



# Hop on!

Direct Marketing: a new way  
to boost Public Transport



ad personam

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Ad Personam is a Direct Marketing Programme for Public Transport. The project promotes Local Public Transport (LPT) in medium-sized cities and is focused more closely on 7 pilot projects in 7 different European countries. Ad Personam is a European project co-financed by the European Commission under the Intelligent Energy - Europe programme.

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## Foreword



"Many European cities suffer from the problem of traffic congestion and pollution caused by the too much car use and other private motorised transportation. Increasing the number of European citizens opting

for Public Transport is a very difficult goal to reach by local authorities, especially in medium-sized cities where car use for local journeys is perceived as easy and sustainable. Ad Personam focused on the home-to-work journeys of citizens living in European cities of 100,000 - 200,000 inhabitants with the aim of encouraging more sustainable and eco-friendly mobility behaviours for daily commuting.

The innovative aspect of this project consists in the methodology used to reach the goal: the implementation of a Direct Marketing Programme offered a target group of about 1,000 citizens per city the opportunity to get an individual tailor-made travel plan and to directly test the advantages of Public Transport for free during the so called "promotional week", organised in 7 European pilot cities in coincidence with the European Mobility Week.

The success of the initiative and the strong commitment showed by the people involved in the different phases of Ad Personam demonstrates that the strategy chosen for the implementation of Public Transport is the right one: in medium-sized cities, people can be more effectively persuaded to give a chance to Public Transport not (or at least not only) through traditional advertising campaigns, but through more personal and individual communication and promotional tools. The methodology tested thanks to Ad Personam can be improved and perfected, but I am convinced that the use of a Direct Marketing strategy for the promotion of Public Transport can lead to a decrease in private car use in European cities.

This Guide is made with the specific objective to give you useful information and data illustrating the methodology developed within this project and based on the experience of the 7 pilot cities.

I hope that other cities will learn from this experience and be able to replicate the Ad Personam approach in their territories."

A handwritten signature in black ink, which appears to read "Giorgio Pighi". The signature is stylized and written in a cursive script.

**Giorgio Pighi**, Mayor of Modena

## Why should we care about transportation issues in medium-sized cities?

40% of EU citizens live in urban areas of less than 200,000 inhabitants. The car accounts for 75% of all kilometres travelled in EU urban areas, making it the most popular mode of transport.

Medium-sized cities generally face common problems relating to the travel behaviour of their citizens:

- Scarce use of Local Public Transport (LPT), whereas the service provides real potentialities;
- Increasing traffic congestion during peak hours and for home-to-work journeys;
- High levels of pollution causing poor air quality as a result of traffic congestion;
- Limited knowledge of LPT among citizens (routes, timetables and fares, etc.);
- Lack of interest towards LPT solutions, as citizens believe the private car competes favourably with Public Transport, when

comparing running costs and the turn-up-and-go convenience of having your own vehicle;

- Little impact of traditional advertising and marketing campaigns in getting citizens involved to change their travel habits;
- Perception of LPT as inefficient due to delays, low frequency, slowness and insufficiently developed networks or bad experience when using it;
- Use of LPT mainly by citizens who do not have access to their own motorised transport, or are unable to drive.

Ad Personam endorses the “3x20” objective of the European Union. It is therefore necessary to fully assess its impact, with special attention to the externality costs of the transport sector on the environment, the economy and on social aspects such as health and time saving benefits.



## The Direct Marketing Programme concept

### Direct Marketing Programme for Public Transport: a definition

#### What it is...

A Direct Marketing Programme for Public Transport consists of an innovative awareness-raising campaign for travellers based on **personal communication** directed at the citizens involved. Using traditional advertising tools, it aims to establish **an individual relationship with each citizen** and provides personalised answers to his/her mobility needs.

#### What it is not...

Such a programme is not an advertising campaign addressed to the whole citizenship without **a targeted approach to specific groups and areas**.

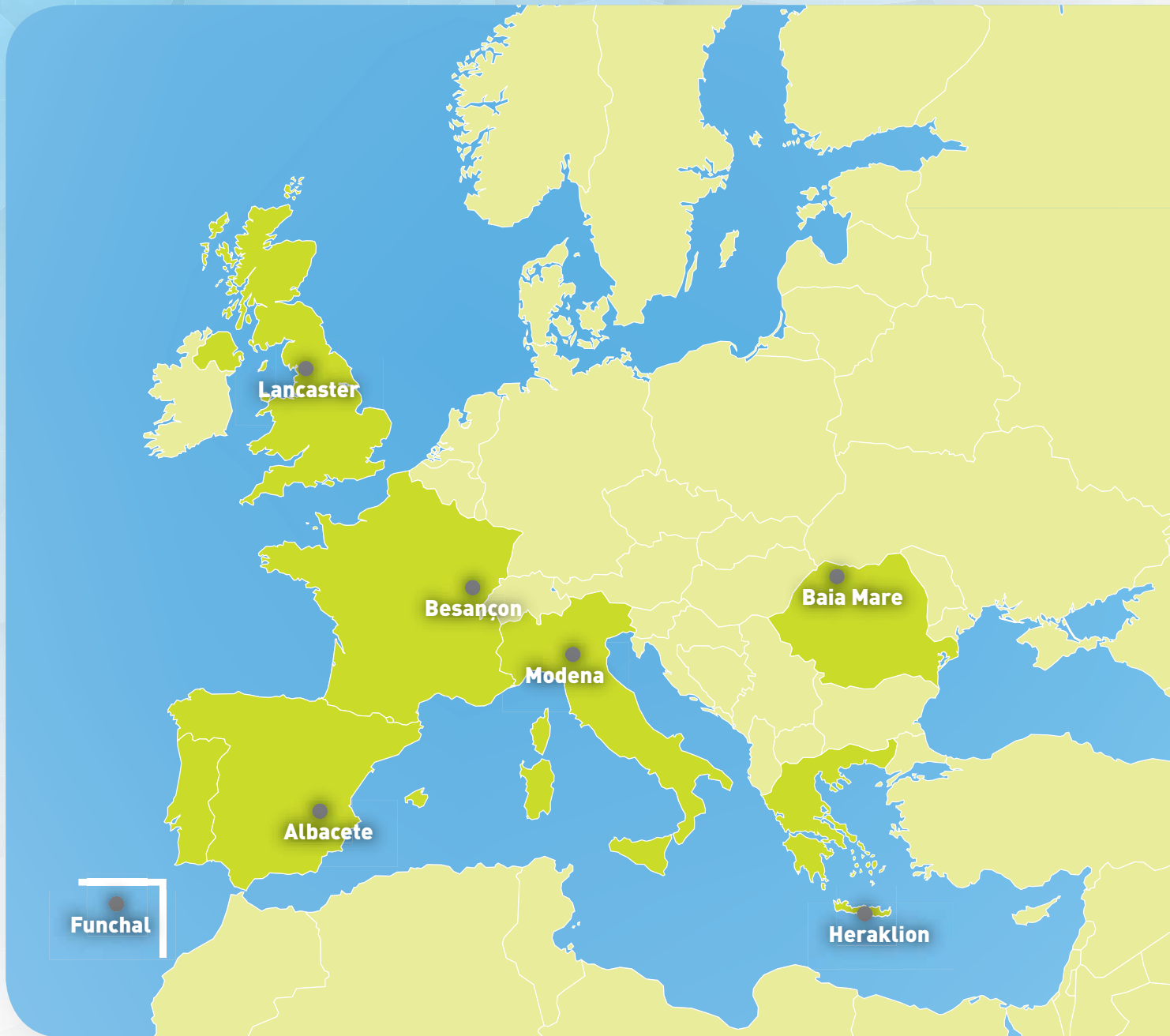
### The Travel Planner: a major tool for individual tailor-made travel plans

The Travel Planner calculates the most convenient itinerary on the basis of specific considerations such as the home and workplace locations of the selected person. Thanks to this efficient ICT tool, individual tailor-made travel plans can be designed and demonstrate **the most adequate home-to-work route using the LPT network**.

With the Travel Planner, citizens can concretely evaluate the alternative of LPT to their current mobility means. This tool is a friendly way to show the efficiency and advantages of LPT.



## Where are the 7 Ad Personam pilot cities?

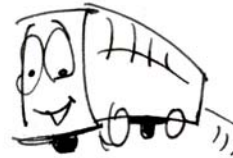


# Learning from the experience of the 7 Ad Personam pilot cities: How to create your Direct Marketing Programme for Public Transport?

## What are the main steps?

*Here are the main steps of the common approach implemented by the 7 pilot cities and their results, problems faced and solutions found.*

- Step 1** Develop a targeted advertising campaign
- Step 2** Inform citizens and collect information
- Step 3** Define specific target criteria and select the citizens to be engaged
- Step 4** Design individual tailor-made travel plans to be sent to the participating citizens
- Step 5** Launch a promotional week
- Step 6** Analyse citizens' feedback on Local Public Transport and their motivation as whether or not to use it



# Overall results of the Direct Marketing Programme in the 7 pilot cities

1

## ADVERTISING CAMPAIGN

7 comprehensive advertising campaigns launched

2

## QUESTIONNAIRE DELIVERY

363,372 questionnaires delivered  
10,117 questionnaires returned

3

## ANALYSIS OF PARTICIPANTS' HOME-TO-WORK JOURNEYS AND SELECTION OF THE TARGET GROUP

4

**5,507 FREE CARDS and INDIVIDUAL TAILOR-MADE TRAVEL PLANS** distributed

5

## PROMOTIONAL WEEK

2,521 participating citizens

6

## FEEDBACK

### FINAL RESULTS: 838 new Public Transport users

Albacete: 252  
Baia Mare: 105  
Besançon: 134  
Funchal: 60  
Heraklion: 40  
Lancaster and Morecambe: 45  
Modena: 202



## What are the top tips?

*Do not miss the key requirements based on the overall critical view from the 7 pilot cities to make an efficient Direct Marketing Programme.*

- Focus the Direct Marketing Programme on an homogeneous target group
- Get local support from institutions and organisations for a higher project visibility
- Build an efficient schedule
- Use effective communication tools and channels
- Establish an individual relationship with each participating citizen



# What are the main steps?

## Step 1 Develop a targeted advertising campaign

### ABOUT THE STEP

#### Give a very strong visibility to the Ad Personam project at local level

- Use the available advertising channels: posters, advertisements in local newspapers, radio and TV spots to call citizens' attention to the project.
- Communicate on the main issues and challenges of the project through the advertising campaign:
  - Local Public Transport, an opportunity to consider: using the LPT system can save time and money, is environmentally sustainable and avoids driving stress.
  - The advantages to participating in the programme: people taking part in the promotional week will be provided with individual tailor-made travel plans and free-of-charge cards/free tickets.
- Highlight the European dimension of the project: Ad Personam is co-financed by the European Commission under the Intelligent Energy – Europe programme and includes partners from other countries.

### TIPS FROM PILOT CITIES

#### Get the support from the media and use the most efficient communication channels



As the success of the project is based on an efficient advertising campaign, you need to identify the most relevant communication channels that have to be targeted with regards to the local context. As such, the local media is a good way to feature bus services.

**Baia Mare** considers that the success of Ad Personam is partly due to the high support of the media. Indeed, the campaign launch as well as the marketing programme were very well promoted. **Funchal** also believes that the press conference was a good way to attract the attention of all regional media, namely three local newspapers and the local TV. Besides, the local partner is convinced that local newsletters are relevant tools to inform citizens about the developments the project is facing.

However, local partners in **Lancaster and Morecambe** deplore a lack of interest from the press in LPT schemes which prevented the project from getting a good coverage. Consequently, they would not use newspaper advertising if they implement this

programme again as the audience is limited and it is not very cost effective.

**Albacete** also noticed that articles published in the press had a low marketing impact, as they are mostly read very quickly without great attention. In the same way, the radio had a low impact and a low advertising capacity in **Funchal**. The reason seems to be that most of the listeners are car users who turn on their radio during their journey which lasts, on average, less than 15 minutes. On the other hand, the radio proved to be the most successful means of communication in **Albacete**, reaching citizens who were listening to radio spots on their way to work.

Finally, the Internet clearly represents an efficient communication channel. Indeed it is one of the cheapest and has the advantage of directly feeding into the database.

#### Implement a targeted advertising campaign



Targeted communication will easily catch the citizens' undivided attention. In **Funchal**, different approaches were shown to reach different clusters of citizens, enabling everyone to access the project.

**Besançon** considers that it is not necessary to develop a large campaign to incite people to get involved in the programme. The budget allocated to this task was too high compared to the actual needs. In the same way, the project team in **Lancaster and Morecambe** underlines that personal mailings can cost far less than a large media campaign which uses newspaper, websites and street advertising. For **Modena**, it is more important to focus on the Direct Marketing Programme so that a broad advertising campaign does not necessarily seem to be required for a successful project.

### Reach car drivers



The experience in **Lancaster and Morecambe** shows that bus back advertising and bus wraps are very good ways to reach car drivers as they can read the advert whilst being caught in traffic. Besides, you can specify the bus routes where the advert should appear. On the other hand, bus shelter advertising is not easily visible from a passing vehicle. **Heraklion** also suggests reinforcing the dissemination of leaflets directly to city drivers, for example those stuck in traffic jams.

### Develop a meaningful and attractive slogan/ communication dialogue



The translation of the Ad Personam concept to the Portuguese “Transporte à Medida” in **Funchal** was a good achievement and so was the specific brand created for the project. It really expresses a transport that suits everyone’s needs.

In **Besançon** and **Modena**, street advertising has been strongly personalised by attracting people’s attention using first names on the posters. As a result, this initiative led to many positive comments from the public and kids were playing to find different first names on buses.

### Emphasise the original aspect of the project

The originality of the project, based on the Direct Marketing approach, needs to be highlighted in the advertising campaign. **Modena** noticed that the traditional advertising campaigns the city had been doing in the last ten years gave less satisfying results.

### Carry out a continuous communication campaign

As the objective is to keep people involved in the programme and to reach new participants, it is important to develop a continuous communication. In **Heraklion**, this was done on the

Municipality web portal and through permanent advertisements on buses. Such a campaign can therefore increase the citizens’ awareness of the issue.

### Involve elected representatives

In **Heraklion**, the involvement of municipal elected representatives in communication activities as well as in the media were considered as key factors of success. **Besançon** also considers that a letter signed by the Mayor can be effective in getting people involved. In **Albacete**, the mass emails which were sent to more than 5,000 citizens would not have been possible without the Mayor’s support because it was the first time a campaign was using this communication tool.

### Involve famous local people

According to local partners in **Lancaster and Morecambe**, the endorsement from a local celebrity, such as a football player, would represent an important marketing factor to promote the programme. It could help to improve the image of Public Transport and make it “cool”.





## Step 2 Inform citizens and collect information

### ABOUT THE STEP

**Cooperate at local level with all project partners to identify the approach and methodology to use in contacting citizens and the specific area(s) for selecting the target group**

- The specific areas are the main working/residential areas related to the LPT network.
- A georeferencing system can be used to specify which street numbers are closely located to a bus stop (for example less than 300 meters).
- At this stage, you are already defining and targeting the potential participants in the Direct Marketing Programme: try to primarily include in the target citizens that are in the most favourable conditions to get involved in the programme.

**Prepare and send a questionnaire to citizens in order to select the target group**

- Get information about travellers' mobility habits: in this questionnaire, you need to search for information such as personal details (incl. profession, personal address, work place), daily transport means and frequency of use, working hours, etc.

**Develop a database built from the returned questionnaires and analyse the home-to-work journeys of participating citizens**

- The database is used to select the target group.

### TIPS FROM PILOT CITIES

**The initial letter: Make first contact with potential participants**

- Send personalised letters



**Funchal** and **Modena** insist on delivering a personalised message to citizens as it is a key step to start involving them and avoids the letter being considered as a commercial advert. In **Funchal**, even though the initial letter was dispatched without an address, postal delivery remained the channel with the most significant impact. However, despite this communication means enabled a good promotion of the project and especially of the LPT operator, its effectiveness in recruiting citizens to join the initiative was limited.

**Heraklion** would rather opt for more intensive communication methods such as one-on-one approaches or focus groups in every district. According to **Baia Mare**, volunteers directly distributing letters to citizens would be a more efficient way to hold their attention. **Modena** regrets not having organised target postage as questionnaires were equally dispatched to all Modenese families through the Municipality newspaper. If the programme is targeting students, **Modena** suggests sending emails as it seems to be a more appropriate tool to reach them.

- Develop partnerships with other institutions

Local project partners can amplify the spread of the message. As pilot cities are targeting workers, **Funchal** and **Besançon** advise establishing partnerships with private companies and administrations. Indeed, they could help by delivering letters to their employees instead of dispatching questionnaires to all mailboxes and increasing recovery. In the same way, other organisations as universities could be associated with the project if its aim is to reach other groups of citizens such as students. In **Funchal**, the success of the snowball effect shows that if local partners had had more institutional support, participation might have been much higher.

**Questionnaires: Collect information from citizens**

- Use the "snowball effect" to spread the message



With an average recovery rate of 4%, pilot cities consider that the questionnaires sent by post had low results. However **Funchal** noticed that the "snowball effect" turned out to be a key communication channel in medium-sized cities. The "snowball effect" means that the local managing team selected some people that

were very interested in taking part in the project and asked them to spread the message and to distribute the questionnaires to their colleagues and relatives. In **Funchal**, the efficiency of questionnaires directly submitted by hand reached 100%. Therefore, word of mouth was a very effective dissemination communication channel.

→ Reach people through direct contact on street



In order to get wider support and visibility for the local project, “on street” communication campaigns can be implemented and inform people personally about the Ad Personam initiative. In **Funchal**, this direct approach was undertaken with the main public organisations and enterprises located in the city centre. According to the LPT operator, this was the most efficient way to reach citizens and remains a good marketing strategy even if most of the invalid questionnaires were filled in “on street” by citizens who did not gather all the criteria necessary to participate.

Four months after the launch of the advertising campaign, **Besançon** also made an “on street” survey in order to measure the impact of the Ad Personam campaign at this stage. The main result was that the personalised PR campaigns are remembered by citizens in the long term.





## Step 3 Define specific target criteria and select the citizens to be engaged

### ABOUT THE STEP

#### Specify the selection criteria for the target group

- The identification of many specific areas of intervention and of the target group would help achieving the appropriate segmentation in order to reach the best potential new Public Transport clients to be addressed with a Direct Marketing Programme.
- With these criteria, you should have a clear idea of who you are approaching and in which area of your city.

#### Select at least 500-1,000 citizens to take part in the Public Transport promotional week, representing the target group of the Direct Marketing Programme

#### Selection criteria for the group targeted in Ad Personam: Employed citizens for their home-to-work journeys

The common target chosen for all pilot cities was people who live and work in the city and use a private motorised transport mode to commute almost every day.

In relation to the geographical area identified, it was decided to involve all citizens indiscriminately and to consider specific geomarketing on the basis of services provided to each selected person. Four consecutive phases of selection were thus successively implemented in the 7 pilot cities until the target group was composed of 1,000 people.

- 1<sup>st</sup> selection **by questionnaire**
  - Private motorised vehicles used for home-to-work journeys;
  - Workers, as they are those who mainly use private motorised vehicles;
  - Working age people: a target age can be defined as it is linked to the social and economic specification of each local project;
  - Residents and workers within the city area, as they can easily get Public Transport services.
- 2<sup>nd</sup> selection **by questionnaires' database**
  - Drivers of motorised vehicles and not simply passengers;
  - Those who do not make in-between movements during their home-to-work journey, as the interchange with Public Transport would require a longer time compared to the use of the private car;
  - Those who do not come back home for lunch, as it could be impractical and expensive;

- Willingness to change above 7 on a 1-10 scale, in order to select the people more open to change;
- Telephone number, a required piece of information in order to get feedback.

- 3<sup>rd</sup> selection **by Travel Planner**
  - Area covered by Public Transport and citizens travelling in hours covered by Public Transport;
  - Duration of travel by bus approximately equivalent to the average duration of a journey by car in each pilot city;
  - No interchange trip, as waiting time might discourage the use of the bus;



- Bus stop distance from home and work places, which depends on the average distance between bus stops and desired places in the city.
- 4<sup>th</sup> selection **from paths' database**, if a further selection is needed
  - People working in the historical city centre, due to traffic and parking constraints;
  - Target sensitive to Public Transport.

**For further details:**  
[www.marketingpublictransport.eu](http://www.marketingpublictransport.eu) - "Downloads" section: Identification of areas of intervention and target group



## TIPS FROM PILOT CITIES

### Define relevant criteria

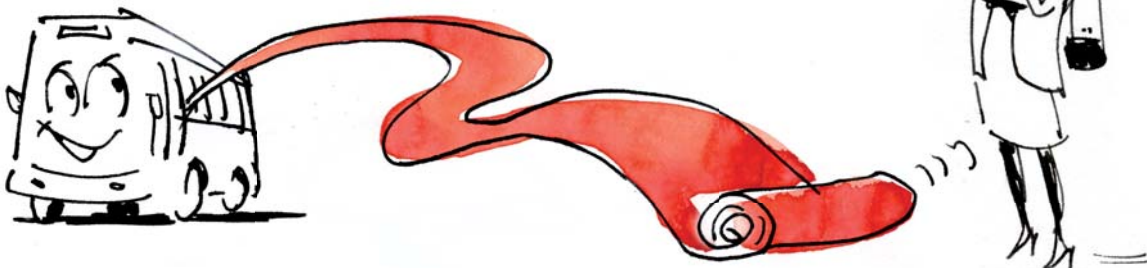
Mobility habits and residence are two main criteria to be taken into account in the selection of participants.

### Focus the Direct Marketing Programme on a targeted group

For further actions, **Modena** would

direct the project to a smaller target group and focus on a specific activity, such as education or public offices, in order to change mobility behaviours for all people linked to the same field. The Direct Marketing Programme can be addressed to different groups of people and transferred to other areas. Besides, **Heraklion** suggests to extend the selection criteria to all people living in the city and moving

within the city and not to focus only on people travelling to the city centre. The city also advises to include the age categories of 15-30 and 30-55.





## Step 4 Design individual tailor-made travel plans to be sent to the participating citizens

### ABOUT THE STEP

#### Get or develop a Travel Planner

**On the basis of your participants' details, realise individual tailor-made travel plans according to their needs:** where to catch and get off the appropriate means of transport, when it runs (individual tailor-made travel plan) and how long it takes.

→ Thanks to the database built from the questionnaires' results, you can personalise journeys along good, fast, frequent and reliable bus routes.

#### Deliver an individual tailor-made travel plan and a free-of-charge card/free tickets to the target group

→ The free-of-charge card/free tickets are meant to encourage participants to test Public Transport during the promotional week.

#### Demonstrate that LPT is a real alternative to the car

### TIPS FROM PILOT CITIES

As a starting point for a new friendly and intelligent LPT system, **Albacete** considers the tailor-made approach one of the most remarkable aspects of Ad Personam that can be used for future projects.

#### Challenges encountered with the Travel Planner

→ Get or develop your own Travel Planner

In **Baia Mare** and **Funchal** where no Travel Planner had previously been developed, the elaboration of the tool required a lot of work and involvement for the LPT companies but the experience gained was valuable.

→ Overcome the technical problems

The itinerary calculated by the software is not always fully adapted to the travellers' needs. As some itineraries were not relevant in **Besançon**, the solution was to check all the individual tailor-made travel plans generated and to correct the potential mistakes. In the same way, the geographical references in **Funchal** were not available at the required level of accuracy. Consequently, the localisation of the homes and work places of participants had to be done manually; specific software helped identifying addresses. Due to recent urban developments, new streets had not been included in the Travel Planner in **Albacete**. Thus adjustments related to the cartography had to be made.

**Albacete** already had a GPS system that informs about the bus frequency in real time. Thanks to the new Travel Planner which is complementary to this existing GPS system, citizens have the chance to see the best option to get to their destination.





## Step 5 Launch a promotional week

### ABOUT THE STEP

During the promotional week, the participating citizens take part in a free trial using LPT, following their individual tailor-made travel plan to make their home-to-work journeys. This event gives the target group the opportunity to test the advantages of the LPT system and aims to remove the perception that bus travel is expensive and slow.



### TIPS FROM PILOT CITIES

#### Find the best period to organise the event

**Lancaster and Morecambe** insist on organising the promotional week at a key time of year, so as to get people to try out a new way of commuting. It could be for example cut off holidays, or after returning from a summer holiday or in spring when weather changes are occurring and could potentially help to transform travel habits. Weather conditions can moreover significantly influence people in their mobility choice. Indeed, poor weather prevented **Lancaster and Morecambe** from having a successful promotional week as travellers tend to prefer car to bus when it is rainy or windy.

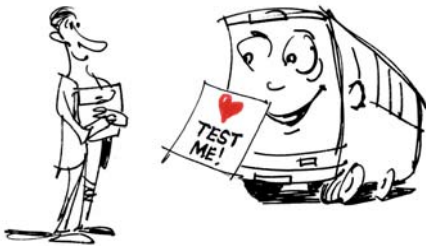
#### Deal with circumstances

Other sporadic issues have to be taken into account in the choice of the launching period. Some pilot cities encountered difficulties due to simultaneous events. In **Funchal**, the promotional week was held during an election period and site works also entailed delays and shifts in bus lines. In **Modena**, it coincided with significant changes to the offered services (timetables, routes, rates) following the buyout of the LPT company and created confusion and disorientation among the potential customers. The upstream organisation was affected by a postal strike in **Lancaster** which delayed the distribution of the ticket vouchers and the individual tailor-made travel plans so that the free trial week took place later than planned.

#### Keep people involved from the beginning of the project

The communication process needs to be continuous so as to keep participants aware of transport issues. In order to avoid a too long period between the advertising campaign and the implementation phase, **Funchal** and **Besançon** sent participants an intermediate letter, between the initial and the final letters, reminding them that the project was ongoing and that they should wait for further news from the project's management.

Close contact with the target group plays a decisive role in the perception of Public Transport convenience. Indeed, **Albacete** noticed that citizens felt especially part of the project when they received a personalised travel card. In **Funchal**, new clients were responsible for 21% of the trips made during the promotional week. On average, almost half of the citizens who received an individual tailor-made travel plan in the 7 pilot cities took part in the promotional week.



According to local partners in **Lancaster and Morecambe**, the experience could be lengthened to more than a week to enable more sustained use and better understanding of the approach.





## Step 6 Analyse citizens' feedback on Local Public Transport and their motivation as whether or not to use it

### ABOUT THE STEP

**Measure the level of participation of the target group in the promotional week**

**Carry out an *ex post* motivational survey on the target group**

- Find the reasons why some people did not take part in the promotional week.
- Gather opinions, evaluations and motivations from the people in the target group who took part in the promotional week.
- Collect information that might be relevant for other Direct Marketing initiatives.
- Use a STIMER for use analysis; a STIMER is an electronic emission ticket system that allows all journeys made by the target group to be monitored.



### TIPS FROM PILOT CITIES

**Reach participants through an appropriate communication channel**



The communication channel which is the most appropriate to the local context needs to be used to get feedback from participants. The survey is necessary in order to have a significant overview of the experience but it can be carried out through different means. In **Heraklion**, what the people really enjoyed was the feedback they had to provide about the initiative in general. Among the 7 pilot cities that all carried out telephone surveys, **Baia Mare** and **Lancaster and Morecambe** local partners had difficulty reaching people by phone because they had given incorrect telephone numbers in the questionnaires or did not want to take part in a telephone survey as it is not integrated into their habits. They therefore suggest either reducing the size of the telephone survey to just basic details, such as whether the customers continued to use LPT or not, along with their personal views, or using a different method of research at the end of the survey, such as postal questionnaires or door-to-door and direct interviews. Overall, in the 7 pilot cities, 2,200 citizens out of the 5,500 of the target group completed a telephone interview.

**When not available, find alternative solutions to a STIMER**

As **Besançon** has not a contactless system for Public Transport, each person who received the personalised package has been called to know whether s/he used the free pass during the promotional week.

In **Lancaster and Morecambe**, a travel diary has been introduced. Participants who completed and returned a travel diary could take part in a ticket trial, with the chance to win an annual ticket, as an incentive to send it back. Out of the 960 ticket vouchers sent out, almost 100 people thus gave detailed insight into their daily journeys.

**Gather resourceful information for further mobility projects**

Ad Personam can be very useful for defining potential LPT clients. Indeed, all the data collected in the participants' feedback will be useful for O/D analysis on the mobility of citizens who are not LPT users, resulting in precious information for the transport management.

Besides, this analysis enables managers to identify the most efficient communication channels that could be used to reach the target group potentially interested in changing their mobility behaviour, as several questions referred to the activities often carried out and the type of newspapers read.

In **Baia Mare**, the data collected by questionnaires revealed the degree of overlap between the requirements and needs of travellers related to the offer of the transport companies.



Thanks to Ad Personam, **Besançon** recorded 134 new subscribers. With 5,000 new journeys per month, the experience was profitable after one year only. Therefore, the return on investment was excellent.

### Who is the Ad Personam participant?

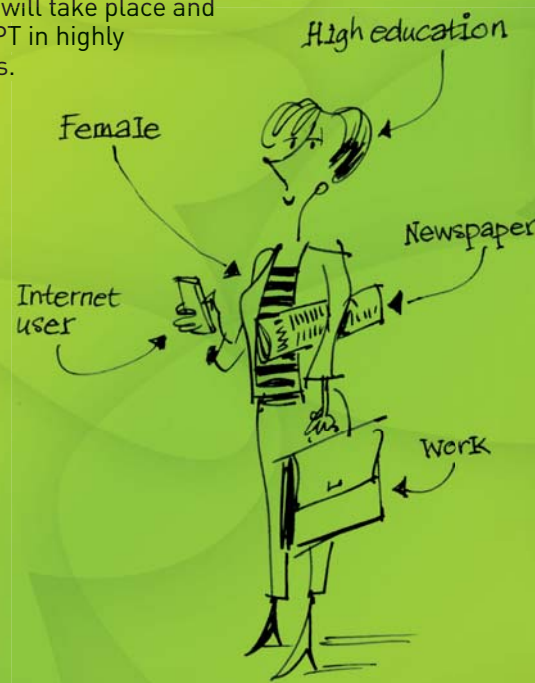
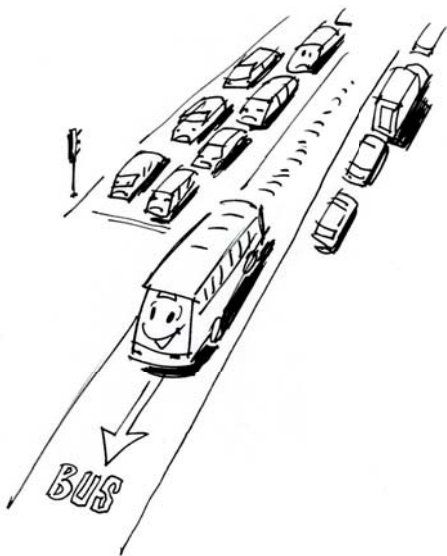
According to the surveys carried out, the Ad Personam target group seems to be constituted of non-typical users, considering statistics at national level.

Participants are mostly women (about 70% of interviewees) with a high education level and professional qualifications who often use the Internet and regularly read newspapers.

They do not seem to be influenced by environmental issues. Indeed, environmental protection is not a core reason to change travellers' modes of transport but can be a relevant stimulus to persuade citizens to use the LPT system. The interest for safeguarding the environment probably encouraged some people to take part in the Ad Personam initiative but was not enough to persuade citizens to become LPT clients.

The Ad Personam participant would use LPT in the future so as to avoid stress and save money. Indeed, it seems that citizens perceive mobility related habits as a financial matter.

The activities often carried out in his/her spare time are important in finding trends to define projects that will take place and promoting LPT in highly popular spots.



# What are the top tips?

## Focus the Direct Marketing Programme on an homogeneous target group

- Define specific and adapted criteria to select the target group so as to emphasise the tailor-made approach.
- Target a specific circumscribed area in the city: conduct the project on a designated area or route where good bus services currently exist.
- Reach other target groups including people who are making routine travel choices, such as students (for home-to-work journeys, incentives such as specific travel passes could be used) or senior citizens.
- Considering the target of uninterested people, i.e. those who did not take part in the promotional week, the initiative seems to be at least useful in order to inform citizens on possible alternative mobility means.

## Get local support from institutions and organisations for a higher project visibility

- Involve decision makers from the very beginning, through the delivery of a letter signed by an elected representative, the participation of decision makers in the Direct Marketing Programme and the use of LPT by the Mayor and Municipal Council during the promotional week.
- Work closely with private companies and other organisations such as administrations gathering a relevant number of workers. Institutions could therefore promote

the project by their own means (emailing their employees) and such partnerships could avoid delivering questionnaires in all mailboxes. Strong local business contacts are vital to get the maximum project results.

- Implement this programme in partnership with private companies that develop company travel plans. The company travel plan concept is an invitation for companies to act in order to encourage their staff to use alternative means of transport to the car.
- Build up a strong collaboration with media.
- Get supporting measures related to mobility policies that can strengthen the project and reinforce sustainable mobility, such as restricted access streets, park & ride schemes or paid parking lots.

## Build an efficient schedule

- Keep citizens involved
  - Make sure intervals between the different stages of the project are not too long, especially between the advertising campaign and the promotional week.
  - Send regular reminders to participants and increase the numbers of contacts with them, by telephone, emails or through meetings.
- Plan a strategic schedule
  - Implement the Direct Marketing Programme during a short period of no more than six months, possibly without a cut-off like summer holidays.
  - Organise the promotional week and the questionnaire delivery on a period which does not clash with public holidays or any

other particular event that could prevent people from being fully involved.

- Meet the deadlines.

## Use effective communication tools and channels

- Implement participatory tools such as a platform of continuous communication for people with the local authority: using participatory methods and communication tools, the local authority facilitates a process of a continuous dialogue with the public; furthermore it embraces the bottom up approach towards the planning and implementation measures which alter the daily habits of the citizens.
- Integrate ICT tools as citizens request them and as it is a good way to involve citizens into the social-economic city life. ICT tools are also sound choices to create databases. However, do not only focus on the Internet as a way to communicate but also use other communication channels.



- Intensify door-to-door advertising and consider the snowball effect as a key communication channel.

## Establish an individual relationship with each participating citizen



- Highlight the originality and advantages of the Direct Marketing concept, focusing e.g. on avoiding stress and saving money but not specifically on environmental issues as experience shows that the environment does not carry much weight in everyday life decisions.
- Implement personal and direct relations and communications with potential clients in order to increase the use of Public Transport: the more the relations established with the target group are frequent, the more people are committed. Participants must feel you understand their needs.
- Send personal invitations/questionnaires and no general communication letter which could be considered as commercial advertising.
- Increase the number of contacts, by telephone, emails, through meetings, so as to emphasise the personalised approach.
- Adapt the dissemination activities and communication materials to the target group.



## Long-term goals: How to sustain the impact of the Ad Personam Direct Marketing Programme?

### Foster customer loyalty

→ The pilot cities provided special offers after the promotional week. In **Baia Mare**, 300 people got a 40% discount for subscriptions in the two months following the promotional week because they had been able to present the set of seven Ad Personam tickets they had used during the event. **Besaçon** and **Heraklion** respectively offered a 50% discount for subscriptions and 20% on tickets. A new user was given a €10 discount in **Modena** if s/he bought a season card and a €20 discount in **Funchal** for a monthly pass.

### Improve the knowledge of the Local Public Transport network

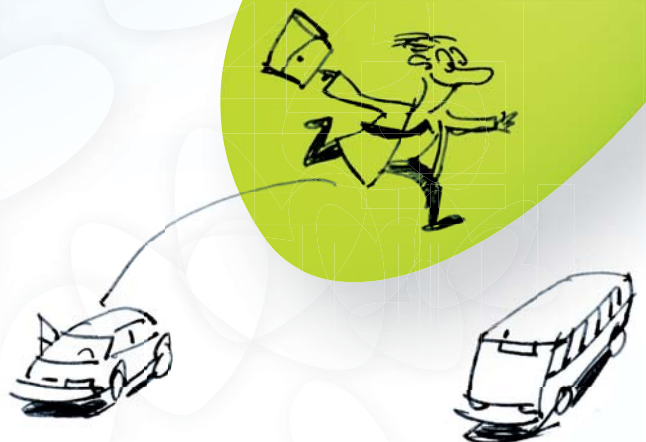
→ The number of daily contacts on the Travel Planner website can be a result indicator showing how individual use of the Travel Planner is considered as an important information tool on Public Transport services.

### Replicate the initiative with other target groups

### Involve the citizens who did not take part in the Direct Marketing Programme



Thanks to the good results of Ad Personam, **Besaçon** seeks to pursue the action, especially with other targets. Indeed, the local partners plan to experiment this programme directly with companies and administrations because they enable to reach the largest target Public Transport. Developing a partnership with companies would therefore raise awareness of this issue. Besides, they aim to develop the initiative with other target groups such as elderly people, students, new residents and people moving into a new home.



## The pilot cities' objectives and planned activities to keep the Ad Personam goals on the agenda

In the short term, **Funchal** aims to promote the Travel Planner in the local university, as this organisation welcomes national and international students not yet accustomed to dealing with the transport network. Besides, student residences and administrative buildings are located in the city centre whereas the campus is not. In the long run, the local partners seek to develop an online Travel Planner which could be displayed on the LPT company website and thus provide e-mobility solutions for everyone.

**Albacete** considers the Ad Personam project as the starting point of a new friendly and intelligent LPT system. A clear proof of the Municipality's commitment is that the Travel Planner was integrated into its website which ensures continuity when the Ad Personam project will come to an end. Besides, the main objective is to obtain public-private collaborations in order to sustain the impacts of the initiative in the long term. Thus, the Municipality seeks to promote the project along with the Business association, the Industrial Park association, the Chamber of Commerce, Trade unions, etc.

In **Lancaster and Morecambe**, it is planned to develop additional Ad Personam activities in the future. The Lancashire County Council hopes to deliver the project with a number of bus operator partners in other areas of the County and to develop in 2011 a targeted campaign with the introduction of a new fast link bus service.

**Baia Mare** intends to extend the project to local schools and universities. In addition, the local partners hope to disseminate the project at the national level by involving other LPT companies to implement the Direct Marketing Programme.

**Heraklion** plans to create new routes with the LPT company to enlarge the use of Public Transport and to include those areas not yet covered by the network. However, the project team considers that the Ad Personam initiative would be more efficient if implemented again.

**Modena** is reflecting on a possible follow-up of Ad Personam and intends to address a Direct Marketing Programme to lower and upper secondary school students, their families, teachers and other school staff in order to decrease the number of journeys made by car in peak hours to accompany and pick up students at school.

## The testimonies: What do elected representatives and participating citizens think about the experience?

### ALBACETE



"The Municipality and the Industrial Park association have jointly supported a permanent connection between the city and the Industrial Park as a sustainable, adequate and accessible way for commu-

ting. The European Ad Personam project aims to promote the use of Public Transport, especially for home-to-work journeys, so I saw the opportunity to join us to this important initiative."

**Carmen Oliver Jaquero**  
City Mayor



"I am amazed by the usefulness of the personalised Travel Plans! Since-ly I have not used LPT before because I was unaware that it was possible to reach my home and work place by this

means. In addition, it was good for me to receive a personalised travel card with my name, and some money for trying the service, because I felt part of the campaign."

**Janett Reyes**  
New user

### BAIA MARE



"Although Public Transport in Baia Mare has loyal customers, it was though not easy to convince citizens to use it. However, thanks to the Direct Marketing Programme, Ad Personam managed to attract new customers and also identified the potential customer profile. I believe that this initiative is more effective in medium-sized cities, helping to improve the LPT image associated with interest to the specific needs of citizens."

**Vasile Barbul**  
Director of Public Services, City of Baia Mare, Board member SC Urbis SA



"The idea of a travel programme tailored to my needs was very good. I discovered other options that I did not know. I would also be interested in receiving further information about LPT routes and schedules in the future."

**Pop Maria**  
New user

### BESANÇON



"Private cars play an important role in citizens' lives, in particular in home-to-work journeys. There are not easily willing to change habits and use public transportation. This is why Ad Personam is useful because it shows that other solutions do exist provided that one accepts to try them."

**Jean-Claude Roy**  
Vice President in charge of Transport and Mobility  
The Greater Besançon Urban Area Community



"I would tell people to try the LPT system because there are a lot of buses scheduled at short intervals and so it is easy to find a bus that meets your expectations."

**Valérie Arnault Delacour**  
New user



## FUNCHAL



"The Ad Personam project enabled us to test and check in real life conditions a commercial strategy that was already widely used in other markets and for other products and goods. This project also contributed to renew the brand of the LPT Company, associating it with a more human

image, oriented to the specific needs the citizens may have."

**Bruno Pereira**  
*Vice Mayor*



"I take this chance to congratulate all of you for your initiative, as it allowed me to leave my personal car parked at home during the week and to use LPT services. Ad Personam allowed me to save some money at the end of the month but the benefits go far beyond this feature. Now I don't need to pay

the parking lot, I walk to the bus stop which is very close to my workplace and, last but not least, I don't need to drive at peak hours, so I arrive at work far more relaxed!"

**Maria Margarida Jardim**  
*New user*

## HERAKLION



"The project notably contributed to our "Green City 2007-2013" policy plan, which aims to transform Heraklion into a sustainable environment for all the people living here or visiting it. Our ambition is to foster a "green consciousness", in order to create a city where energy consumption, air pollution, traffic and waste recycling will be a consideration of each and every citizen. Ad Personam is a very useful and multifunctional tool within this strategy."

**Ioannis Kourakis**  
*Mayor*



"With the Ad Personam initiative in the Heraklion Municipality, I feel that I am taking part in the solution to a major problem affecting the city. I am now very proud to join and will also suggest to my friends and family that they participate in the programme."

**Evagelia Karouzou**  
*New user*

## MODENA



"The Ad Personam initiative proves that in medium-sized cities it is not easy to persuade citizens to use LPT. Nevertheless, a Direct Marketing approach seems to be an innovative and significant tool in alternative to general advertising campaigns.

Citizens need to be directly motivated and encouraged through a personalised approach showing the advantages of shifting from car to bus. Ad Personam has been very helpful also in order to identify a potential profile of new customer (more women than men, well educated, using the Internet, reading newspapers, socially integrated within the community) to be studied in deep in the future."

**Daniele Sitta**  
*Town Councillor for Mobility and Transport*



"I think that the Ad Personam initiative is very interesting. In Modena, many people do not know how to reach their workplaces by bus. There is a sort of prejudice against the LPT system. Campaigns as the one implemented with Ad Personam give to citizens the opportunity to discover

that, at least in some cases, to go to work by bus can be more convenient than to use a private motorised transport mode. On the other hand, a significant increase in the number of LPT users can be obtained thanks to strong improvements of the offered service".

**Giuliano Boni**  
*New user*

## LANCASTER AND MORECAMBE



"The Lancashire County Council has for a number of years been proactive in developing and marketing sustainable transport initiatives in the County. The Ad Personam project is an innovative new approach to encourage bus use that has delivered growth to the market. Working with both local

and European partners we have learnt that we all face similar issues but by sharing ideas we have developed this common approach. This has been positive experience and one which we have been delighted to take part in".

**Tim Ashton**  
*County Councillor*  
*Cabinet Member for Highways & Transportation*  
*Lancashire County Council*

"This has been excellent, thank you so much. I never took the bus, now I realise how easy it is!"

**Participating citizen**

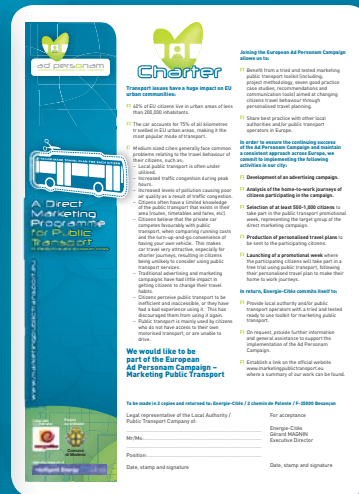


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# Direct Marketing: a new way to boost Public Transport



- Watch the videos online
- Join the European Campaign!



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



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