



SWITCH Implementation Scenario

City of Bologna, Italy

Confidential Deliverable



Co-funded by the Intelligent Energy Europe
Programme of the European Union

Implementation plan for the SWITCH campaign in Bologna

What is SWITCH

SWITCH is a European project involving five partner cities (London Borough of Hounslow, Wien, Gdansk, Antwerp, Donostia-San Sebastian) and various experts from transport and health fields.

The main goal of SWITCH is the implementation of "behaviour change" campaigns to switch travel behaviour among citizens, from the car to cycling and walking.

SWITCH uses information campaigns and ICT tools to encourage people to change their mode, in particular people travelling for short distances and people at turning points in our lives (changing school or job, moving home, retiring or receiving medical advice to increase physical activity).

The role of Bologna and SRM

The SWITCH project foresees the presence of "follower" cities, which are available and want to implement local behavior change campaigns with the help, the experience and the advices of partner cities and experts, also ensuring the effectiveness of the campaign through appropriate monitoring.

The City of Bologna, represented by SRM - its Local Mobility Agency of the City of Bologna - is one of the follower cities.

SRM has decided to involve the UNIPOL Group in its local campaign. The UNIPOL Group has been selected by SRM because it has characteristics that fit well to the project:

- UNIPOL Group is already active in the mobility field and its Foundation promotes road safety at nation level, thus demonstrating an existing interest and awareness to this issue,
- the number of employees is very high - around 4.000 in all offices - and it can lead to positive results in terms of number of people involved and effectiveness of the campaign,
- the main target for the project SWITCH are those people who have suffered a recent change of life from a mobility point of view. UNIPOL Group has recently built a new headquarters (a skyscraper), and many employees - around 1.500 - have been moved there from their previous work places: they can be considered as the target of our local campaign. Anyway, the local campaign will be done among all employees, to further maximize results,
- the collaboration with UNIPOL Group can go beyond the project SWITCH, considering other possibilities of future joint work.

A first meeting with the Mobility Manager of UNIPOL Group took place few weeks ago. Some first aspects have been discussed: we described each other the on-going activities, highlighting how the targets are similar on both sides. There are already some common ideas that can be developed and that could be the basis of the campaign.

What can be done within SWITCH framework

The SWITCH project is mainly based on communication. The activities that will be performed will then be focused on communication and they will exploit some existing tools.

Cycling Mobility

SRM is the organizer of the European Cycling Challenge (ECC), an event that takes place since 2012 throughout the month of May, and that aims at promoting cycling mobility: several European cities challenge against each other on using the bicycle as much as possible for daily trips. Participants keep track of their bike trips through a free GPS-based app for smartphones, and feed the real-time leaderboards of the Challenge. During the past edition has been introduced the possibility to create sub-teams within a city team, and this gives the opportunity to companies to have their own team, and to compete against other local companies or against different offices of the same company.

The European Cycling Challenge uses the theory of gamification to promote bicycle and making cycling a game.

The proposed communication campaign takes advantage of this initiative, to invite employees to participate in the UNIPOL Group's sub-teams (one per offices) during the next edition of the ECC.

UNIPOL Group's commitment: UNIPOL Group will provide information to all its employees about the initiative. It will use its communication channels (including intra-net) to circulate all information and digital material. Since the project SWITCH will also monitor the effectiveness of the campaign, it will be submitted to employees a call-for-volunteers, to figure out how many have taken this opportunity to try the bicycle for their home-to-work trip.

SRM's commitment: SRM will manage the challenge from the technical point of view. SRM will prepare information materials for employees and will be available to participate in person - if needed - to specific communication initiatives (for instance: a small information box can be set up in the lobby of the offices, and in particular in the new skyscraper). SRM will also monitor the initiative, providing any necessary materials (questionnaire or other).

STEPS

1. *Contact phase*

- a. Creation of a call-for-volunteers: our main target is to change the behaviour of people, we will then have to focus our attention and efforts on car-drivers. Anyway, we don't want to forget that also cyclist can further improve the use of bicycle, so we will invite all employees will be invited to take part to the initiative, keeping track of "new and old" cyclists.

The call-for-volunteers will be made through a communication to all employees, some first information about the initiative will be provided and a commitment on their side will be asked. Volunteers will have to provide some detailed information about them and about their mobility habit.

The call will be done through the intranet and through internal emails, in order to reach all employees, and it will be evaluated if perform a specific call for new employees. Specific

campaign (such as info box in the lobbies or printed material) will be discussed in the implementation phase with the Mobility Manager, depending on the answers we will receive after the first round of the call.

2. *Segmentation phase*

The segmentation phase will be as easier as possible, because people must feel to be the real deciders of their choices, and because they must not believe they are forced to change their habit to avoid that they will look forward to go back to their previous habit when the campaign will be over.

- a. volunteers will then be asked to provide information about the mode of transport they usually use for their home-to-work trip;
- b. volunteers will be asked to keep track of their home-to-work trips for a whole week before the start of the ECC: during the last week of April they will have to record for each day, on a table, which mode of transport they have used to commute, how many km they have travelled per trip and how long was each trip: this will give us the baseline for the evaluation;
- c. this will also give us the opportunity to keep them monitored during the campaign and support and encourage them. Finally, this will allow us to keep monitored the groups of car-users which is the real target of our campaign. The ECC should then automatically create a group of “leaders” inside the company team that will encourage car-drivers not to give up and to continue using the bicycle for all the month of the challenge, or at least as much as possible.

3. *Motivation phase*

The motivation phase will be based on two groups of actions. The first one is related to the ECC, the second one to a sort of “communication kit” that will be available for participants and for all employees.

- a. As suggested by SWITCH experts in the online course “*higher success can be expected when you build a competition into your campaign*”. The European Cycling Challenge and the UNIPOL Group’s sub-team go in this direction, creating a competition among colleagues. For this reason the ECC will be at the basis of the motivation and will encourage employees to use bicycle. Other motivational activities will be performed, mainly based on communication.
- b. UNIPOL Group is interested in the creation of a company travel planner (CTP) and SRM will support them in the setup of this system, providing all needed information about cycling (cycle lanes, bicycle facilities, etc.) and about public transport (because also train+bike is a possibility that must be taken into account). The CTP could be hosted in the intranet on UNIPOL Group, giving the opportunity to all employees to create their home-to-work route with different modes of transport. For employees living within a 5km radius area from the offices it will be the way to find out how many cycle-lanes already exists and can be used for their trip: in particular the new skyscraper has a medium level of service with regard to cycle lane, but they are “hidden” among residential areas, and are not visible for people driving their cars. This CTP will help them to find out alternative choices for their trips.

- c. SRM will collect already available information and will create an online “information kit” to provide all interested employees:
 - i. the cycle-lane maps produced by the Municipality of Bologna (this could be available, on request, also in hard copies);
 - ii. the Handbook for Bicycle Safety, produced by a local Cyclist Association (this could be available, on request, also in hard copies);
 - iii. links to cycle-oriented websites - local Bicycle Associations, local Bicycle Shop Network, website of news regarding cycling, etc.
 - iv. digital leaflets and reports on the relationship between cycling and health, where employees can find information about positive effects of cycling (and negative effects of driving a car for commuting!)

Also in this case the intranet of UNIPOL Group could be the best place to collect and store all these information. In this way it will become the place where all future information will be stored, and where employees could check periodically for update material.

Incentives have not been taken into account yet. Incentives - in particular if they have a big value and are not handled and communicated in the right way - could create a distortion in the campaign: we fear that people could join this campaign and accept to be part of the voluntary group only to get the incentives. We will evaluate this possibility during the implementation phase, together with the Mobility Manager, in order to decide if set up an incentive scheme or not, and which kind of incentives could be offered to participants.

4. *Advice phase*

The advice phase is the most important phase of the campaign, because the most part of communication to participants is done in this phase.

As already said in the previous chapters, the intranet of UNIPOL Group will be the most important and most used communication channel of the campaign. This choice is due to two main reasons:

- a. the intranet is the virtual place where employees can find information about the company and internal communication and documents. It is then already known and used, and there is no reason to create a parallel channel to circulate information about mobility.
- b. the intranet is cheap. The budget for this kind of activities is limited, on both sides. SRM has no resources to address to big and specific activities, except for its personnel and some little funds for daily activities in the SWITCH project. UNIPOL Group has not foreseen these extra-activities in its budget. Anyway the interest to implement such a campaign is high, from both sides, and for this reason we need to maximize all existing instruments and tools, applying their potentiality into the project.

For these two main reasons the Intranet can be considered the best communication channel on our availability.

Face-to-face meeting with participants - such as info-box in the lobbies of offices - could be arranged in the very last weeks before the ECC starts, to maximize their effects and reduce the time requests for SRM personnel. Anyway, we will try to organize at least an info-box, where potential partners of the initiative could join us and present their cycling-related products. *As suggested by SWITCH's experts, e-bike producers could be interested in promoting their products to such a high number of people during a single event. As an effect of this "free" promotion, this producer could even offer an e-bike as incentive to join the ECC. This possibility will be discussed in details with the Mobility Manager and with bicycle shops in the city, to explore their real interest and their availability in collaborate with the initiative.*

5. Evaluation phase

The evaluation phase will be divided into three moments.

- a. the first moment for project's results evaluation is the period of the Challenge itself. In this period, thanks to the real-time leaderboards, it will be possible to keep monitor the number of km cycled by the UNIPOL Group team, and have a first idea of the answer and the participation of the employees. If needed, it will be possible to make some improvement to the communication campaign or activate new communication channels,
- b. the second moment will be done during the first week following the Challenge. As it will be done during the last week before the ECC, voluntary car-driver employees will be asked to keep track of the mode of transport chosen for commuting per each day of that week. This will give a first feedback on how many participants will continue using the bicycle and how many will go back to the car as soon as the Challenge will be over,
- c. the third and last moment for the evaluation will be done a week after the summer holiday (or during autumn). Again, voluntary car-driver employees that joined the initiative will be asked to keep track of the mode of transport chosen for commuting per each day of that week. This will tell us how many employees, after summer and holidays (or during a climatic worst period, such as the autumn) will still using bicycle, and will have become real urban cyclists.

Furthermore, we have to take into account that the Italian Regulation foresees that big companies (more than 300 employees) have to make a deep study on mobility habit of their employees and prepare a "Company Mobility Plan" (CMP). This document, beside this analysis, should also list all the actions that the company is going to implement in the next future to increase the use of green modes of transportation (bicycle, public transport, car-pooling). The CMP should be update every year, to verify if actions performed gave positive results. At the basis of this plan there is a survey which is submitted to all employees. We could than agree with the Mobility Manager to add a new set of questions in the next update, to understand how many people changed their mobility habit thanks to our campaign. For instance, these could be the sequence of questions:

1. What mode of transport are you using for your home-to work trip? A: bicycle, car, bus, walking, etc.
 - 1.a. IF BICYCLE: did you already use bicycle one year ago?

1.a.a. IF NO: what made you change your mobility habit? The ECC, the CPTP, etc...

Answers to these questions will give us a general overview of the effectiveness of our measures.

Pedestrian mobility

As pedestrian mobility we have to consider not only the home-to-work trip made only by foot, but also a trip that is made with public transport, because usually people walk to/from bus stops. This approach allows us to expand our target of people, with no limits to employees living within a small distance from their work place.

During our first meeting with the Mobility Manager of UNIPOL Group we discussed about the possibility to promote also this kind of mobility. It seemed to be a bit more difficult, requiring some financial resources (for instance in this case, and in particular in the first period of the campaign, an incentive would be probably much more appreciated by participants: buying the ticket for volunteers could be a possibility, but it can be expensive and difficult to implement).

What is reported in the following chapter has to be considered as a first idea, because it will have to be discussed and evaluated with the Mobility Manager, to find out if it is feasible or not.

The *Contact* and *Segmentation* phases will be very similar to what has been elaborated for cycling. In the same way a call-for-volunteers will be done, and some information about their home-to-work trips will be asked.

The *Motivation* phase will be based only on the “information kit”, which will be tailored on walking. Since the European Cycling Challenge is dedicated to cycling, it will not be possible to organize a similar event for walking. Anyway, the behaviour change campaign for walking will be organized and implemented during the same period of the ECC, in order to make synergies and maximize results. The Company Travel Planner will be an excellent tool for employees, because it will also provide information about public transport, and people could use it to find out which bus lines can be used for their home-to-work trip (one of the most common reason why people do not use public transport is that... they don't know there is a bus lines for their home-to-work path!)

The *Evaluation* phase will go together with the same activities for cycling: before and after the campaign period, volunteers will be asked to keep track of their home-to-work trip and mode of transport chosen. During the campaign period a way to keep monitored volunteer will be identified, but it will be strictly connected to the incentives that will be chosen.

Schedule for the implementation of activities

The European Cycling Challenge will take place throughout the month of May 2016. The preparatory actions will be organized during the next months, together with the Mobility Manager. The behaviour change campaign will start in April 2016, because our experience shows that if the campaign is done too early people will forget information received and will not be affected in their mobility habit.

The company travel planner could be implemented a bit earlier, because it does not depend on scheduled initiatives and because all information about public transport service and cycling are already available.

The evaluation phase will then be done in these three different moments: last week of April 2016, first week of June 2016 and October/November 2016.

Referents for the project

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