

# The SEGMENT Toolkit

Resources for creating segmented marketing campaigns  
for sustainable transport



segmented marketing for  
energy efficient transport



Supported by  
**INTELLIGENT ENERGY**  
EUROPE 

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# About the SEGMENT project

SEGMENT is a three-year project funded by the EU Intelligent Energy Europe's Energy in Transport programme (IEE STEER). The project has tested the use of consumer market segmentation techniques to help persuade people to change their travel behaviour and adopt more energy-efficient forms of transport. This project has been working in seven cities across the EU since 2010. This has allowed the testing of different approaches and the development of tailored marketing campaigns.

The SEGMENT project aims to maximise the impact of campaigns through the use of two segmentation techniques:

- Targeting consumers undergoing 'life change moments' which cause them to question and reconsider their travel habits
- Using detailed questionnaires to cluster consumers into similar groups (in terms of their attitudes towards car use, cycling, electric vehicles or wider issues such as climate change and health) and then using the findings to devise special campaigns.

## The project delivered these outcomes:

- **A transferable market segmentation model** and methodology which will maximise campaign impact and be able to be repeated and transferred to all of the EU's 27 member states
- **Successful targeted marketing campaigns** fostering change in attitudes and behaviour towards sustainable transport modes
- **Building up competence and capacity in transport in Europe**, to support the **take up and transfer of best practice in sustainable travel marketing campaign design, implementation and monitoring.**

For further details and information about SEGMENT and our campaigns in Europe and to access the Segment online toolkit please visit the website: [www.segmentproject.eu](http://www.segmentproject.eu)

# Introduction to the SEGMENT Toolkit

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The SEGMENT Toolkit has been created to bring together examples of best practice from the SEGMENT project, to help other organisations across the EU to implement successful sustainable transport programmes.

If you have picked up this toolkit, it is because you are about to develop a campaign to promote active and sustainable travel. You have probably heard a bit about ACORN or Mosaic, tools used in marketing to place individual consumers into different groups. You may also know about the EU SEGMENT project and be interested in using the project's segmented marketing techniques to reach your target audience. Alternatively, you may be looking to revise and improve an existing campaign to make it more focused with more efficient use of resources.

The SEGMENT Toolkit will give you the information and resources you need to understand your target audience and determine the messages most likely to motivate them to change their travel behaviour. It provides practical lessons in using consumer market segmentation techniques to improve your travel management campaign.

## In this toolkit, you will find:

- a social marketing checklist you can use to review existing campaigns
- a guide on identifying your audience
- pen profiles of the eight key consumer segments and their Mosaic equivalents
- 'Golden Questions' to help with customer profiling and reference to the online survey tool and data analysis spreadsheet
- case studies from campaigns in Europe
- recommendations from lessons learned through the SEGMENT project.

This toolkit is a guide and summary of our findings on how similar schemes can be implemented in local authorities across Europe. More detailed information is available on our website – [www.segmentproject.eu](http://www.segmentproject.eu) – which also includes links to relevant resources. At the end of the document we have provided contact details for each partner country involved in SEGMENT so you may contact them directly with any queries. For those who do not have a contact in their country, please contact the lead partner in London, UK.

# Social marketing and the planning process

## What is social marketing?

Social marketing is an approach used to develop activities aimed at changing or maintaining people's behaviour. Where marketing in the commercial world seeks to influence consumers for profit, social marketing encourages behaviour that benefits individuals and society as a whole.

At its core, social marketing uses a range of methods to address four key questions:

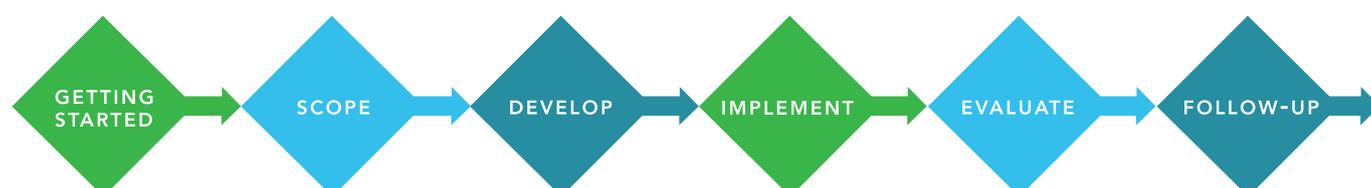
- ☼ Do I see things from my audiences' perspective?
- ☼ Am I clear about what I would like people to do?
- ☼ Do the benefits of the new behaviour outweigh its costs and barriers?
- ☼ Am I using a combination of activities to encourage the desired behaviour?

By using this approach, you will be able to create a better campaign to encourage change or maintain the behaviour of your audience.

## The planning process

The National Social Marketing Centre (NSMC), a world leader in social marketing, has developed a six-stage planning process for social marketing programmes. The different stages in the planning process are:

- ☼ **Getting started** – defining the challenge and initial planning
- ☼ **Scope** – building an understanding of your audience, their motivations, and why they behave in certain ways
- ☼ **Develop** – developing an exchange to move an audience to preferred behaviour that is easy to adopt, attractive and popular for that audience
- ☼ **Implement** – delivering the programme and dealing with any issues as they arise
- ☼ **Evaluate** – looking at the effectiveness of the campaign.
- ☼ **Follow-Up** – sharing your findings and learnings with others for future programmes.



# The 'learning from others' checklist

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## **1. Look at other campaigns:**

Before starting any project work, it is useful to look at what others have done in past and current campaigns. This will help to ensure that your campaign builds on previous successes and does not make the same mistakes that other campaigns have made.

## **2. Conduct a literature review:**

It may also be beneficial to conduct a small literature review to ensure that behavioural theory and academic practice are included as part of your planning process.

## **3. Record relevant information:**

The NSMC has created a grid (overleaf) which can be used to record information you find when planning and researching your campaign.

**WHAT?**

The activity or source of information

**WHAT DID WE LEARN?**

Outcomes, impact, cost and benefit

**SO WHAT?**

How does this help develop your intervention?

What do you need to find out from your audience (to provide insight for your campaign)?

What research methods and techniques will help you find the answer?

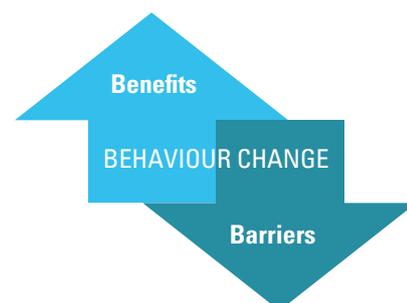

# Analysing your audience

A social marketing approach sees things from the audience's perspective. It is useful to conduct an initial audience analysis to help work out who your audience is and how to understand their needs. This will help you find out at the beginning of your project what is currently known about the audience and what influences them.

## You should ask these key questions:

- ❁ **Who are the people you want to adopt the new behaviour?** (Age, gender, lifestyle, where they live, what they do or don't do)
- ❁ **What or who do you think influences them?** (Social groups, the media, products or services used)
- ❁ **What benefits do you feel they get from the problem behaviour?** (What do they gain? How do you think the problem behaviour makes them feel?)
- ❁ **What do you think stops them from choosing the desired behaviour?** (Are there any barriers? What costs are incurred?)
- ❁ **What contact do you have with them?** (Are you in contact with the audience through other services or activities?)
- ❁ **What information, or research, exists about the audience?** (Do you have any statistics or market research – by you or others?)

This information will help you to focus on a particular audience segment, or to divide your audience into smaller groups. Segmentation can be done by using either demographic information (such as age, where someone lives or what car they drive) or psychographic information (such as their attitude towards something, their interests or values). Both sets of information are useful. We include them in this guide by looking at the categories used in the SEGMENT project and the Mosaic consumer classification system used in the UK. This relationship allows programme managers to identify which communication channels, suggested by Mosaic, are most suitable for reaching each audience segment.



## The Mosaic classification system

Mosaic is a geodemographic classification system created and overseen by Experian, the UK credit reference agency. It is based on national trends, which segments households into a number of groups and types. UK households are separated into 10 groups, and divided further into 67 different types.

Mosaic is also available in other countries around the world, where other groups and types may be relevant.

Experian has gathered large quantities of data which has led to a greater understanding of the different types of consumers living in the UK. A detailed profile of each household type is available on the Experian website, which provides insight into appropriate communication channels to use with each household type, what issues are important to them, the areas where they live and a family description. They also provide a 'pen profile' for each segment to give insight into each group.

All of this information is vital in planning which audience to approach and how to engage them for any project work.

### **Mosaic uses these main groupings:**

- A** – Alpha
- B** – Professional Rewards
- C** – Rural Solitude
- D** – Small Town Diversity
- E** – Active Retirement
- F** – Suburban Mindsets
- G** – Career and Kids
- H** – New Homemakers
- I** – Ex-Council Community
- J** – Claimant Cultures
- K** – Upper Floor Living
- L** – Elderly Needs
- M** – Industrial Heritage
- N** – Terraced Melting Pot
- O** – Liberal Opinions

These groupings are based on demographic and psychographic information. For further information, please visit the Experian website: [www.experian.co.uk/marketing-information-services/mosaic-uk-2009-interactive-guide.html](http://www.experian.co.uk/marketing-information-services/mosaic-uk-2009-interactive-guide.html)

### **Consumer classification in the SEGMENT project**

The SEGMENT project generated eight main attitudinal segments identified as being useful for the design of mobility management campaigns. These segments are based on results from over 10,000 comprehensive attitudinal surveys containing over 100 questions. From this a smaller set of 'Golden Questions' were developed which are on page 33.

The eight audience segments are:

- 1.** Devoted Drivers
- 2.** Image Improvers
- 3.** Malcontented Motorists
- 4.** Active Aspirers
- 5.** Practical Travellers
- 6.** Car Contemplators
- 7.** Public Transport Dependents
- 8.** Car-free Choosers.

**For further details on how the segments were developed and to access a tool you can use to segment audiences for your project, visit [www.segmentproject.eu/segmentationquiz](http://www.segmentproject.eu/segmentationquiz)**

The next section of the toolkit provides 'pen profiles' for each audience segment, giving further information, including their attitudes towards different modes of travel, such as cycling and walking, and environment and health.

## SEGMENT ONE

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# DEVOTED DRIVERS



- \* Would rather use the car and have no intention of reducing car use
- \* Think successful people use the car
- \* Not the kind of person to use the bus or to cycle, and finds bus use stressful
- \* See no benefit to cycling and think walking is too slow
- \* Do not like to walk. Although they know it can provide flexibility, they find it too slow
- \* Are not motivated by fitness and have a very low moral obligation to the environment

### Demographic data:

- ⊗ Highest percentage of men of all the segments – 46.7%
- ⊗ High level of full-time employment – 73.9%

### Transport availability and travel behaviour:

- ⊗ Highest percentage of households with three or more cars available to them – 7.3%
- ⊗ Highest percentage of at least one car available to the household – 98.1%
- ⊗ Have on average the longest walk to the nearest public transport
- ⊗ Highest percentage of frequency of car use (5 to 7 days per week) – 73.7%
- ⊗ In the last 12 months, the highest proportion reporting never having used public transport – 49.1%

### Intention:

- ⊗ Devoted drivers showed the least intention to change their travel behaviour, with the highest percentage of 'strongly disagrees' across a range of questions.

### Links to Mosaic groups:

- ⊗ This group mainly links to Mosaic groups A (Alpha) and F (Suburban Mindset)

### MUNICH – sustainable transport

In Munich, Germany, new residents were the target audience for a new campaign. They received a folder with travel information promoting the use of sustainable transport. The folder's contents were based on a previous campaign but improved by using focus groups and testing prototypes with the target audience. This resource targeted Devoted Drivers, as well as Car Contemplators. During the project, walking and public transport use both increased by 4%. This campaign used a 'life change' moment (moving to a new city) as the time to influence and change travel behaviour.

## CASE STUDY EXAMPLE : DARREN AND SARAH

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Darren and Sarah both live busy professional lives. Darren is a mobile phone salesman and Sarah works for a local printing company. They both currently drive to work, which takes them approximately 20 and 30 minutes, respectively.

All their friends drive to work, except for Tom who has been unemployed for a year. He takes the bus everywhere – but time is not an issue for him.

Because of what they perceive to be pressured jobs, Darren and Sarah think the car provides them with the flexibility to work long or irregular hours and not have to rely on public transport.

## SEGMENT TWO

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# IMAGE IMPROVERS



- \* Like to drive and see the car as a way of expressing themselves
- \* Do not want driving restricted and do not want to cut down car use
- \* Not the kind of people to use the bus
- \* Think cycling can be a form of self-expression and a good way to keep fit
- \* Would like to walk for fitness, but are worried about the time it takes
- \* Have neutral or moderate environmental attitudes
- \* Are motivated by fitness – especially cycling
- \* Would like to increase cycling and maybe walking, rather than use the bus

### Demographic data:

- ⊗ Highest proportion of 25-34-year-olds – 40.9%
- ⊗ Second highest proportion of employed or self-employed individuals – 70.4%

### Transport availability and travel behaviour:

- ⊗ Highest proportion of people owning two cars – 40.8%
- ⊗ Least likely to be a member of a car club
- ⊗ Highest proportion to have one bicycle available for their child – 83%
- ⊗ Highest proportion reported never having used the tram/metro in the last 12 months – 44.7%
- ⊗ Highest proportion of people reporting to have used a bicycle less than once a month over the last 12 months – 19.2%
- ⊗ Highest proportion of people citing the car as their main mode of transport to visit friends and family – 86.7%

### Intention:

- ⊗ Moderate intention to use cycle, walk and reduce car use
- ⊗ Low intention to use public transport

### Links to Mosaic groups:

- ⊗ This segment mainly links to Mosaic group B (Professional Rewards)

### SOFIA – walking bus campaign

The schools in Sofia, Bulgaria, ran a new 'walking bus'. Several schools in the Lozenets area of Sofia were asked to participate. A walking bus involves parents taking turns to walk a group of children to school. The children are from a range of school classes and from different families. This can be a challenge for parents who are used to overseeing their child's journey to school. Routes were agreed and parents recruited to oversee the walking bus. Results were mixed – with a decrease in both car use and walking, of 3% and 2%, respectively.

# CASE STUDY EXAMPLE : BARRY



Barry is full-time police officer. He likes driving as it has been a big part of his job and traffic patrol was one part of the job he enjoyed the most. He has a large family, including a wife and four children, and so he does not want his ability to drive to be restricted. But he recognises that it would be good for the planet if we all reduced our use of the car. He is civic-minded and would like to contribute by reducing his driving a little.

He does not relate to bus users and thinks that if he used the bus he would always feel like he was 'on duty', whereas in his car, or on a bike, he feels he can at least 'switch off'. He sees cycling as a form of self-expression as he has always been committed to staying slim and fit and his job demands it. He thinks he should choose to walk more and leave the car at home but feels that everything takes much longer when you walk, plus his children complain whenever he suggests walking instead of driving.

His youngest daughter is obsessive about the environment, and she has made him aware of some of the issues that his friends are unaware of. However, he thinks that there are many mixed messages about global warming – some of the science might be right but there is always another report to contradict the last. He prefers to remain neutral – he is happy to contribute by recycling – like most of the people on his street. But, for areas like energy efficiency, he is less motivated to act.

If he was to use his car less he would probably do so on the grounds that it was making him fitter – which really does matter to him. He has seen the colleagues he trained with go from slim and fit to being overweight because of their inactive lifestyles and as a result of moving from the police beat to desk jobs.

The main reason Barry does not want to reduce his car use is mainly practical – for driving his family around. He thinks that when you have a big family you tend to use the car to go anywhere. If Barry and his family cycle or walk it is usually as a separate 'health' activity (they go for a bike ride and come back, or go for a walk and come back) and not as an alternative to using the car. He would like to get the whole family cycling and walking more, so he thinks that the way to persuade them is to use the environmental argument, particularly with his daughter.

## SEGMENT THREE

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# MALCONTENTED MOTORISTS



- \* Do not like driving – find it stressful
- \* Want to reduce driving but still prefer the car
- \* Would rather use the bus than cycle, but see problems with using the bus
- \* Do not identify as cyclists, and see no benefit to cycling other than fitness
- \* Walk, but do not see any advantage to walking, except for fitness
- \* Have a small level of environmental consciousness
- \* Have a moderately strong intention to reduce car use, but not to increase use of public transport
- \* Highest proportion of women car drivers

### Demographic data:

- ⊗ 67.6% of this cohort are aged between 25 and 44 years old

### Transport availability and travel behaviour:

- ⊗ Over the last six months over 61.3% of individuals reported having used a car five to seven days a week
- ⊗ Most likely to use tram or metro two to four times per week – 10.4%

### Intention:

- ⊗ Most people within this group are unclear or unsure about making any lifestyle change in their individual car use – 42% neither agree nor disagree to making changes
- ⊗ Highest number of people unclear (neither agree nor disagree) about reducing their current level of car use in the next 12 months – 42.5%

### Links to Mosaic groups:

- ⊗ This segment mainly links to Mosaic groups D (Small Town Diversity) and M (Industrial Heritage)

# CASE STUDY EXAMPLE : SANDRA

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Sandra works at the local school as a library assistant. She drives to school because it is convenient and there is a parking space for her right outside the door. She would like to drive less as she finds that the traffic and congestion generally means she arrives at school feeling stressed and tense.

She has occasionally taken the bus to work but the nearest stop is quite a long walk away from the school and when the weather is bad it is miserable. The route is also unreliable and there can be almost half an hour between buses.

Cycling is not something Sandra has felt comfortable doing. It was fine when she was a teenager, but now she does not have the confidence to start riding again – she thinks it is a terrifying idea. She can see that it would be beneficial to her health but otherwise she can not see the advantage. She thinks that, for most of the year, the weather is far too cold to make cycling enjoyable to anyone except the most enthusiastic fan.

Sandra does walk sometimes but only when it seems more convenient than driving. She does not walk for the health benefits or to save the environment – simply because it makes more sense sometimes when she is in town and does not want the hassle of trying to park the car. She does think that she should try and walk a bit more as everybody knows that it is good for your heart, and so on. She is happy to try and walk more and use her car less and will probably make the effort to do so in future.

## SEGMENT FOUR

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# ACTIVE ASPIRERS



- \* Feel guilty using their car on short journeys, so would like to cut down on car use
- \* Agree that using the bus can be quicker, but are not bus users and see lots of problems with using the bus
- \* See themselves as cyclists and believe that cycling is quick and provides freedom and fitness
- \* Regard walking as healthy, do walk, and would like to walk more for fitness
- \* Have a high moral obligation to the environment, therefore do not believe that more roads are necessary
- \* Believe reducing their own car use will make a difference and intend to reduce car use
- \* Are highly motivated to use active transport modes, and to walk and cycle for fitness
- \* Have above-average levels of part-time employment

**Demographic data:**

- ⊗ Highest proportion of 45-54-year-olds
- ⊗ Over 87% of the segment falls within the age ranges of 25-54 years
- ⊗ Twice as many women as men in the segment
- ⊗ High proportion having undertaken further education
- ⊗ High proportion of individuals in full and part-time employment – low percentage retired



**Transport availability and travel behaviour:**

- ⊗ Highest proportion of households owning only one car – 58.6%
- ⊗ Highest proportion of car club members – 5.5%
- ⊗ Highest proportion of three bicycles per household – 3.3%
- ⊗ Most likely to agree that:
  - whenever possible, children should not travel to school by car
  - it is important for children to walk or cycle to school to help them get enough exercise
  - it is important to reduce the number of cars on the road
  - they feel a moral obligation to reduce the emission of greenhouse gases
  - they feel a moral obligation to help solve their town or city’s traffic problems
  - being environmentally responsible is important to them
  - walking is a very healthy way to get around
  - walking provides freedom and flexibility

**Attitude:**

- ⊗ Most likely to have actively cut down their car use in the last 12 months
- ⊗ Most likely to agree that, by reducing their car use, they can help stop climate change
- ⊗ Most likely to agree that driving can be stressful
- ⊗ Most likely to agree that cutting their car use makes them feel good
- ⊗ Most likely to agree that, if they could, they would not use a car
- ⊗ Most likely to want to get a smaller, more efficient car
- ⊗ Most likely to agree that car use reduces the quality of life in cities due to traffic noise and odour



**Intention:**

- ⊗ Most unclear about making any lifestyle change in car use – 42% neither agree nor disagree



**Links to Mosaic groups:**

- ⊗ This segment mainly links to Mosaic groups D (Small Town Diversity) and M (Industrial Heritage)



# CASE STUDY EXAMPLE : SAMANTHA



Samantha does not like buses. They are not designed for pushchairs and it is almost impossible to use them with her two toddlers and a double- buggy, bags and so on. She sometimes uses the bus if she is alone, as it can be quicker than driving – particularly if she is driving a short distance to town. She loves cycling. Her husband encouraged her to take it up and she loves the sense of freedom it provides. She always feels fit and alive after even just a short cycle and she knows it is good for her health. She also regularly incorporates walking into her daily routine and always uses the stairs, never the escalator, when she is in the office.

Samantha is a mother of two children aged under 5 years old. She works part-time as a book-keeper for a local accountancy firm. She drives more than she should – particularly short journeys that could be walked – but there is always so much to take with her when she is looking after the children. Even though work is just round the corner, she sometimes drives there too because she occasionally brings work home. She would like to drive less – it seems like the right thing to do – and she thinks building more roads will just add to the number of cars on the roads, making the problem worse.

Samantha has been a keen supporter of environmental causes since she was a member of Greenpeace as a teenager. She thinks we can all make a difference and that we all have a moral obligation to get involved. She thinks reducing her car use will make a difference and for that reason is keen to look at how she could realise this in practical ways. She would like the solution to involve a transport mode that gives her some additional exercise, so cycling and walking are perfect solutions.

## SEGMENT FIVE

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# PRACTICAL TRAVELLERS



- ✧ Use the car only for getting from point A to point B
- ✧ Only use the car when necessary
- ✧ Think that cars reduce our quality of life
- ✧ Would much rather cycle than use the bus as it is much quicker
- ✧ Identify themselves as cyclists but do not see it as a form of self-expression
- ✧ See the benefits of cycling – for example, it is not stressful
- ✧ See walking as moderately healthy
- ✧ Will walk when it seems more practical than cycling
- ✧ Are not motivated by climate change
- ✧ See local pollution and congestion as issues
- ✧ Claim to not be motivated by fitness, but could be as they believe they are already fit
- ✧ Have no intention of reducing car use
- ✧ Have no intention of using the bus more
- ✧ Intend to cycle
- ✧ They probably think they are using a balanced amount of each transport mode
- ✧ Highly educated
- ✧ Above-average part-time working

### Demographic data:

- 81% of the segment are between the ages of 25 and 44 years old
- Highest proportion still in further or continuing education at the age of 20 years – 74.9%
- Highest proportion of part-time workers – 26.1%



### Transport availability and travel behaviour:

- Highest proportion with three or more bicycles available to them – 40%
- Highest proportion with a five-minute or less walk time to public transport – 77.5%
- Highest proportion using a bicycle to get to and from work/school – 50%



### Intention:

- Least likely to have a plan to reduce car use – 66%
- If no constraints, highest proportion would wish their child to travel to school by bicycle – 4.3%
- Most likely to say they would rather cycle than use the bus



### Links to Mosaic groups:

- This segment mainly links to Mosaic groups C (Rural Solitude) and G (Career and Kids)

### UTRECHT – campaign to increase cycling

In Utrecht, the Netherlands, a segmented campaign was created to increase cycling by new inhabitants of the city. It focused on the Practical Travellers and Active Aspirers segments who represent over half of Utrecht's population. This campaign links to wider goals to reduce carbon emissions and car use across the city and was co-designed by a communications agency and the city of Utrecht. New residents received a direct mail promotion, including a cycling map of Utrecht and information about an official website with a downloadable cycling voucher. The voucher was downloaded by 10% of the targeted inhabitants. Results showed that cycling and public transport use increased by 2% and 3%, respectively. Car use decreased by 4%.

# CASE STUDY EXAMPLE : JAMES



James is a part-time financial adviser. He uses his car as the only really practical way of getting around as he lives outside of town. Despite using his car most of the time, he does not particularly like driving and thinks that cars reduce our quality of life. He only uses his car when necessary as he sees local pollution and congestion as a problem.

He would much rather cycle than use the bus. As he works part-time, his travel is sometimes pressured by time and the bus is just too slow compared to cycling. He thinks cycling reduces his stress and he finds it a very good replacement for the car. He also likes walking and always feels the health benefit after a good walk. Sometimes he will choose to walk when cycling is not an option, for example, when he has things to carry.

James is not really motivated by or interested in environmental issues unless they have an impact on his local community. He therefore has no intention of reducing his car use and he thinks he has the balance about right when it comes to choosing between the car, bike or walking. Although he claims to not really think about the concept of fitness, the fact that he describes himself as 'fit' indicates that health and fitness do mean something to him.

## SEGMENT SIX

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# CAR CONTEMPLATORS



- ✧ See cars as status symbols, and believe that people should be allowed unrestricted car use
- ✧ Would like to increase car travel
- ✧ Would rather use the bus than cycle, but see lots of problems with the bus and find bus travel stressful
- ✧ Are neutral about cycling
- ✧ Do not identify with cycling and see it as a bit stressful
- ✧ Regard walking as not very flexible, but might want to walk a bit more for fitness
- ✧ Have a neutral or moderate attitude towards the environment and cycling
- ✧ Are not motivated by fitness but believe walking is healthy
- ✧ Intend to use other transport modes but are most likely to say they will start driving
- ✧ Are the youngest segment, with the highest proportion of students
- ✧ More likely to be women

### Demographic data:

- ⊗ Highest proportion under 24 years old – 36.9%
- ⊗ Highest proportion unemployed/seeking work – 21.4%



### Transport availability and travel behaviour:

- ⊗ Highest proportion without a driving licence – 67.9%
- ⊗ Highest proportion citing bicycle use as their main mode of transport



### Intention:

- ⊗ Most likely to agree that ‘traffic problems will reduce if I drive less’
- ⊗ Most likely to say they would like to travel more by car
- ⊗ Cost, availability of a car and not having a licence seem to be the main barriers to increased car use among this segment
- ⊗ Over 50% believe they are likely to become car drivers in the next 12 months



### Links to Mosaic groups:

- ⊗ This segment mainly links to Mosaic groups J (Claimant Cultures), K (Upper Floor Living) and N (Terraced Melting Pot)

# CASE STUDY EXAMPLE : KATE

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Kate is a student currently studying history at Exeter University. She does not have a car but would like to be able to afford one, as it would make her a lot more independent. She thinks anyone should be allowed to own a car and feels that it is not the business of the government to tell people how many cars they should own. In the area where Kate lives, the buses are very unreliable and she is not happy about having to rely on the poor service.

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## SEGMENT SEVEN

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# PUBLIC TRANSPORT DEPENDENTS



- ✧ Do not like driving and would like to see less congestion
- ✧ Believe that more roads are needed to relieve congestion
- ✧ Think people should be allowed to use cars and would like to travel more by car
- ✧ Use public transport, although think that the bus is not the quickest method
- ✧ Believe that the bus is better than cycling, but that walking is often better
- ✧ Definitely do not see themselves as cyclists, and see no benefits to cycling, believing it to be stressful
- ✧ Walk and would like to walk more for fitness
- ✧ Are not motivated by the environment
- ✧ Are keen to walk more and least likely to start driving
- ✧ Are more likely to be women
- ✧ Highest number of retired people
- ✧ The least-educated group

### Demographic data:

- ⊗ Highest proportion of women – 81.1%
- ⊗ Highest proportion of those aged over 55 years – 13.8%
- ⊗ Least likely to have continued full-time education beyond the age of 18 years – 41.5%
- ⊗ Highest proportion retired
- ⊗ Most likely to have a disability that affects travel options – 8.9%



### Transport availability and travel behaviour:

- ⊗ Least likely to have a bicycle available to them – 77%
- ⊗ Most likely to think they have reduced car use as much as they can
- ⊗ Most likely to think that travelling by car is expensive
- ⊗ Least likely to ride a bicycle



### Intention:

- ⊗ Most likely to think they should walk more to keep fit
- ⊗ ‘Owning a car is too much hassle’ – is reported reason by these individuals for not driving in the last 12 months



### Links to Mosaic groups:

- ⊗ This segment mainly links to Mosaic group L (Elderly Needs)



# CASE STUDY EXAMPLE : DEIDRE

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She thinks she is far too old to start cycling but often prefers to walk rather than take the bus. She walks for the fitness benefits as she suffers from stiff joints and it definitely makes her feel better. She would like to make an effort to increase the amount she currently walks.

She has no interest in or knowledge of environmental issues and sees this as something that does not concern her.

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Deidre is 65 years old and a retired school dinner lady. She generally uses the bus as the routes were close and convenient when she was working. However, the bus can be quite slow, so now if she gets the chance, she prefers to get a lift with someone in their car. She got her driving licence years ago, but does not drive. She thinks everyone should be allowed to drive but would like to see something done about the level of congestion on the roads. Ideally she would like to see more investment in road building.

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## SEGMENT EIGHT

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# CAR-FREE CHOOSERS



- \* Do not like driving and think that cars lead to unhealthy lifestyles
- \* Believe car use should be reduced
- \* Do not think the bus is stressful or problematic
- \* Would rather cycle than take the bus
- \* See cycling as beneficial for many reasons and as a route to self-expression
- \* Do not believe that cycling is stressful
- \* Regard walking as healthy and would like to walk more for fitness
- \* Feel a high moral obligation to the environment, and believe that reducing their own car use will make a difference
- \* Are keen to use active modes of transport
- \* Regard walking and cycling as healthy and good for fitness
- \* More likely to be women
- \* High proportion of students

### Demographic data:

- ☼ 70.7% women make up the vast majority of the segment
- ☼ 74% of segment is under the age of 34 years – one of the youngest groups
- ☼ 16% still involved in studying with 19% full-time student at college or university



### Transport availability and travel behaviour:

- ☼ Two-thirds do not hold a driving licence – by far the largest group of non-licence holders
- ☼ 51% do not own a car
- ☼ Highest numbers with a bicycle available to them in their household
- ☼ High levels of bus, bicycle and walking among this group with the highest response rate for having walked five to seven days a week



### Intention:

- ☼ Strongly agree that over the next six months they intend to make sure that they (or their child) cycles to work/school more often than is currently happening
- ☼ Very likely to have had a plan to reduce car use before they moved to their current home



### Links to Mosaic groups:

- ☼ This segment mainly links to Mosaic group O (Liberal Opinions)



# CASE STUDY EXAMPLE : GEMMA



Gemma is a 28-year-old geography teacher who thinks that cars and their impact should be urgently addressed. Although she learned to drive years ago, she decided that she did not want to be a driver and was going to commit to other, more healthy modes of transport instead. She sees a lot of unhealthy, overweight children at school. She thinks they would be a lot healthier if their parents would encourage walking to school or using the bus and integrating walking into the journey to and from school.

Gemma often takes the bus and finds it a relaxing and enjoyable way to get to work. If she is reading a good book she will take the bus so she can read, otherwise she will choose to cycle to keep fit and get some fresh air. She has always loved cycling, she likes the sense of freedom it gives her and feels it says something about her personality and how she feels about protecting the environment. That is why she rarely uses cars – even on holidays – and would like to reduce the times when she drives even more. If everybody had her attitude, she believes the benefit to the environment would be significant.

She has decided that she is going to try to walk and cycle more for a number of reasons: it will be good for her health, it contributes to environmental protection and it reduces her car use.

## **ALMADA – student travel**

In Almada, Portugal, the City Council and AGENEAL (a local energy provider) worked together to create a campaign aimed at influencing first-year university students' travel behaviour. When students registered at their university in their first week, they received information on public transport, including maps, as well as personalised information on the route between their home and university. This campaign saw an increase in public transport use of 3%.

# 'Golden questions' used to profile a population

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To help place people in the most relevant group, as part of the segmentation process, all participants were asked to respond to a series of questions or statements. Within the large number of questions/statements, some were found to provide answers which are more helpful in defining which segment the respondent should belong to. SEGMENT's academic partner, Aberdeen University, were asked to identify these 'golden questions' so they could be used in questionnaires or online surveys to help other organisations to conduct similar work. These 'golden questions' represent the smallest number

of survey questions required to reproduce the eight segments.

The work helped to identify key questions/statements for car owners and non car-owners with a number of questions/statements common to both groups. To determine responses, each golden question uses a point scale of one to five, with one being 'strongly disagree/very unlikely' and five being 'strongly agree/very likely'.

For further information on the golden questions and to access the segmentation tool, visit the website [www.segmentproject.eu/segmentationquiz](http://www.segmentproject.eu/segmentationquiz)

## The golden questions found in the SEGMENT project

On a scale of 1-5 how much do you agree with the following statements (with 1 being 'strongly disagree/very unlikely' and 5 being 'strongly agree/very likely')

### GOLDEN QUESTIONS FOR BOTH CAR OWNERS AND NON-CAR OWNERS

1. I am not the kind of person who rides a bicycle
2. I feel I should cycle more to keep fit
3. I find cycling stressful
4. Cycling can be the quickest way to travel around
5. I like travelling by bicycle
6. I am not the kind of person who likes to walk a lot
7. I feel I should walk more to keep fit
8. I like travelling by walking
9. I am not the kind of person to use the bus
10. In general, I would rather cycle than use the bus
11. I feel a moral obligation to reduce carbon emissions
12. People should be allowed to use their cars as much as they like

### GOLDEN QUESTIONS FOR CAR OWNERS

1. For most journeys, I would rather use the car than any other form of transport
2. I like to drive just for the fun of it
3. I am not interested in reducing my car use
4. Driving gives me a way to express myself

### GOLDEN QUESTIONS FOR NON-CAR OWNERS

1. How likely are you to drive in the next 12 months?

# Case studies

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As part of the SEGMENT project, each partner country was asked to run three campaigns using the SEGMENT profiles: one targeted at schools and two targeted at other groups (chosen by each partner). This section of the toolkit provides two case studies which illustrate how the SEGMENT profiles were used to target specific audiences for their campaigns.

# NEW PARENTS' CAMPAIGN

## CITY OF GDYNIA, POLAND

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### Campaign aim and method

The city of Gdynia's objectives were to encourage new parents to walk to health centres and leave the car at home. They wanted parents to feel positive about walking and so they promoted the health benefits of walking, including the freedom that it provides.

After carrying out and analysing the results of the SEGMENT survey, groups of parents with similar transport behaviours were identified and chosen as the target segment. These groups were: Image Improvers (30%), Devoted Drivers (11%), Car Contemplators (7%).

The research found that the groups shared similar characteristics. All three segments:

- ⊗ are against public transport
- ⊗ consider the car as a symbol of success
- ⊗ believe that the car is the fastest and safest mode of travel
- ⊗ feel that walking is a healthier option.

The campaign was implemented in five health centres in Gdynia and two key initiatives were applied. The first initiative was to develop a magazine for new parents to read in health centre waiting rooms. The 30-page magazine included articles about being healthy and active, use of public spaces for play and leisure, and life without a car. The articles aimed to demonstrate the advantages of walking, including the health benefits for mothers and their newborn babies.

The second initiative featured a poster campaign. The aim was to encourage a culture change from driving to walking to the health centre. The posters presented images of slim and stylish women walking with their newborn babies in prams. Slogans on the poster read 'Forget about your car, walking is trendy'.

### Campaign results

The research results showed that walking increased across all segments, on average, by 24%. However, it should be noted that there was a similar reduction in public transport use, indicating that those previously using public transport may have walked instead.

# MYTIME SCHOOLS CAMPAIGN

## LONDON BOROUGH OF HOUNSLOW



### Campaign aim and method

Schools were a primary target group for all countries participating in the SEGMENT project. The MyTime campaign in Hounslow was the most successful of all the schools campaigns in achieving transport mode shift among its targeted groups.

The MyTime campaign focused on the Image Improvers who made up 20% of the parents transporting their children to school.

This segment:

- is motivated by being social, having fun and being rewarded
- like driving
- is not responsive to environmental messages
- do not like cycling
- consider walking to be easier than taking the car for some trips
- find walking enjoyable
- are motivated by health benefits.

The campaign was targeted at parents with children starting at a new school – a ‘life change’ moment where parents are likely to review their travel choices.

From initial surveys it was clear that parents are motivated by time and health. The campaign recognised that parents are ultimately the decision-makers when it comes to choosing a travel mode. Therefore, as well as highlighting the health benefits of walking and cycling, the campaign focused on promoting active journeys as a way for parents to spend more quality time with their children.

The MyTime campaign was different because it rewarded parents not pupils. Rewards were in the form of vouchers to fitness/gym classes and local swimming sessions for up to two adults and three children. A parent who logged the most kilometres also won shopping vouchers worth £100, and the school that logged the most kilometres was awarded with ten scooters.

## Campaign results

Results showed that, overall, walking increased by 6%. Walking had increased considerably (by 51%) among the Image Improvers and car use had decreased in this segment (by 39%). Walking also increased among the Malcontented Motorists segment (by 27%) and Car Contemplators (by 57%). These two groups were not targeted but they displayed a shared interest in walking for health and fitness and so the campaign also appealed to them.

Further details of all the campaigns can be found on the SEGMENT website:  
[www.segmentproject.eu](http://www.segmentproject.eu)

# Recommendations

The SEGMENT project partners collectively learned some valuable lessons about implementing segmented marketing campaigns. Not every country took the same approach, but by ensuring you consider some of the recommendations below, you could greatly improve the chances of success for your campaigns.

## **RECOMMENDATION 1** **Double segmentation**

We found that double segmentation, although a good idea, was not always the best option. For example, double segmentation is using a 'life change' moment coupled with grouping by consumer attitude to target certain sections of the population. Both Sofia and Gdynia felt that double segmentation was not essential for their projects as they did not want to exclude or discriminate against those individuals who were not undergoing a 'life change' moment or make them feel that they were missing the chance to gain benefits or win prizes. However, Munich and Utrecht could see the benefit of using a life change moment as a 'way in' for a campaign.

We therefore recommend that, where a campaign is new, incentives should be given to the entire target group and thereafter, only to the 'life change' group. For example, where a residents campaign is being introduced, initially the offer should be to all residents and then to new residents only.

## **RECOMMENDATION 2** **Keep campaigns 'current'**

If you are in a country that is lucky enough to have high levels of sustainable travel, it might be a challenge to improve the results beyond the existing good behaviour. We have found that regularly 'refreshing' campaigns is essential to maintain good behaviour as well as to encourage further transport mode shift. Sometimes this means simply introducing new commuter challenges or incentives, rather than initiating a new campaign.

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### RECOMMENDATION 3

#### Incentives

People respond well to incentives and prizes. Incentives can range from free public transport tickets, free membership to car clubs or a bike to try for a limited period. All these incentives help to make it easier for people to move to more sustainable choices.. These prizes also give people the opportunity to ‘try before they buy’. Habits, good or bad, are not easy to break. Free travel helps to shift the person’s incentive to saving money rather than changing their habits or improving their behaviour.

However, when considering prizes or incentives, sometimes a transport-related prize, such as a free bike, is not the more appropriate offer. People who travel unsustainably will not always respond to specific travel-mode prizes. Sometimes it is best to think of different desirable prizes – items like a free music player and headphones are often good incentives. These prizes can help with improving your campaign numbers by grabbing the attention of a much wider audience.

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### RECOMMENDATION 4

#### Don’t forget the ‘Call to Action’

Raising awareness is a great way to introduce sustainable travel modes. But simply telling your audience that something is good is not enough. A ‘call to action’ may seem obvious but they do not always appear in campaigns. Rather than just asking people to cycle or walk more, it would be better to set a challenge. Friendly competition is a great way to motivate people. When teamed with prizes, competitions such as a commuter or pedometer challenge, attract a good amount of attention.

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