a more comprehensive evaluation is obtained.
12.30 - 13.00	<b>Conclusion and evaluation</b>  Karen Vancluysen - Polis

## 5. Proceedings

### Day 1

#### Opening Session

The participants were welcomed by the moderator, **Karen Vancluysen from POLIS**.

A short introduction to CIVITAS was given (a historical overview, key elements, objectives and structure). The goal of the training was explained: for participants to learn what individualised social marketing is and how individualised social marketing/segmentation can be applied to the field of sustainable transport behaviour. An overview of the programme for the next two days was given.

#### **Session 1: Individualised social marketing: what's in a name? General background: history, terminology and theory**

The training started with general background information on individualised social marketing given by trainer **Dr. Michael Carreno - TRi Edinburgh Napier University**. The aim of social marketing is voluntary behavioural change, rather than mere awareness raising or information giving.

A true marketing campaign basically has 6 key characteristics:

- it aims to improve individual welfare and society as a whole;
- it is based on an understanding of consumer experiences, values and needs;
- it is based on the principle of exchange (costs vs. benefits);
- it uses the marketing mix (4 P's: product, place, promotion and price);
- it is based on knowledge about the competition;
- it uses segmentation approaches.

One of the most common applications of social marketing is individualised (or personalised) travel planning. It is generally believed that social marketing campaigns are considerably more effective than mass campaigns. For individualised travel planning, it is estimated that every Euro spent generates a return of 34 Euros over a 10 year period.

There are many types of segmentation approaches that can be mixed. Segmentation can be based for instance on socio-demographic variables, situational variables (e.g. distance to work), behavioural variables (e.g. use of transport modes) or attitudinal variables (e.g. perceptions, willingness to change...). In order to design a successful targeted campaign,

perceived barriers and measures for change should always be included in a segmentation survey. The latest theoretical segmentation model is MaxSem.

## Q&A

A question was raised on the aim of behavioural change. Is it not sometimes useful to organise campaigns to reinforce wanted behaviour rather than trying to change unwanted behaviour? Of course it is. It will not be a “true” social marketing campaign, but you will probably be able to apply many social marketing principles.

Several participants remarked that choices are not always made rationally. Sometimes you will need to change the emotional or social value attached to private car use. Dr. Carreno gave an example of how to do this. As a reaction to car advertisements that create a feeling of freedom (typically images of a car cruising over empty mountain roads), you can deconstruct this illusion by showing the reality of car use in the city (congestion, stress and pollution).

## Session 2: How to organise an individualised social marketing segmentation campaign? A generic STEP-by-STEP practical guide

After a general introduction to the approach of social marketing in session 1, trainer **Dr. Michael Carreno – TRi Edinburgh Napier University** – explained in the second session how cities or organisations can set up an individualised social marketing campaign. Five generic steps were explained:

- **PLANNING**
  - Quantify the problem: What behaviour are you trying to change?
  - What is the desired behaviour? What are you trying to get people to do?
  - Whose behaviour are you trying to change? (target sample, segment)
  - Set targets: How many of your target sample are you trying to change and in what ways?
  
- **GETTING TO KNOW YOUR AUDIENCE**
  - Identify the main barriers that prevent them from switching to the desired mode;
  - Identify the benefits that are associated with the alternative behaviour you are trying to promote;
  - Analyse benefits and downsides of the competing behaviour (the behaviour you want to change);
  - Identify additional factors that could be relevant to your campaign: role models, social norms, media habits, key life moments...
  
- **CAMPAIGN DESIGN**
  - Minimise the barriers for the desired behaviour
  - Maximise the benefits of the desired behaviour
  - Make sure the desired behaviour can “compete” with the unwanted behaviour (think about the 4 P’s: product, place, price and promotion)

- **IMPLEMENTATION**

- Aperture: What is the best time and place to reach members of our audience so that they are the most disposed to receiving the intervention?
- Exposure: How often and from whom does the intervention have to be received if it is to work?
- Integration: How can I integrate a variety of interventions to act over time in a coordinated manner to influence the behaviour?
- Affordability: Do I have the resources alone to carry out this strategy and if not, where can I find useful partners?

- **EVALUATION**

- How will you evaluate your actions? Which questions will you try to answer? What method will you use?

## Q&A

A remark was made that it can be very hard to get a good response rate on segmentation surveys. As segmentation information is vital for a good social marketing campaign, this can be rather problematic. If you are working with employees, try to get the support and cooperation of the companies. If you don't manage to get enough response to your survey, 4 to 5 focus groups can be a good alternative.

Another problem is the fact that people do not always give or know the true reasons for their modal choices. They might for instance say that they do not use PT because there is no bus line they can use. If an extra bus line is created, these people would not necessarily start to use it. Sometimes it is enough to provide people with the correct information - "Yes, there is a bus line you can use." Tip: in your survey, let people tick all reasons that contribute to their mode choice and then let them indicate which one is most important for them.

## Local challenges session

Prior to the training, registered participants had been invited to identify any particular challenge from their own city they would like to discuss and to receive feedback on from the rest of participants. Based on the challenges suggested, the organisers of this training workshop selected four cases to be presented briefly by the person who had put forward the challenge, and afterwards discussed in different groups, each of them supported by a facilitator. Unfortunately one case could not be discussed due to illness of the presenter.

These were the cases analysed:

- Coimbra: Healthy Mobility? Convincing Health Professionals to Change their Mobility Habits  
*Luis Da Vinha and Antonio Santo (City of Coimbra), facilitated by Sarah Martens (Mobiel 21)*
- Ghent: New lifestyles and their change in mobility  
*Mieke Debuysere (city of Ghent), facilitated by Friso Metz (KPVV)*
- Palma de Mallorca: How to turn hostility in my town against sustainable ways of transport into a more positive attitude  
*Mariano Reaño (City of Palma de Mallorca), facilitated by Marjan Frederix (Mobiel 21)*

The report of this session, as well as the briefing outline for the facilitators (which can be replicated) is available in annex.

## Conclusions

The first day of the training was very rich in terms of content. The moderator wrapped up the day, presenting the following main points of attention with regard to the approach of individualised marketing:

- Improve individual welfare and society as a whole
- Use the principle of exchange
- Marketing mix: product, price, place, promotion
- Take into account your competition
- Principle of segmentation: focus on those likely/willing to change – do not spend resources on those not willing to change their behaviour!
- There is no such thing as a one-size-fits-all solution
- Objective versus subjective barriers – take them away and/or counter misperceptions
- Evaluate! Think lottery: if you play the lottery, you also want to know whether you won!
- Personalised travel planning: the most effective MM measure

## Day 2

### Best practice examples

#### Dr Michael Carreno – [Hammersmith Study](#) (UK)

Dr Michael Carreno kicked off a day of best practise practice examples on individualised social marketing with the results of the Hammersmith Study. Over 500 car drivers were recruited as they left a car park in Hammersmith, London, and interviewed about their travel choices for driving into Hammersmith and their attitudes towards car use and environmental issues more generally. Based on these interviews, the project team designed and distributed information booklets about alternative transport modes containing theoretical-enhanced messaging and photos to entice participants to get them to think about how they currently travel and the different options open to them. Evaluation of the project showed the theoretically-based targeted materials to be significantly better at changing peoples' attitudes towards sustainable travel choices and actual behaviour, compared to standard (non-theoretical) information materials.

#### Q&A

The question was posed how large a control group should be. It all depends on your campaign. There is some guidance, but there is also some debate on the appropriate size of a control group.

Could this project be transferred to other cities as well? It could be applied to other settings, but you should tailor your study to the situational context.

#### Abby Hone – [Brighton & Hove](#) (UK)

Personalised travel planning is probably the most wide spread application of individual marketing throughout Europe. Brighton was one of the pioneering cities. It has recently completed its fifth year. Personalised travel planning in Brighton & Hove engaged directly with thousands of residents. Ms. Hone presented the lessons learnt during five years of experience and the resulting changes in their methods. She strongly believes in the approach of “sweeping” the streets with door-to-door interviews, as it allows you to engage with people you would not reach in other contexts and locations. Other key components of the personalised travel planning campaign were the team of travel advisers hired by the city council and the information materials that were tailored to the area they were working in. In 2009, the project started to incorporate social media in its communications (e.g. twago twitter account and blog).

#### Q&A

Did the city identify segments based on social categories? No.

Originally, the city focused on environment and health as arguments for cycling, but it turned out that for cycling being quick and cheap were more convincing arguments.

John Porter from Interactions in Ireland suggested an alternative approach to door-to-door interviews. In Merseyside, they dropped postcards in people's letter boxes and made a phone call afterwards. Based on the responses to the postcards and phone calls, household visits were made.

How labour-intensive is working with social media? You have to follow-up constantly, so questions do not stay unanswered for too long.

For the after-measurement, you do not necessarily need to go back to the same families. You may have influenced them just by asking the questions the first time. You can take another representative sample.

### **Melanie Leroy and Bianca Kaczor – [SEGMENT project](#) (EU)**

Ms. Leroy introduced the European project SEGMENT that tests the use of consumer market segmentation techniques in persuading people to change their travel behaviour and adopt more energy efficient forms of transport. It targets people who undergo a life changing moment (e.g. moving house) and clusters them into relatively homogeneous groups based on their attitudes towards sustainability, mobility and health. Ms. Bianca Kaczor from the municipality of Munich (DE) shared the results of a recent SEGMENT workshop where the partner cities developed a pen profile – a collage of images that represent the main characteristics of the target group – based on the results of the segmentation survey. This pen profile will serve as the basis for the marketing brief that the marketing campaign will be built on. The questionnaires used for the segmentation study can be downloaded on [www.segmentproject.eu](http://www.segmentproject.eu) (resources section).

#### **Q&A**

Participants remarked that the questionnaires seemed very long. They contained at least the 12 questions of Jillian Annabel's segmentation technique (see the presentations of the first day). All of them are needed to do the segmentation. This approach requires complicated statistical analysis.

What were the results for the SEGMENT partner in Hounslow, UK? In Hounslow, the segment "car complacents" said that public transport would be the best option, so PT will be promoted.

What kind of help should a city seek to do a segmentation survey like this? Any city can do the survey, but you will need to engage statistical experts to interpret the data. In the SEGMENT project, this work was done by the University of Aberdeen (Jillian Annabel). The marketing brief and the resulting campaign are the work of the partner cities, with the help of marketing experts.

### **Pernilla Hyllenius – Trivector (SE)**

Ms. Hyllenius explained how her organisation, Trivector, uses MaxSumo and MaxSem in a travel plan project for a hospital in Sweden. The goal is to reduce parking lots with 25 percent (400 lots). MaxSumo is a mobility management planning and evaluation tool that splits up the process of behavioural change in several stages that can be monitored and evaluated, from the mobility services offered by the project, the target group's use and reaction to these services, the reaction of the target group to the mobility options (modes) offered, and finally long-term behavioural and attitudinal changes and ecological impact. With these different steps, you are able to measure progress towards later stages of behavioural change. In this way, you get more information than when you only measure actual changes in behaviour.

## Conclusions

The moderator drew the workshop to a close by presenting the main highlights of the second day.

### Hammersmith

- Theoretical-based information is much more effective
- Push people towards later stages of change / towards greater readiness to change

### SEGMENT/Munich

- At life change moments, people are more susceptible to changing travel behaviour, e.g. moving house, changing jobs, having kids
- Step 1: From segmentation to pen profile
- Step 2: From pen profiles to marketing brief
- Step 3: From marketing brief to campaign design

### Brighton & Hove:

- Personalised travel planning for households
- Don't bombard people with information!
- Engaging people in a generic fun way works well
- Resources to provide 100 people with bike gear needed to get them to cycle
- Innovate: social media, community participation
- Influence: personal recommendation, peers

### MaxSem / MaxSumo

- How to plan, monitor and evaluate a MM project
- Different assessment levels: background, services provided, mobility options offered, overall effects
- Factor in evaluation from the beginning!
- Mobility plan: decision, diagnosis, action plan, measure implementation, monitoring & evaluation

## Links

[www.civitas.eu/downloadcenter](http://www.civitas.eu/downloadcenter)

- Resource pack
- Extensive training notes by dr. Michael Carreno
- Training report

[www.segmentproject.eu](http://www.segmentproject.eu)

MAXSem & MAXSumo: [www.epomm.eu](http://www.epomm.eu)

# ANNEX 1

## Local challenges - Briefing

### Briefing facilitators and presenters of the session on 'Local Challenges'

**Tuesday 17 November 2011, 16.00 – 17.30**

This session aims to engage participants in real-case discussions about individualised social marketing, namely local challenges.

Prior to the training, registered participants had been invited to identify any particular challenge from their own city they would like to discuss and receive feedback on from the rest of participants. Based on the challenges suggested, the organisers selected four cases to be presented briefly by the person who put forward the challenge, and discussed in different groups, each of them supported by a facilitator.

The group exercise consists of five steps:

#### **Step 1 Challenge (10 minutes)**

The person who puts forward the challenge, explains it to the group. The delegates write down questions, but do not bring them up yet.

#### **Step 2 Exploration and Reflection (10 minutes)**

All the delegates in turn ask open questions to the presenter to clarify the challenge and its context. The questions can be based on the context, beliefs, values and norms, feelings and attitudes. There is no discussion yet. If necessary, the delegates can ask suggestive questions.

#### **Step 3 Analysis (40 minutes)**

The delegates express their opinions about the challenge, where it may have gone wrong and what would work. Structure the conversation according to the five steps explained by Michael Carreno:

- **PLANNING**

- Quantify the problem: What behaviour are you trying to change?;
- What is the desired behaviour?: What are you trying to get people to do?;
- Whose behaviour are you trying to change? (target sample, segment)
- Set targets: How many of your target sample are you trying to change and in what ways?.

- **GETTING TO KNOW YOUR AUDIENCE**

- Identify the main barriers that prevent them from switching to the desired mode;

- Identify the benefits that are associated with the alternative behaviour you are trying to promote;
  - Analyse benefits and downsides of the competing behaviour (the behaviour you want to change);
  - Identify additional factors that could be relevant to your campaign: role models, social norms, media habits, key life moments...
- **CAMPAIGN DESIGN**
    - Minimise the barriers for the desired behaviour
    - Maximise the benefits of the desired behaviour
    - Make sure the desired behaviour can “compete” with the unwanted behaviour (think about the 4 P’s: product, place, price and promotion)
- **IMPLEMENTATION**
    - Aperture: What is the best time and place to reach members of our audience so that they are the most disposed to receiving the intervention?
    - Exposure: How often and from whom does the intervention have to be received if it is to work?
    - Integration: How can I integrate a variety of interventions to act over time in a coordinated manner to influence the behavior?
    - Affordability: Do I have the resources alone to carry out this strategy and if not, where can I find useful partners?
- **EVALUATION**
    - How will you evaluate your actions? Which questions will you try to answer? What method will you use?

#### **Step 4 Tips (15 minutes)**

The delegates sum up the main tips on how the challenge can be tackled and the goal realised. The facilitator writes the answers on a flip-chart.

#### **Step 5 Wrap up (5 minutes)**

The presenter explains to the whole group what the added value of this ‘interview’ method has been and what he will take home as useful for the future.

**If you have any questions please send an email to [marjan.frederix@mobiel21.be](mailto:marjan.frederix@mobiel21.be) or [sarah.martens@mobiel21](mailto:sarah.martens@mobiel21)**

## ANNEX 2

# Local challenge 1 - COIMBRA

### Healthy Mobility? Convincing Health Professionals to Change their Mobility Habits

*Presented by Luis Da Vinha and Antonio Santo (City of Coimbra), facilitated by Sarah Martens (Mobiel 21)*

#### Background

The city of Coimbra is implementing three travel plans (at three regional hospitals). We look to promote more sustainable mobility practices for the employees of these hospitals (a total of around 6000 employees). However, many of the employees, namely doctors, nurses and other high-level employees, have a negative view in regards to using alternative modes of transport. We would like to promote a series of campaigns to attract them to public transportation and alter their regular mobility habits which are highly dependent on individual car use, but have had difficulty in convincing them. How have other initiatives been able to mobilize and convince health professionals (e.g. doctors, nurses, and other high level employees) or other professionals to change their mobility habits and use alternative modes of transport? The city would like to know what the key factors are in changing highly specialized and high paid professionals with a strong resistance to change (and the power to halt such change) to change their travel habits and how to develop and implement an individualised social marketing campaign directed to these target groups?

#### Target group

Why address doctors and nurses? There are serious congestion and safety issues caused by the amount of car traffic and parking practices. These problems will not be solved if not at least part of the doctors, nurses and other high-level employees get on board. They represent 48% of the employees.

Obviously, this large group cannot be considered to be a homogenous segment. More segmentation information is needed, but it proves to be very difficult to get a response from this target group.

#### Tips

- Make companies sign a covenant in which you agree on mutual efforts.
- Make sure that the chief executive fills out the segmentation survey first – then the lower levels will feel obliged to follow.
- Create competition between doctors and hospitals (e.g. which hospital will be the first to sign the covenant? Doctor X from hospital Y says this about public transport – what's your position on that? ...)
- Use the status of CIVITAS and foreign role models or hospitals to convince people of the importance of the project.
- Probably, the segmentation study will reveal that patient's health is of higher concern to medical staff than personal health.
- As public transport evokes very negative reactions in doctors and nurses, actions will be needed to boost the image of public transport. For separate shuttle services, it is

important to create an impression of seamlessness: always have a shuttle waiting, so people do not have to wait outside.

- Example from Sweden: campaign “the most ridiculous prize for the most ridiculous car trip”.
- Threaten with removing parking spaces as a motivator to participate in the survey.
- In Perugia, escalators were installed on a hill, with parking lots at the foot of the hill.

Michael Carreno reacts that this is a very specific case that cannot be solved with social marketing alone. As long as there will be free/cheap uncontrolled parking in the area, it will be virtually impossible to turn the situation around. Key to the marketing approach will be the segmentation of the very general target group “doctors and nurses”.

# ANNEX 3

## Local challenge 2 - GHENT

### New lifestyles and their change in mobility

*Presented by Mieke Debuysere (city of Ghent), facilitated by Friso Metz (KPVV, The Netherlands)*

#### Background

A good opportunity to change (mobility) habits is often when people's life is changing. Moving houses, divorce, marriage, having babies... The city of Ghent likes to engage new citizens to experience their new town with less car use. All ideas are welcome (on top of ours). The city wants to learn about best practices of other cities, fun examples of campaigns/refreshing images/...to solve the question how to convince people to try this new life style without car dependency and how to find a balance between efforts of the organisation (time and money) and the (expected) outcome. Ghent tried to change behaviour via a website with a race ([www.onsbedrijfbeweegt.be](http://www.onsbedrijfbeweegt.be)) that was used for a contest between streets in Gent, but this failed.

#### Target group

People from ethnic groups that move into Ghent from outside.

#### Barriers and drivers

- They follow friends and family
- Information barrier due to language
- They don't know a lot of people that travel by bike or PT
- They possibly need more independency
- Lack of experience
- They can see the city from different perspectives
- They often listen to priest/head of community (super promoter)

Segmentation research will tell the city of Ghent more about the barriers and drivers of this target group. Michael Carreno emphasises that the given barriers and drivers are only assumptions.

#### Measures

Depend on further research. The city of Ghent can implement measures for the target group. Ghent foresees that there will be a need for different measures: some will need information/advice from someone they know, others would change their behaviour if they receive free tickets.

#### Suggestions:

- Face to face advice from a 'super promoter'
- Cycle lessons for women

- Non-classical cycle tours to show area: bars, shops, neighbourhood, best cycle routes and so on
- Free tickets
- Information
  - welcome package
  - send material by post and follow-up by phone call
  - integration course: explains habits about cycling
  - can be given during bi-annual reception for new habitants

# ANNEX 4

## Local challenge 3 – PALMA DE MALLORCA

### Background

In Palma de Mallorca there is a strong opposition from citizens groups against measures trying to reduce car use in town in favour of more sustainable ways of transport. There are even press campaigns against creating pedestrian areas, bike lanes and parking, especially when those measures imply a real space reduction for circulating cars and – especially – parking. The presenter would like to know if others have experienced a similar situation in their city, how they dealt with it, what the strong points are in order to change the scenery and with whom alliances should be made?

The city of Porto has experienced a similar problem: there was very strong protest against a bicycle lane. In the end they replaced the cycling lane and created parking spots.

### Goal

Improve cycling in the city

### Target

- Students and children (and their parents)
- Those that are able and willing
- Living in the city centre
- Students moving from city centre to university, 7 km from centre

### Benefits

- Cycling/walking is flat, good climate, healthier, faster, free, gives you real freedom
- There is a public bike system
- There is a network of 40 km cycle lanes

### Barriers

- there are no safe parking facilities
- safety issues

### Measures

- campaign
- Traffic Snake Game
- lessons for parents and children

Dr. Carreno's feedback to the proposed solution is that the target group is too diverse.