



# SWITCH Project

Report on local SWITCH campaign

City of Antwerp

Intelligent Energy – Europe

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## Contents

<b>1.</b>	<b>The SWITCH Project.....</b>	<b>4</b>
<b>2.</b>	<b>City of Antwerp.....</b>	<b>7</b>
2.1.	General context of the City of Antwerp .....	7
2.2.	Mobility- and traffic- related context of the City of Antwerp.....	7
2.3.	Policy aims at the local level.....	9
<b>3.</b>	<b>The local SWITCH Campaign of Antwerp.....</b>	<b>10</b>
3.1.	Targets of Antwerp´s campaign .....	13
3.2.	Target groups.....	14
3.3.	Timeline.....	15
3.4.	Preparation and Communication.....	17
3.5.	Recruitment and Contacting People.....	21
3.6.	Integration of the baseline survey .....	22
3.7.	Motivation phase .....	23
3.8.	Consultancy and Service Phase .....	25
3.9.	Integration of ICT in the campaign .....	27
3.10.	Implementation of Focus Group .....	29
3.11.	Integration of the 1 <sup>st</sup> and 2 <sup>nd</sup> after-engagement survey in the campaign.....	30
3.12.	Conclusion / Comment of local SWITCH campaign of Antwerp.....	31
<b>3</b>	<b>List of references.....</b>	<b>31</b>
<b>4</b>	<b>SWITCH Consortium .....</b>	<b>33</b>



## List of figures

Figure 1: The SWITCH campaign: Course of action .....	6
Figure 2: Global modal split: 'te voet' is 'walking'; 'fiets' is 'bicycle'; 'motor' is 'motorcycle'; 'bus' is 'bus'; 'tram/metro' is 'tram/underground', 'trein' is 'train', 'auto als passagier' is 'car as passenger'. The source of this figure is the most recent Antwerp Mobility Survey of the year 2014 (City of Antwerp, 2014). .....	8
Figure 3: One of the information moments in a Switch workplace (in this case in Nokia (former name: Alcatel-Lucent Bell)) (City of Antwerp, 2015) .....	10
Figure 4: Front page of the website <a href="http://www.tstadbeweegt.be">www.tstadbeweegt.be</a> (City of Antwerp, 2015) .....	13
Figure 5: Gantt chart of local Antwerp Switch campaign. ....	16
Figure 6: PTP consultancy with an employee in one of the targeted Switch-workplaces .....	26
Figure 7: PTP consultancy with one of the champions in one of the targeted Switch-workplaces .....	26

## List of tables

Table 1: Sample of Antwerp campaign participants .....	14
Table 2: List of information materials on service sheet .....	18
Table 3: List of information incentives on service sheet .....	19
Table 4: Recruitment activities .....	22
Table 5: Response to local SWITCH campaign: online survey .....	22
Table 6: Service Sheet numbers (distributed and completed online) .....	24
Table 7: ICT- Users .....	28
Table 8: After engagement surveys.....	31



# 1. The SWITCH Project

The SWITCH project uses personalised travel planning approaches to encourage people to replace short car trips by trips with active modes such as walking and cycling. Implementation cities **Antwerp, Gdansk, London, Donostia-San Sebastián and Vienna** have developed their own SWITCH campaigns, combining verified personal travel planning practices with their local approaches. The campaigns took different forms in each of the implementation cities, but the common denominator was a **personalised travel planning** approach to appeal to **frequent car users** using **public health** arguments, mobility campaigns, and **ICT solutions** (information and communication technologies). All SWITCH campaigns targeted people **at life-changing moments** (e.g. moving, changing employment status .etc.) in order to maximise the output.

The **local SWITCH campaign** was conducted once the target persons were identified. It aimed at:

- Raising awareness about the benefits of active travel
- Customising information (e.g. information for specific target group segments, for instance different materials for seniors, children and parents, personalised 'travelling plans' and different ICT solutions)
- Personalised advice (in the form of personal mobility consultancy using public health arguments and mobility campaigning)
- Imparting knowledge about opportunities of active travel and
- Encouraging people to walk and cycle more

The personalised travel planning approach differed in each of the implementation cities, but included at least the following activities (see Fig. 1):

- (1) Locally adapted survey methods for recruitment and first data collection
- (2) Distributing a service sheet on which to indicate information preferences
- (3) Preparing personalised consultancy materials for each participant based on the information collected in (2)
- (4) Personal delivery of information materials as indicated on the service sheet in (2), provision of personalised travel planning talks and personalised travel plans
- (5) Application of information material and test of ICT tools
- (6) Supplementary measures and events in the local context

An **evaluation** will measure the process and the impact of the campaign. The process evaluation will assess the mechanisms behind the campaign, the barriers and drivers encountered in the process and the efficiency of the outcome. The impact of the campaign is directly measured in terms of changed attitudes and behaviour of targeted and influenced individuals and organisations.

To ensure concrete results the SWITCH campaign was evaluated using quantitative as well as qualitative methodologies. While the baseline and end line surveys measured travel behaviour at different points in time and quantified changes in terms of replaced car trips, drivers and barriers, a mid-project survey was needed.



Antwerp thus conducted three surveys to monitor key behavioural indicators:

- A baseline survey prior to the start of the campaign.
- A survey immediately after the mobility consultation.
- An end line survey 3 to 6 months after the campaign, to allow for behavioural patterns to consolidate and see to which degree the change is sustained.

In addition, a qualitative study was conducted between the mid survey and the end line survey in the form of focus group discussions. These discussions were organised to find out how SWITCH might further improve its interventions and helped to gain insight into the target audience's thoughts about the SWITCH campaigns.

The main objective of this evaluation was to assess the effectiveness of the SWITCH campaign.

Objectives of the evaluation:

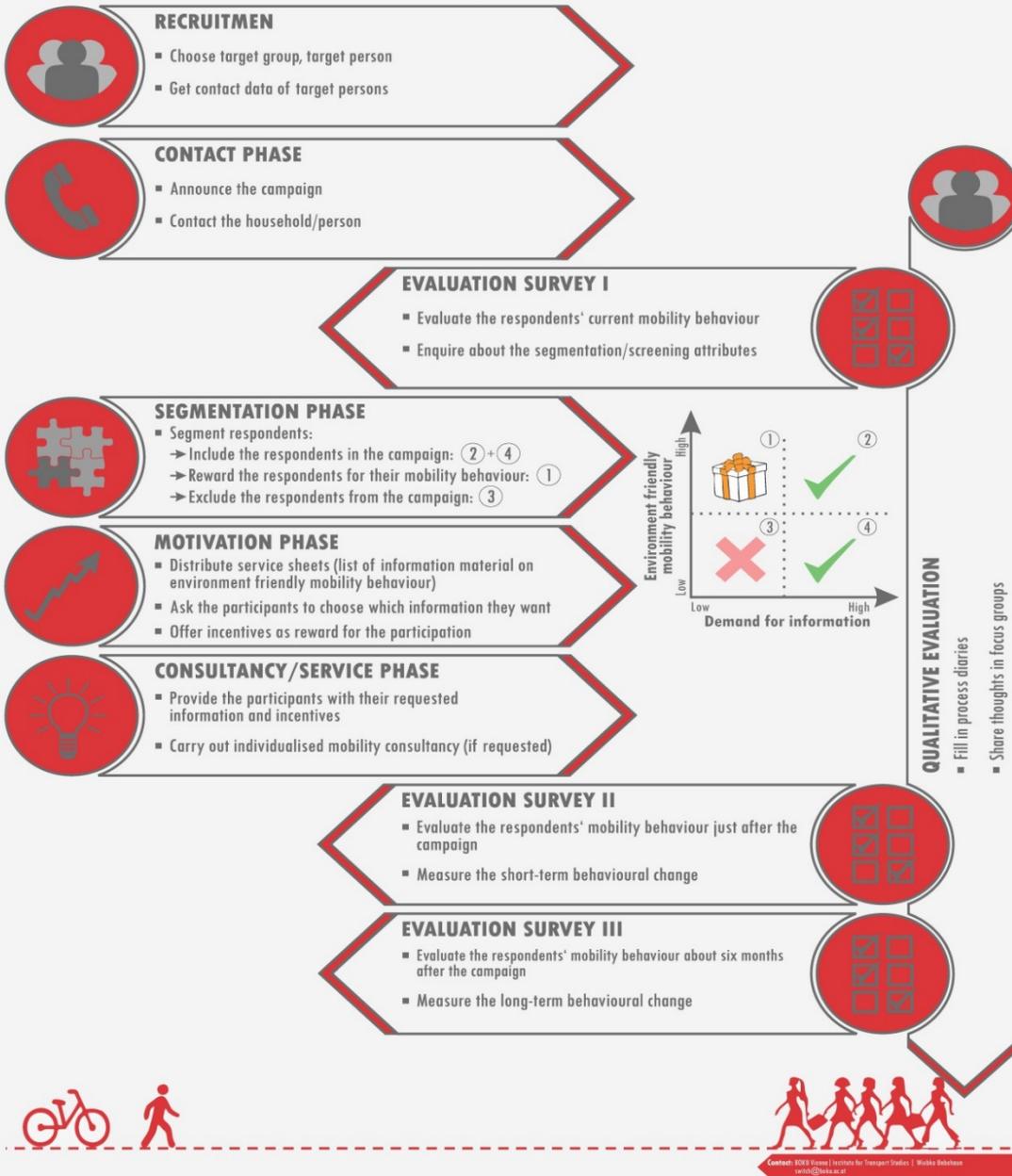
- to measure changes in mobility behaviour and to gauge the impact of the SWITCH campaign on changing behaviour (through surveys, service sheet data and focus groups)
- to evaluate the cost efficiency of the SWITCH campaign and its component parts (through process evaluation and cost effectiveness analyses)
- to translate measured behavioural changes into reduced energy consumption and polluting emissions

For further details about the evaluation see D.4.2 and D4.3.

# SWITCH

from car-based to active mobility using personalised information and communication technology

## Campaign approach (WP 3) & measurement (WP 4)



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Figure 1: The SWITCH campaign: Course of action

## 2. City of Antwerp

### 2.1. General context of the City of Antwerp

With a population of 516,009, Antwerp is the biggest city in the Belgian region of Flanders. The distribution of age groups in the population of Antwerp is as follows:

- 0 to 17: 113,647 (22%)
- 18 to 24: 42,292 (8%)
- 25 to 39: 120,186 (23%)
- 40 to 64: 152,586 (29.6%)
- Over 65: 87,298 (16.9%)

The citizens of the second largest port city of Europe represent more than 150 nationalities. Antwerp is situated on the River Scheldt, at about 55 miles (88 kilometres) from the North Sea. The Scheldt, Meuse and Rhine rivers form the biggest estuary in Western Europe. Antwerp is also an essential part of an enormous harbour complex, one of the greatest in the world. The urbanisation of the agglomeration is strong and on-going.

Health figures for the city of Antwerp showed an occurrence of obesity of 16.5% (Antwerp Health Survey, 2013). Life expectancy is 77 years and 7 months for men 82 years and 10 months for women. Frequencies of illness figures show that 40% suffered an illness or a disease last year (Antwerp Health Survey, 2013).

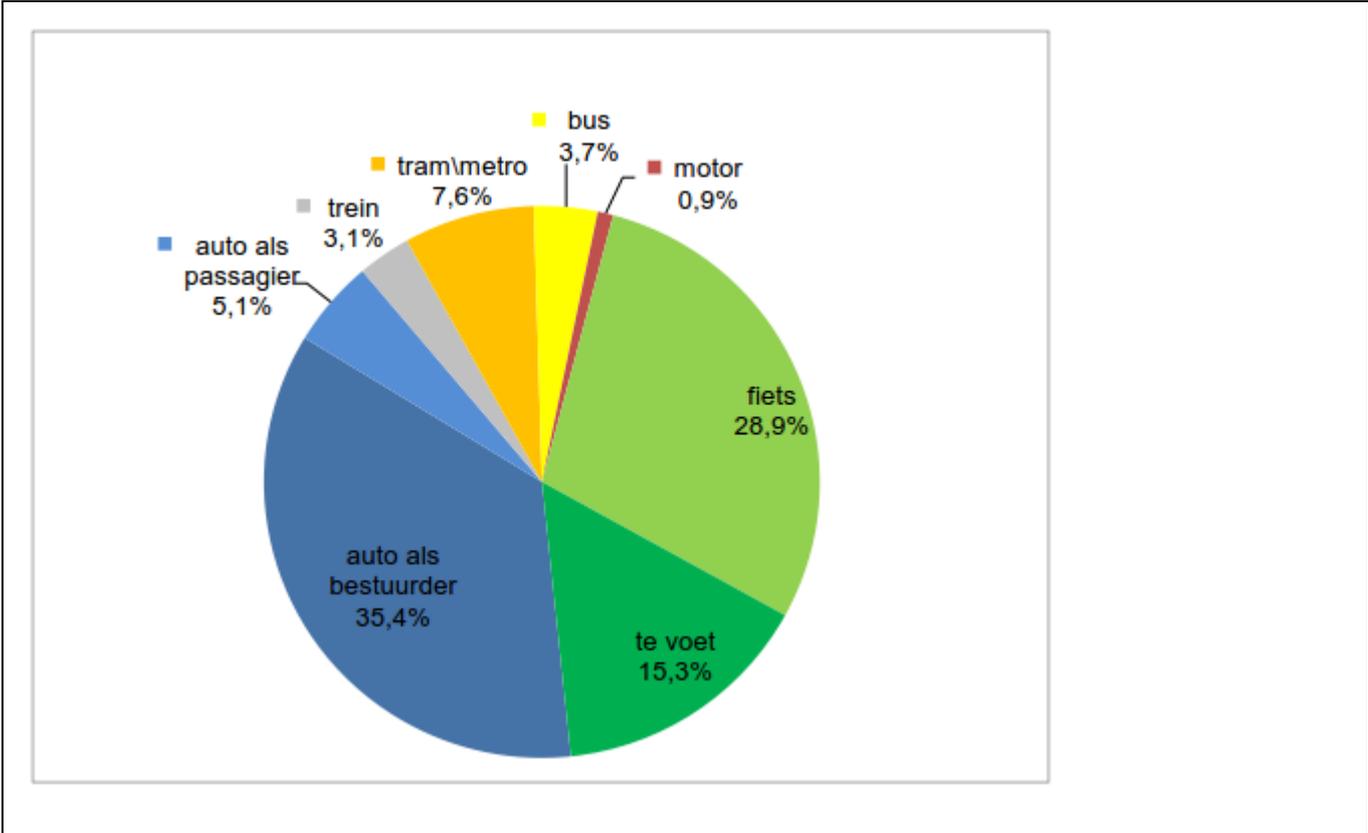
The city of Antwerp has also launched another campaign: *'t Stad beweegt* ('City on the move'), online at [www.tstadbeweegt.be](http://www.tstadbeweegt.be). The goals of this campaign include stimulating citizens, employers, employees, students, pupils and visitors to travel in smart and active ways, thus by walking and cycling as much as possible.

The local project name for the Switch campaign in Antwerp is *Wijs op weg* ('Wisely on your way'). In fact, *Wijs op weg* is the umbrella term for both Switch and PTP-Cycle, another European IEE-STEER project in which the city's department of mobility participates as a project partner.

### 2.2. Mobility- and traffic- related context of the City of Antwerp

In 2011, there were more than 450 passenger cars per 1000 inhabitants of Antwerp. The modal split in for all journeys is:

- cars and motorcycles: 41.4%
- public transport: 14.4%
- bicycle: 28.9%
- walking: 15.3%



**Figure 2:** Global modal split: 'te voet' is 'walking'; 'fiets' is 'bicycle'; 'motor' is 'motorcycle'; 'bus' is 'bus'; 'tram/metro' is 'tram/underground', 'trein' is 'train', 'auto als passagier' is 'car as passenger'. The source of this figure is the most recent Antwerp Mobility Survey of the year 2014 (City of Antwerp, 2014).

The Flemish Government’s Masterplan 2020 states that at least half of the journeys in the Antwerp region should be made by sustainable modes of travel by 2020. One of the operational goals is the promotion of a modal shift among commuters towards cycling, public transport and collective transport. Another operational goal is stimulating employees to travel during off-peak hours and at the same time stimulating employers to promote new ways of working (open/shared offices, working from home...).

In recent years, Antwerp has undertaken several initiatives to promote smart travel choices among employees working in Antwerp.

Hard measures were/are various extensions of public transport and cycle infrastructure, including 57,49 km of new cycle paths, 38,85 km of renovated cycle paths and 3,93 km cycle paths with heightened levels of comfort. The city has also invested in increasing bicycle parking infrastructure (in public space and in private buildings) and bicycle tower(s). In 2011 Antwerp introduced a bike sharing system with 150 stations, 1.800 bikes and 34.000 yearly subscriptions. The city is preparing to double this capacity.

Soft measures include(d) events such as the 'bicycle day for employees'. These events draw the attention of employers towards the importance and benefits of cycling and urge them to opt for a sustainable cycling policy. Other measures include disseminating goal-oriented information in brochures, up-to-date maps, PTP-conversations about smart traveling and so forth.



In order to accomplish a permanent change in the behaviour of employees, the positive dynamic created around smart commuting needs to be maintained and strengthened in the coming years. New measures should be aimed at employers as well as employees and establish a permanent instead of/in addition to a momentary incentive.

### **2.3. Policy aims at the local level**

Antwerp has adopted the ambitious target of a 50% share of sustainable transport modes for trips made in and around the Antwerp region by 2020. The city sees the added value of awareness-campaigns to change people's behaviour and shift from cars to public transport, walking and cycling. The expected impact of the extensive road works in the city is seen as an exceptional opportunity to steer people towards sustainable modes of transport. People affected by the disruptions will have to reconsider their mobility options. Of course, a successful campaign will also reduce the impacts of the road works themselves.

### 3. The local SWITCH Campaign of Antwerp



**Figure 3:** One of the information moments in a Switch workplace (in this case in Nokia (former name: Alcatel-Lucent Bell)) (City of Antwerp, 2015)

Given the multitude of behaviours, services and products included in this programme, SWITCH and its partners have used the inception period to develop innovative solutions for overcoming demand-side barriers based on evidence from previous mobility studies. The team also developed an overarching communication and media plan mapping out every planned activity and campaign.

The SWITCH Campaign was communicated to each employee by email, on the digital platform and/or through the intranet of the target workplace. All following campaign steps were announced and updated through these digital means and all campaign messages and materials were provided to every employee. The campaign was first announced in a letter signed and/or mailed by the management and mobility contact person of the targeted workplace. The next day, the baseline survey was sent by email and posted on the digital platform for employees to complete.

As part of the questionnaire service sheets were distributed to identify those persons interested particularly in personalised travel planning and travel information during and after the major road works



in Antwerp. Employees selected which information they would like to receive to review their mobility choices, and whether they would like to be advised through a personal visit.

Next came the personal motivation phase through the individualised distribution of information materials such as mobility guides, leaflets, flyers and folders about the benefits of active travel, the huge infrastructure works and solutions offered by mobility stakeholders. Cycling maps and 'first aid' folders about bike maintenance and reparation were distributed as well. Incentives were used to increase the response rates for the pre and post campaign surveys. Respondents were given a choice in cycling and walking accessories: safety vests and backpack covers and bike seat covers. Bike toolkits, too, were used as incentives for employers and their employees to enhance participation. These supplementary motivational measures were incorporated in the campaign.

The Antwerp Switch team and the targeted work places both provided personalised travel planning conversations about PTP's in information booths.

The city of Antwerp is already preparing and implementing a range of digital mobility devices and services.

In its endeavours to meet the European directives concerning air quality, Antwerp will be the first Belgian city to implement a low emission zone. Out of all the possible measures, the introduction of a low emission zone is a most efficient choice. Cars and trucks will have to meet certain environmental qualities to be allowed to enter the city centre. This will prevent the most polluting types of cars from entering the city centre. Together with the federal and the Flemish government, the city is now working on regulations. Compliance with these regulations will be verified by intelligent cameras. The gathered data will not only be used to enforce the low emission zone but also to improve road safety in the inner city and to increase insight into traffic movements in and around the city.

All this information will be consolidated in a mobile digital tool that will be gradually expanded (modular system) with the increase of knowledge and collaboration with other authorities and existing private providers (TomTom, Garmin ...), whose traffic services will in turn be enriched. A dedicated website will enable constant availability of the provided data.

Because of the major infrastructural works planned for the coming years, the city wants to create a digital platform with information and tools to stimulate sustainable modes of transport, including a smart travel planner allowing the user to compare travel advice based on different parameters (time, cost, health benefits, risk of congestion, environmental benefits, etc.). This also facilitates combinations between modes of transport. There will be a web-based version of this tool as well as an app. So far, the digital platform has been launched, it is called 'Slim naar Antwerpen' ('Smart ways to Antwerp'). The 'Smart ways to Antwerp'-team is currently (2016) preparing and implementing the digital devices and tools on the digital platform.

This digital platform can be used as a forum for companies and other organisations to share their best practices in sustainable mobility. A link with Eltis (the European platform to facilitate the exchange of information, knowledge and experiences in the field of sustainable urban mobility in Europe) will certainly be an added value in terms of learning from other European cities.



The objectives of the city of Antwerp are strengthening current cooperation platforms with all actors and stakeholders, achieving a high acceptance level for the mobility policy and optimising the action plans for the implementation of the policy.

The city of Antwerp also wants to install dynamic signage on the main roads in and around the city to guide traffic towards the desired entry points to the city. The global signage concept identifies three such entry points. The recently installed parking guiding systems help drivers to find their way from the entry points to their final destination in the city.

The existing P&R's and planned park and ride-buildings will be integrated in the dynamic parking guidance system. Redirecting visitors to the Park and Rides will help relieve parking pressure in the inner-city in case of congestion. A link with the dynamic traffic management system on the main roads will provide added value. Intelligent cameras can facilitate smooth traffic flows.

Last but not least: the health aspect is embedded in the Antwerp Switch campaign in different ways. The health message was spread throughout the SWITCH campaign in tailored mobility guides with a health message and by the distribution of a health factsheet (cf. the Switch-website), both digitally and through PTPs (personalised travel planning conversation). Regarding the health aspect, the Switch campaign also referred to and interacted with the Antwerp health campaign “'t Stad beweegt ('City on the move'), [www.tstadbeweegt.be](http://www.tstadbeweegt.be)” and the *10.000 stappen* ('10.000 steps a day') project ([www.10000stappen.be](http://www.10000stappen.be)), with their health-related approach, tools and apps.

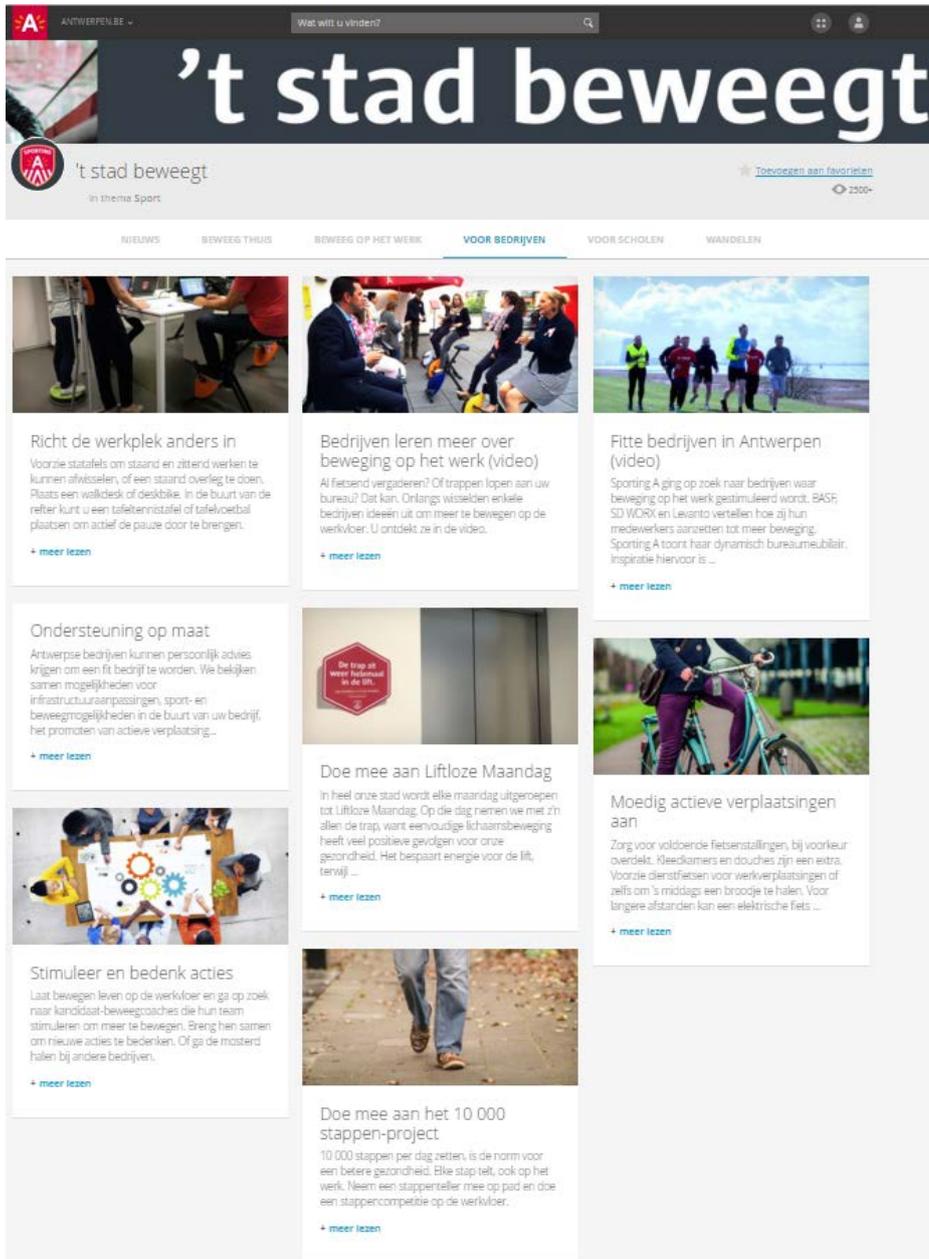


Figure 4: Front page of the website [www.tstadbeweegt.be](http://www.tstadbeweegt.be) (City of Antwerp, 2015)

### 3.1. Targets of Antwerp's campaign

The Antwerp Switch team has been focussing on the target group of employees working in Antwerp, whose workplaces will be affected by the huge road works planned in Antwerp.

The city selected 4 workplaces in the inner city and contacted 3.245 individuals, who all received personalised information. In addition, more than 10,000 individuals received general information about the road works and active travel alternatives to get to, from and around the city.



The city launched 4 mobility guides for workplaces on the Switch website and the workplaces' intranet pages. Local Antwerp television channel (ATV) covered the road works and the Switch campaign in January 2016 (embedded in the umbrella campaign 'Smart ways to Antwerp'). In February 16, the city launched a press release and press conference about 'Smart ways to Antwerp' and the Switch campaign.

These results (by far) exceed the Switch minimum requirements to contact 2,500 people, provide 6,000 general information packages and 800 personalised information packages, and to achieve 5 local press releases.

### 3.2. Target groups

Antwerp focused on short car journeys that can be realistically replaced by walking or cycling trips. The persons targeted by the Switch-team used their car for these kinds of trips but were willing and able to change. These participants would be more responsive to the SWITCH campaign than addicted car drivers. In addition, Antwerp focused on employees working in Antwerp who will be affected by the planned road infrastructure works. This criterion was selected because behaviour change trajectories are especially effective at times when people need to rethink their routines and are therefore open to changing their behaviour. In short, the willingness and the ability to change behaviour are especially high when life change events happen. The Antwerp Switch team works with a sample of around 3.245 people (specified in the table below).

**Table 1: Sample of Antwerp campaign participants**

Partner	Number of PTP`s
<b>FOD Financiën</b>	<b>1300</b>
<b>FOD Douane</b>	<b>500</b>
<b>FOD Regie der Gebouwen</b>	<b>50</b>
<b>Nokia (Alcatel-Lucent Bell)</b>	<b>1395</b>
<b>TOTAL</b>	<b>3245</b>

FOD is short for 'Federal Public Department'. Antwerp targeted the Departments of Finances ('Financiën'), Customs ('Douane') and Building Management ('Regie der Gebouwen'). The fourth targeted work place is Nokia (former name is Alcatel-Lucent Bell).



### 3.3. Timeline

The main steps of the Antwerp campaign are listed here, in the order of the Gantt chart below.

1. Preparation of communication: The Antwerp Switch team started in March 2015 involving partners in preparing the communication materials, preparing and planning local dissemination activities, the development of ICT-tools, the provision of survey infrastructure and training for the interviews.
2. Recruiting and contacting employers and employees: in April 2015 the Antwerp Switch team started to contact workplaces. Four workplaces were selected by the Antwerp Switch team to become a 'Switch company'. After a first meeting, the Switch team and Switch workplace agreed on the next steps.
3. Baseline survey: from May 2015 onwards, the employees of the four workplaces were asked to complete the online baseline survey. A reminder clearly boosted the response rate.
4. Motivation phase: this phase paralleled with the baseline survey. As a motivation to complete the baseline survey, employees received a gadget after completion. There were three kinds of gadgets: fluorescent and reflecting backpack covers, fluorescent and reflecting jackets and saddle covers. Respondents could select their preferred gadgets by ticking a box on the service sheet. This service sheet was part of the baseline survey.
5. Consultancy and service phase and integration of ICT in the Campaign: the last preparations and the first implementations of personalised travel plans took place in the summer of 2015. The implementation peak occurred around October 2015.
6. 1<sup>st</sup> After Engagement Survey: this was organised online in October 2015
7. Focus Groups: these were organised in November 2015 with employees of the targeted workplaces
8. 2<sup>nd</sup> After Engagement Survey: this was organised online in February 2016

	Jan.15	Feb.15	Mar.15	Apr.15	May.15	Jun.15	Jul.15	Aug.15	Sep.15	Oct.15	Nov.15	Dec.15	Jan.16	Feb.16	Mar.16	Apr.16	Jul.16	Jul.16
<b>City of Antwerp</b>																		
<b>Preparation and Communication</b>																		
Involvement of Partners			x															
Local Dissemination Activities (to reach target group 1)			x															
Local Dissemination Activities (to reach target group 2)			x															
Local Dissemination Activities (to reach target group ...)			x															
Communication Channels to target person 1			x															
Communication Channels to target person 2			x															
Communication Channels to target person ...			x															
Collection of information material and incentives			x															
Development / Adoption of ICT tool(s)			x															
Provision of Survey Infrastructure (e.g. rooms, call center etc.)			x															
Training of Interviewers			x															
<b>Recruitment and Contacting People</b>																		
Provision of contact data of target group 1			x															
Provision of contact data of target group 2			x															
Provision of contact data of target group ...			x															
Contacting target group 1			x															
Contacting target group 2			x															
Contacting target group ...			x															
<b>Baseline Surveys</b>																		
Implementation of Baseline Survey for target group 1																		
Implementation of Baseline Survey for target group 2																		
Implementation of Baseline Survey for target group ...																		
<b>Motivation Phase</b>																		
Provision of Service Sheet to target group 1																		
Provision of Service Sheet to target group 2																		
Provision of Service Sheet to target group ...																		
<b>Consultancy and Service Phase</b>																		
Delivery of service packages to target group 1																		
Delivery of service packages to target group 2																		
Delivery of service packages to target group ...																		
FTP talks with target group 1																		
FTP talks with target group 2																		
FTP talks with target group ...																		
Offering of personalized travel plans (if available)																		
Participation / Organization of SWITCH relevant events (e.g. workshops) for target group 1																		
Participation / Organization of SWITCH relevant events (e.g. workshops) for target group 2																		
Participation / Organization of SWITCH relevant events (e.g. workshops) for target group ...																		
<b>Integration of ICT in the Campaign</b>																		
Provision of ICT for target group 1																		
Provision of ICT for target group 2																		
Provision of ICT for target group ...																		
<b>1st After-Engagement Survey</b>																		
Implementation of 1st After-Engagement Survey to target group 1																		
Implementation of 1st After-Engagement Survey to target group 2																		
Implementation of 1st After-Engagement Survey to target group ...																		
<b>Focus Group</b>																		
Implementation of Focus Group																		
<b>2nd After-Engagement Survey</b>																		
Implementation of 2nd After-Engagement Survey to target group 1																		
Implementation of 2nd After-Engagement Survey to target group 2																		
Implementation of 2nd After-Engagement Survey to target group ...																		

Figure 5: Gantt chart of local Antwerp Switch campaign.

The Antwerp team started out with plans for a more compact Switch campaign with earlier results. The peak of the implementation was originally planned in the spring of 2015 instead of halfway



through 2015. The intention was also to have a more compact Switch campaign with smaller gaps between the different implementation phases in one specific workplace. In reality it took some months (in some workplaces nearly a year) to get from baseline over implementation to the first and second After Engagement Surveys.

Reasons for these delays were: 1. It took more time to prepare all communication steps and materials as well as the survey tools; 2. The targeted companies each have their own communication planning and priorities. However - in cooperation with the workplaces - the Antwerp Switch team has succeeded in maximally integrating the campaign in the communication planning of the targeted companies.

The Switch campaign is one of the first projects in Antwerp to involve providing personalised travel plans. It took some time to implement the whole project, but the Antwerp Switch team has benefited from this long period of cooperation by building a strong network with different employers. After the Switch project period, the city of Antwerp will keep working together with the targeted workplaces and other workplaces. The city wants to achieve more mobility solutions for more employees by working together with more employers.

### **3.4. Preparation and Communication**

#### ***3.4.1. Partners involved***

Local partners are first and foremost the target workplaces: FOD Financiën, FOD Douane, FOD Regie der Gebouwen and Nokia (before: Alcatel-Lucent Bell). The most important partners in these workplaces were the general managers and mobility managers, together with the employees responsible for communication, HR and facilities.

Other important partners were:

- the Department of Sport of the city of Antwerp, because it also promotes sport and moving as part of a healthy lifestyle
- bicycle shops (where we ordered gadgets to motivate employees to participate in the long term survey);
- the Province of Antwerp: to exchange knowledge about setting up *mobi-scans* in workplaces
- a subcontractor for the graphic design of the tailored mobility guides

#### ***3.4.2. Local dissemination activities***

The Antwerp Switch team has communicated the Switch project personally at the workplaces:

- Business meetings with the management of the workplaces
- Road shows
- Personal PTP-conversations out of PTP-info booths
- Informing employees about the project on the digital platform/website [www.slimnaarantwerpen.be](http://www.slimnaarantwerpen.be) and in newsletter(s)

At the beginning of 2016, the city of Antwerp officially launched the 'Smart ways to Antwerp'-umbrella campaign by means of a press release and a press moment (hosted by the Antwerp Alderman for Mobility).



In January 2016 the 'Smart ways to Antwerp' was covered extensively on the Antwerp television channel (ATV).

In 2016 the City of Antwerp will organise another national take-up seminar about the Antwerp project *Wijs op weg* ('Wisely on your way') which is the name for Switch in Antwerp.

### **3.4.3. Communication channels to target persons**

After confirming the general management's commitment, the team addressed individual employees at their work places, always following the same chronological steps:

1. an announcement letter/mailling about the project and the road show
2. the road show for all employees together (in plenum) at their workplace
3. a letter/mailling containing the digital baseline survey (including the service sheet and the appeal for champions/ambassadors)
4. the provision of PTP-conversations in an info booth.
5. Digital After Engagement Surveys (first and second)

These steps worked well. Nevertheless, it takes some reminders to achieve a wide response to the surveys. Although quite a lot of people were interested in a PTP-talk, not everyone came to their appointment. Therefore, we had to return a number of times. The advantage of this is that the increased visibility at the workplace resulted in more talks than planned originally.

### **3.4.4. Information material and incentives**

Below you find the lists of information materials and incentives, as provided on the service sheet. Some of the information materials were ordered from subcontractors, others were provided by partners and some were developed by the Antwerp Switch team itself. The information incentives were ordered through and delivered by subcontractors.

**Table 2: List of information materials on service sheet**

<b>Name national language</b>	<b>Name in English</b>
<a href="http://www.tstadbeweegt.be">www.tstadbeweegt.be</a>	Translation: 'City on the move'
<i>Fietskaart</i>	<i>Cycling map</i>
<i>Fietsersbond: EHBO voor fietsers</i>	<i>Cycle handbook (for repair and maintenance)</i>
<i>Fietsdeelsysteem Blue-bike</i>	<i>Blue-bike bicycle sharing system</i>
<i>Fietsdeelsysteem Velo</i>	<i>Velo bike sharing system</i>

<i>Mobiliteitsgidsen</i>	<i>Mobility guides</i>
<i>Carpoolen, autodelen</i>	<i>Carpooling</i>
<i>Folders Switch en PTP-Cycle</i>	<i>Switch and PTP-Cycle leaflets</i>
<i>Folder 'Wijs op weg'</i>	<i>Wijs op weg ('Wisely on your way') leaflet</i>
<i>Folder 'Noorderlijn'</i>	<i>'Noorderlijn' road works leaflet</i>
<i>Switch- Factsheet 'Gezondheid'</i>	<i>Switch 'Health' Factsheet</i>
<i>Switch- Factsheet 'Fietsen'</i>	<i>Switch 'Cycling' Factsheet</i>
<i>Switch- Factsheet 'Wandelen'</i>	<i>Switch 'Walking' Factsheet</i>

**Table 3: List of information incentives on service sheet**

<i>Name national language</i>	<i>Name in English</i>
<i>Fietszadelhoes</i>	<i>Bike saddle cover (fluorescent and reflecting)</i>
<i>Rugzakovertrek (fluo en reflecterend)</i>	<i>Backpack cover (fluorescent and reflecting)</i>
<i>Fluo hesje (fluo en reflecterend)</i>	<i>Fluo jacket (fluorescent and reflecting)</i>

Several information materials on the service sheets refer to the health benefits of active travel:

- [www.tstadbeweegt.be](http://www.tstadbeweegt.be)
- Mobility guides
- Switch and PTP-Cycle leaflets
- *Wijs op weg* ('Wisely on your way') leaflet
- Switch 'Health' Factsheet
- Switch 'Cycling' Factsheet
- Switch 'Walking' Factsheet

The gadgets were related to smart and active travel (such as cycling and walking).

Apart from the gadgets for employees, there was an incentive for employers: a bike toolbox, with all the necessary tools for bike repair and maintenance.

In each case at least one reminder was sent, which proved to boost the number of responses.



There was no real rivalry between partners, although companies were very interested in the project because of the road works and because of the participation of other companies. Thus companies stimulated each other to participate, and more or less served as catalysts in the process.

#### ***3.4.5. Campaign and survey infrastructure and staff***

The Antwerp Switch team led the development of campaign materials and survey tools. Campaign materials were developed by the Switch team and by partners and subcontractors. The survey tool was developed by the city of Antwerp, but the software and technical aspects (databases, Excel-delivery...) were developed by a subcontractor.

Most of the time two employees of the city of Antwerp provided the field work, i.e. at the targeted workplaces. They trained at least 1 officer at every targeted workplace. The trained persons were staff members responsible for mobility, HR, communications, facilities, prevention and health, etc. They were trained to deliver personalised travel plans to employees. The objective is to enable trained Switch champions to provide PTP's together with the Antwerp Switch team or even on their own.

At the targeted workplaces, we have worked with many different champions and were always able to the infrastructure of the workplaces themselves.

#### ***3.4.6. Resources***

It is required to have a subcontractor for the lay-out of the mobility guide.

As described above, campaign materials and the survey tool were both developed the city and by partners and subcontractors. This means that there were staff costs and developing costs. Most of these costs were provided for in the Antwerp Switch budget. Of course, the city of Antwerp also invests strongly in the visibility of the 'Smart ways to Antwerp'-campaign. The Switch campaign has been able to benefit greatly from this by cross-references in communication messages and products.

The overall conclusion is obvious: the more staff and working hours, the better (for reaching even more companies with the SWITCH-approach).

#### ***3.4.7. Challenges***

Regarding the preparation and communication of the campaign, there were some challenges.

The Antwerp Switch team choose an 'organisational approach', which necessitated a strong commitment of the Switch partners (targeted companies) in all stages.

Another challenge is to work out a timeline together with the targeted workplaces.

#### ***3.4.8. Success Factors***

The Antwerp Switch team has found that obtaining a clear commitment and willingness from employers to cooperate, is key: co-creation is the main success factor. The preparation of all project steps and all marketing packages can be achieved together in the spirit of co-creation.



### 3.5. Recruitment and Contacting People

The recruitment phase started with the selection of companies and their workplaces. The next step was the recruitment of the particular employees.

#### 3.5.1. Contact data

The Antwerp Switch team has made a list of big companies in the inner city (based on the so-called 'Belfirst' list). The Switch team selected companies that will be impacted by the huge road works. This resulted in the selection of four large workplaces.

We contact the companies by phone to request information about contact persons to help us get in touch with individual employees.

#### 3.5.2. Contacting people

Another list, the 'Federal Diagnostic' list concerning commuting helped identify concerned with mobility in the company. When names of contact persons were not provided, the Switch team used the general contact number of the company and found the right person after a few more calls.

Telephoning companies and asking for the general manager/mobility manager/person responsible for mobility was always the first step, followed by these chronological, joint steps:

- planning a first meeting at the workplace: presentation of the project
- planning a second meeting at the workplace: discussing the planning and timing for all steps of the campaign with all staff members involved

After contacting the management, the Antwerp Switch team and workplace team got in touch with the employees. These were the chronological steps:

- distributing the announcement letter for the road show
- road show at the workplace for all employees (sometimes organised on different dates, so employees could find a road show that suited his or her agenda)
- distributing:
  - the baseline measurement
  - the service sheet
  - the call for champions
- announcement of personal travel planning conversations (PTP's)
- PTP's in the information booth and providing the marketing packages
- distributing the short term After Engagement survey
- distributing the long term After Engagement Survey

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**Table 4: Recruitment activities**

	<i>Number and description</i>
<i>Number of people contacted by phone</i>	<i>The management of the four companies.</i>
<i>Numbers of announcement letters sent</i>	3245 (by mail)
<i>Number of people contacted by email</i>	3245 (by mail)

### 3.6. Integration of the baseline survey

After the employer distributed the baseline survey, the Switch team always asked the employer to send a reminder after circa one week. The ICT experts of the Antwerp Switch team had an overview of the overall response based on the number of completed online surveys. These ICT-experts produced an Excel sheet for each survey, enabling the Switch analysis team to analyse the rough data.

Circa 750 individuals have completed the online baseline survey and the first After Engagement Survey.

**Table 5: Response to local SWITCH campaign: online survey**

	<i>Number and description</i>
<i>Total number of completed baseline surveys</i>	636
<i>Number of ignored baseline surveys</i>	2493
<i>Number of people interested in information</i>	172 (although we had more PTP talks because of our intensive approach)
<i>Number of distributed service sheets</i>	3245
<i>Numbers returned service sheets</i>	752
<i>Types and quantities of information materials</i>	<i>The Switch team received a total of 172</i>

<p><i>ordered</i></p>	<p><i>information material orders (but the team had PTP talks with more individuals and provided all 3245 individual employees with travel planning packages):</i></p> <ul style="list-style-type: none"> <li>- 163 information folders about the Noorderlijn road works</li> <li>- 162 mobility guides (tailored to the specific workplace)</li> <li>- 172 cycle maps for Antwerp</li> <li>- 51 leaflets about the city's bike sharing system Velo</li> <li>- 26 leaflets about the federal bike sharing system Blue-bike</li> <li>- 93 leaflets about <i>Wijs op weg</i> (Smart on the road)</li> <li>- 30 Switch factsheets about walking</li> <li>- 87 Switch factsheets about cycling</li> <li>- 56 Switch factsheets about health</li> <li>- 135 gadgets (safety jackets)</li> </ul>
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### 3.6.1. Challenges

In the recruitment and contact phase, it can be a challenge to convince partners/employers about the relevance, importance and necessity of the questionnaire and the intensive monitoring and evaluation. Nevertheless, it helps to provide good reasons or arguments for that:

- monitoring and evaluation shed light on the results and benefits of the SWITCH campaign for the workers and workplace/organisation
- monitoring and evaluation provide the input for composing the marketing packages

### 3.6.2. Success Factors

The following measures help increase the response rate:

- o distributing the (baseline) survey the day after the information moment
- o distributing gadgets to the respondents
- o providing three different gadgets, so respondents can collect all three by completing the three surveys

## 3.7. Motivation phase

### 3.7.1. *Motivating people to participate in the campaign*

The following actions help increase the response rate amongst employees and to motivate people to participate in the campaign:

1. Linking the campaign to a local situation or cause, e.g. in Antwerp: the huge road works
2. Recruiting champions, who are ‘faces’ of the project and increase the visibility of the project
3. Providing incentives to everyone who participates in the campaign (as a champion or as a respondent/participant)
4. Inviting every single employee to attend a road show in the own workplace at the beginning of a campaign
5. Pushing workplaces to increase the visibility of the project: digital platform, information booth (e.g. ‘housewarming party’ after moving the company to a new workplace)

### 3.7.2. *Provide the service sheet*

The service sheet was part of the baseline survey and enabled respondents to select the information materials and incentives of their preference. As the baseline survey was distributed online tool, the service sheet had to be completed online as well.

**Table 6: Service Sheet numbers (distributed and completed online)**

	<i>Number and description</i>
<i>Number of distributed service sheets</i>	<b>3245</b>
<i>Number of returned service sheets</i>	<b>752 (636)*</b>

\*for evaluation purposes (see *evaluation report for Antwerp and final evaluation report*) only complete data sets were appropriated. This refers to 636 people who filled in the baseline survey in Antwerp.

### 3.7.3. *Challenges*

A tailored and personalised marketing package helps to motivate (potential) participants. It was a challenge to create a broad range of mobility services to please all (potential) respondents. Some adaptations were made along the way, e.g. adding information to the mobility guide about new ways of working / time and place independent working / smart ways of working. For some employers this increased their support of the campaign, particularly because they believed in smart ways of working and welcomed the opportunity to motivate employees to (responsibly) use the available options.



### **3.7.4. Success Factors**

Employers and employees are more easily motivated to participate if the benefits are clearly described. In Antwerp, the huge road works necessitate many people to rethink their traveling habits (if they are not yet travelling in smart and active ways).

Other clear motivators were changes in personal life (such as changing jobs, moving from one workplace to another...).

It helps to motivate individual employees when their employers distribute the mailings and encourage participation in the campaign. It also helps if employers increase the visibility of the project, through the company's intranet, good and visible announcements of the road show, promoting the road works on screens at the workplaces, providing an information booth with information materials (hard copy) at the workplaces, etc.

Employers are motivated more easily if a clear list of tasks is provided (based on an agreement between Antwerp Switch team and targeted company) and if the needs of a specific partnership (workplace/organisation) are responded to with flexibility.

A last motivational service for employers and their employees is the delivery of toolkits with bike maintenance and repair tools. The Antwerp Switch team has noticed that even just talking about a bike toolkit stimulated employers to invest in these kinds of solutions.

## **3.8. Consultancy and Service Phase**

### **3.8.1. Requested information materials**

The most popular information materials at all the workplaces were the cycle map, the tailored mobility guide and the information folder about the road works .

Leaflets about the Antwerp pbe sharing system Velo and leaflets about the Belgian bike sharing system Blue-bike (linked to the Belgian railway company) were ordered less often. A reason for this might be that Velo is so well-known in Antwerp that everyone knows it and/or can easily find information about it online.

### **3.8.2. Delivery of service packages**

After all service sheets (as part of the baseline survey) have been completed, the Antwerp Switch team together with the mobility coordinator, colleagues and champions in the workplaces have been preparing all marketing packages at the workplaces. First step was of course that the Antwerp Switch team delivered all materials (with correct numbers of all different information materials and gadgets) to the different workplaces.

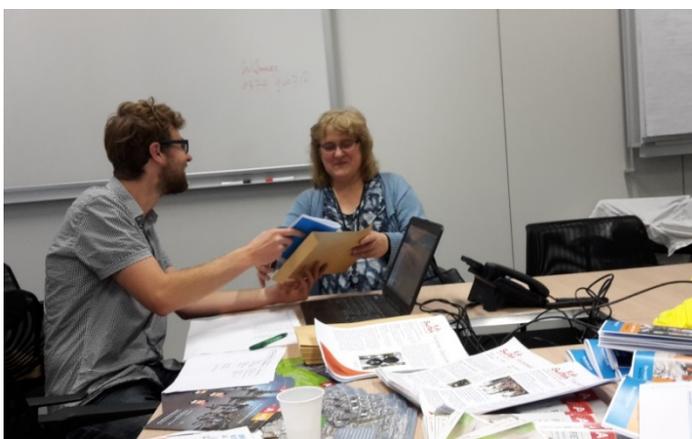
By this way of working, 3245 packages have been made (cause everyone got the info about the road works and a tailored mobility guide, no matter if they completed the service sheet yes or no).

### **3.8.3. Personalized travel planning talks**

The personalised travel planning talk was the next moment of personal contact, after the tailored one-to-many experience of the road show at the workplace.

The PTP-talk was a one-to-one talk. Everyone who had requested it on the service sheet received their personal PTP-talk. The management of the workplace created a schedule so that the travel advisors (Antwerp Switch team and advisors and champions in the workplaces) knew which person they should see at which time and date.

In-house employees/champions were mentioned in the mobility guide and provided PTP's as well.



**Figure 6:** PTP consultancy with an employee in one of the targeted Switch-workplaces



**Figure 7:** PTP consultancy with one of the champions in one of the targeted Switch-workplaces

A structured conversation was ensured in which the travel advisors could check if all relevant topics were covered.

The team returned to the workplace if they were still (extra) employees who wanted a PTP-talk.

### **3.8.4. Personal travel plans**

In Antwerp 172 Switch PTP-talks were ordered. However, quite a lot more than that have actually taken place. Not with all 3245 employees, but certainly a great deal more than the 172 who registered. Reason is that, seeing our presence at the workplace, many became interested in having their own PTP-talk along the way.

### **3.8.5. Other events**

The information booths are a standard part of the Antwerp Switch approach. A cycle repair workshop test rides, etc. are not yet standard ingredients. The inclusion of new services is the next step, which the



city of Antwerp is already preparing as part of Switch project, but is to become part of a broader range of mobility services in the 'after-Switch' future.

### **3.8.6. Challenges**

It is also important always to incorporate the newest updates in the personalised travel plans and conversations. Because things are changing and evolving at a fast pace in Antwerp, keeping up with the last state of affairs is a daily challenge for the mobility advisor. Fortunately the 'Smart ways to Antwerp'-digital platform is a very useful tool for this. Travel advisors can refer to the platform and subscribe employees to the live updates.

### **3.8.7. Success factors?**

A clear success factor for the PTP-talks was the distribution of well-prepared personal marketing packages, which were tailored and even personalised, and which dealt with current, local and personal issues.

## **3.9. Integration of ICT in the campaign**

The City of Antwerp and the Antwerp Switch team have developed and used:

- The Antwerp digital platform ([www.slimnaarantwerpen.be](http://www.slimnaarantwerpen.be)) and the newsletter about the road works.
- At [www.slimnaarantwerpen.be](http://www.slimnaarantwerpen.be) citizens can use online and/or an app versions of several smart travel apps, such as the *Smart ways to Antwerp* 'smart map' (which is now under construction but will be implemented in the near future)
- Information about the Switch campaign on the workplaces' intranet. (There were no costs for the city because these online tools were owned by the targeted companies.)



Figure 8: Digital platform 'Smart ways to Antwerp' (online version)

Table 7: ICT- Users

	Number
<i>Number of people who registered for or ordered ICT</i>	<i>3,245 (by mail, and afterwards road shows and personal travel planning conversations)</i>
<i>Number of people who used the ICT</i>	<i>3,245 (by mail, and afterwards road shows and personal travel planning conversations) &gt; we have informed each of these employees about the website and related newsletters and apps</i>

### 3.9.1. Challenges

The Antwerp preferred to build its own digital platform with apps such as a smart route planner. The challenge here was to get the digital platform online in time for the Switch project. The Antwerp team succeeded in this, so all targeted individuals are able to consult and use the digital platform.



Another matter, but also ICT related: in order to proceed as productively as possible, the Antwerp Switch team used Google Drive to share documents for all Switch campaign communication steps with the targeted partners/workplaces.

### ***3.9.2. Success Factors***

The experience of working with Google Drive is positive, as well as the first experiences with the digital 'Smart ways to Antwerp' platform tools.

## **3.10. Implementation of Focus Group**

Employees from all four workplaces were invited. After some phone calls to recruit these persons for participation in the focus group discussions, 10 were invited. 9 confirmed and 3 had to cancel because of urgent matters. Thus, 6 employees participated in the focus group discussion.

All *Wijs op weg* gadgets were offered to the participants in one incentive package.

### ***3.10.1. Challenges***

Finding a sufficient number of participants was a challenge at first, but we succeeded.

### ***3.10.2. Success Factors***

Reminding invitees and involving the management of the workplaces in the invitation helped recruit more participants. It helps to emphasise that the input of all participants is very relevant and that participants will be given incentives at the end of the focus group discussion.



**Figure 10:** Setting at a Switch workplace

**Figure 11:** Discussing the information packages

### **3.11. Integration of the 1<sup>st</sup> and 2<sup>nd</sup> after-engagement survey in the campaign**

As described above with regard to the baseline survey, the Antwerp Switch team organised each survey using a self-developed online tool. In order to encourage participants to stay in the campaign, every participant received a gadget upon completing each of the three surveys. There were three gadgets, in order to stimulate participants to complete the three evaluation steps.

Nearly 750 persons completed the 1<sup>st</sup> After Engagement survey (this means that 2,493 individuals ignored the 1<sup>st</sup> After Engagement survey). At the time of writing, the 2<sup>nd</sup> after survey was yet to be organised.

**Table 8: After engagement surveys**

	<i>Number and description</i>
<p><b>Number of people completing the 1<sup>st</sup> after-engagement survey</b></p> <p><i>Specify by which survey method!</i></p>	<p><b>518</b></p>
<p><b>Number of people ignoring the 1<sup>st</sup> after-engagement survey</b></p> <p><i>Specify by which survey method!</i></p>	<p><b>118</b></p>

### **3.12. Conclusion / Comment of local SWITCH campaign of Antwerp**

The Antwerp Switch campaign has shown that the preparation of the campaign takes some time, sometimes more than anticipated. In preparing the campaign, it is important to find and use a maximum of available, relevant and recent information materials from mobility partners and stakeholders (on the local, national and European level). Once this information is gathered or developed, implementation can be accelerated by targeting more companies and organisations simultaneously.

At the time of the Switch campaign in Antwerp, there was insufficient capacity to incorporate services other than informing and raising awareness. However during the Antwerp Switch campaign, Antwerp has started to invest in the development of new mobility services to help and support employers and employees in exploring other modes of transport. Of course it would have been good to be able to offer all mobility related services at the same time. Nevertheless, for Antwerp, expanding the set of mobility services year by year is an interesting work in progress, especially because the city gets to keep working with the companies and implement new mobility solutions each year.

Another general lesson learnt: some companies have different workplaces/sites. It is not possible to tackle all workplaces at the same time, although sometimes companies want to implement a campaign at each site. For this reason, it is useful to prepare user-friendly mobility products and campaign templates so that companies can implement and communicate identical campaigns at other locations on their own.

A last lesson learnt is the great effect of giving publicity to the cooperation with/commitment of companies and partners. This ensures a campaign that practically sells itself, and leaves you free to invest more energy in implementation (instead of in recruitment of new companies/organisations).

## **3 List of references**



In the following a summary of citing references is given.

#### The Antwerp Bicycle policy plan:

City of Antwerp (company for urban development, department of mobility), 2015, Antwerp World-class cycle city. First-class cycling. Bicycle policy plan 2015-2019. Antwerp: City of Antwerp, 52.



## 4 SWITCH Consortium

Five European cities have lead the SWITCH travel campaign – supported by eight experts in alternative mobility, health or economic aspects of mobility. This enthusiastic team combines practical expertise with a clear and transferable methodology and tried and tested examples of effective local campaigns.



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