

D2.1/D2.2: Working Group Activity Plan

WP2 ACTIVITY PLAN

**WP 2: Communication &
Organisation Knowledge Centres**

Contact:
Janett Kalina
kalina@choice.de
+49(0)30 857 467 250

Choice GmbH
Klosterstraße 71
10179 Berlin
www.choice.de

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1 Background

Work Package 2 provides project partners and externals with guidance and expertise for organisational and operational questions in view of an optimisation of the bike sharing schemes (BSSs). The work package will be led by Choice. DTV will be a main supporter for all tasks related to communication, market segmentation and marketing. Additionally ISIS and Velo Mondial will join the work to lead respective Working Groups.

A detailed overview about the goals of WP 2 and the outputs/deliverables that will be produced to achieve these goals can be found below.

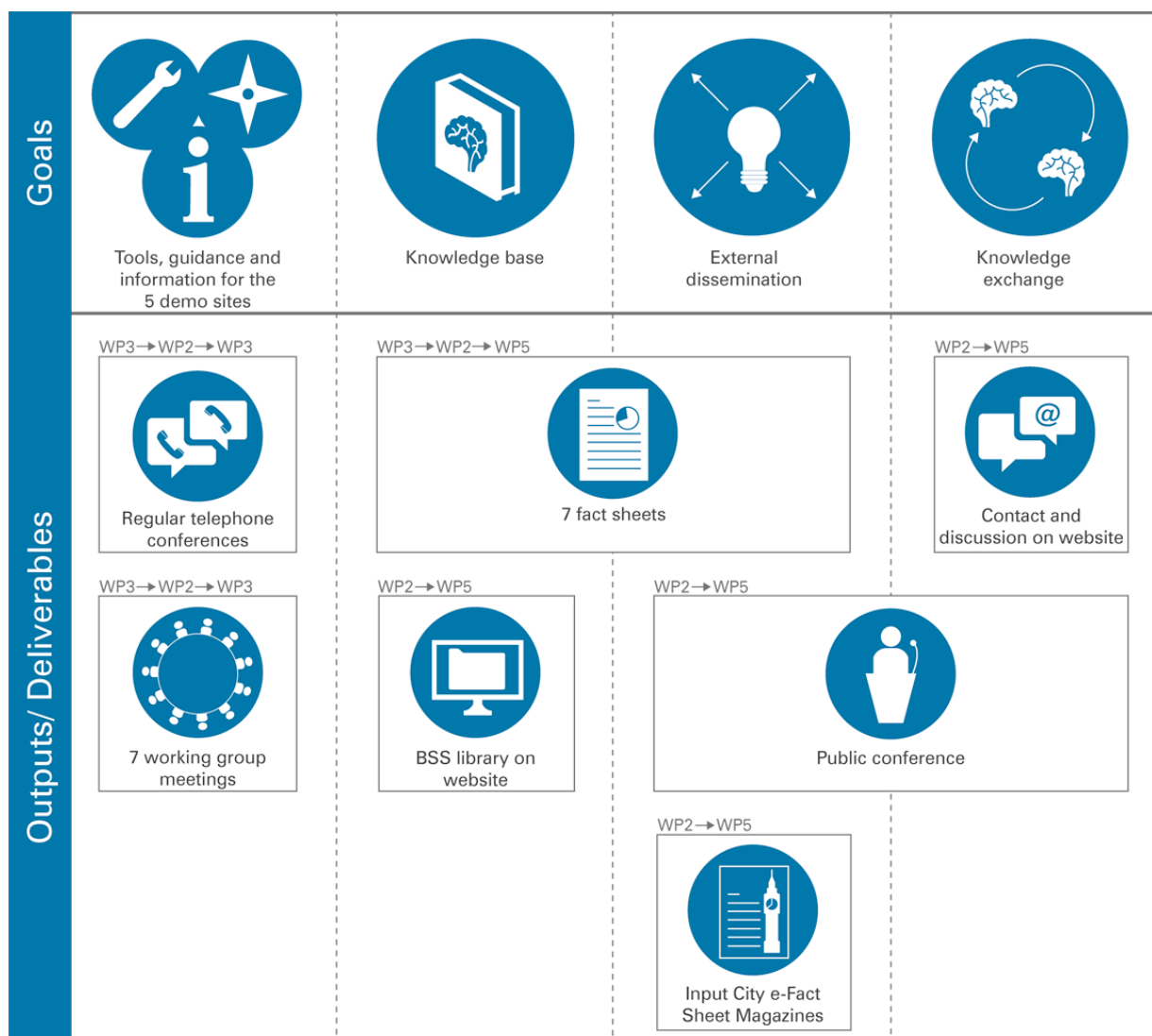


Figure 1: Work Package overview

The aim of this document is further detail, specify and schedule all tasks planned within Work Package 2 over the project lifetime. It will determine responsibilities and procedures and will therewith contribute to an overall quality assurance process.

2 Tasks

2.1 Communication Working Groups (D 2.1, O 2.1)

Task leader: DTV

CWG leaders: DTV, Choice, Velo Mondial, ISIS

The **Communication Working Groups (CWGs)** are an essential **discussion and knowledge exchange forum** for the participating case studies. They complement the individual marketing tasks carried out in WP 3. All case studies will assign themselves to at least 2 CWGs that reflect their main target groups (see Table 1) for the optimisation of the service. The choice of CWGs can be adapted according to the site's needs during the project. Additionally case study representatives should assign themselves to the CWGs in case they have broad expertise and can provide partners with advice. Each **CWG is led by an expert**. To assess the exact starting point for each demonstration site, a **common template** will be provided by Choice and completed by the case study sites (Annex 1).

The **five main target groups** covered in VeloCittà and some common ways to reach them can be found below.






Task 2.1 Communication Working Groups (DTV + ISIS, Velo Mondial, choice)				
Residents	Students	Tourists	Commuters	Employees
				
Local radio campaigns Guided tours for new residents Leaflet distribution in residential areas	Design competition at universities Info packages with university registration Raffles	Cooperations with tourist information centres Vouchers with PT pass Support of hotels	Capaigns at PT stations Personalised travel information Incentives for seasonal ticket holders	Internal mailing Business mobility management Company events Info packages

Figure 2: Overview Communication Working Groups

The CWGs and their participants/contributors are set up preliminarily according to Annex I of the Grant Agreement and the additional information given by the case study partners. A certain evolution of the CWG composition is favoured.

Table 1: Main target groups per site

Case Study	Residents	Students	Tourists	Commuters	Employees
Krakow	X	X	X	X	
Lambeth	X	X			X

Case Study	Residents	Students	Tourists	Commuters	Employees
Southwark	X	X			X
Padua	X	X			X
Burgos		X	X	X	
Szeged	X	X	X	X	

2.1.1 Telephone conferences (O 2.4)

Bi-monthly telephone conferences with complementary **webinar** material will serve as regular means of knowledge exchange. The CWGs will rotate over the project duration unless the case studies signal that a deviating order is required due to their current needs connected with the campaigns carried out in WP 3.

The task leader **DTV** will schedule specific **dates for three CWGs** (covering a half-year) at a time. This way the case study sites and the CWG leaders have sufficient time to prepare their input and questions.

In advance of the first telephone conference, **a tool, e.g. GoToMeeting** will be chosen with the partners to ensure a) that all partners can participate and b) to avoid high costs for the partners.

Each telephone conference will follow a **common agenda**:

- # Presentation of relevant best-practice campaign material for the target group (CWG leaders)
- # Presentation of case study results related to the target group (case studies)
- # Q/A session

The **webinar material** and **brief minutes** including date, time, participants and topics covered will be sent to Choice and the participants by the **CWG leader within 10 working days** after the telephone conference. Selected¹ **webinar documents** will be added to the **VeloCittà Online-Library**.

Table 2: Initial CWG telephone conference schedule

Project month	Calendar month	CWG	Lead
6	August 2014	Residents	DTV
8	October 2014	Students	Choice
10	December 2014	Tourists	Velo Mondial
12	February 2015	Commuters	ISIS
14	April 2015	Employees	Velo Mondial
16	June 2015	Residents	DTV

¹ Material that includes e.g. partner information that is not publishable or incomplete references to third party material will not be published in the VeloCittà Online-Library.

Project month	Calendar month	CWG	Lead
18	August 2015	Students	Choice
20	October 2015	Tourists	Velo Mondial
22	December 2015	Commuters	ISIS
24	February 2016	Employees	Velo Mondial
26	April 2016	Residents	DTV
28	June 2016	Students	Choice
30	August 2016	Tourists	Velo Mondial
32	October 2016	Commuters	ISIS
34	December 2016	Employees	Velo Mondial

2.1.2 Working Group Meetings (O 2.2)

The CWG Working Group Meetings (**WGM**), lasting about two hours, **attached to regular project meetings**, will give all partners the opportunity to discuss more complex issues related to communication and marketing in a **workshop-atmosphere**. Additionally **external experts** might be invited to strengthen the overall expertise. An initial set of WGM-topics can be derived from the overall project planning of the case studies. Still, it might be subject to changes, depending on the actual needs of the case study sites. The partners will agree on the following workshop-topics during the project meetings.

The **workshop material** and **brief minutes** including date, time, participants and topics covered will be sent to Choice and the participants by the **CWG leader within 10 working days** after each Working Group Meeting. Selected **workshop documents** will be added to the **VeloCittà Online-Library**.

Table 3: Initial CWG WGM schedule

Project month	Calendar month*	Workshop topic	Lead
8	October 2014	Target group segmentation: # Target group requirements # Means of communication Invitation of external experts	DTV/ Twinstone
13	March 2015	Marketing campaigns: # Analysis of different campaign types # Discussion of expected impacts # Stakeholder Involvement # Presentation of best-practice	Velo Mondial / Case study sites

Project month	Calendar month*	Workshop topic	Lead
19	September 2015	per target group Cooperation with press and municipalities # Importance of cooperation for campaigns # Synergies and limitations # Presentation of best-practice	Velo Mondial
25	March 2016	Web 2.0 communication # Presentation of different web 2.0 communication channels # Presentation of best-practice per target group	Choice
31	September 2016	Impact monitoring & evaluation # BSS performance indicators # Means of measurement # Campaign monitoring	ISIS
36	February 2017	Public project meeting: # Presentation of segmentation approach # Case study development # Derivation of common communication & marketing rules for BSS	DTV

*The actual dates depend on the project meeting schedule.

2.1.3 Target group fact sheets (D 2.4)

A series of **fact sheets** will summarise main findings for **each of the five target groups** and will be used for internal and external dissemination. First drafts will be compiled in **month 8** of the project. The final versions will be available in **month 34**.

The fact sheet series will follow a **common structure** for each target group:

- # Target group description
- # Specific BSS-related target group characteristics
- # Relevance of the target group for a BSS in terms of operation and financing
- # Main results of market segmentation (Task 0)
- # Main recommendations for campaigns and communication activities
- # List of best practice links

Each fact sheet (about **5 A4 pages**) will be available in **English, Hungarian, Italian, Polish and Spanish**. The case study partners Sund (Szeged), Padua, Krakow and AYTObU (Burgos) are responsible for the translation.

Table 4: Initial CWG fact sheet (D 2.4) schedule

Project month	Calendar month	Task/Deliverable	Lead
8/34	October 2014/ December 2016	D 2.4 fact sheet: Residents	DTV
8/34	October 2014/ December 2016	D 2.4 fact sheet: Students	Choice
8/34	October 2014/ December 2016	D 2.4 fact sheet: Tourists	Velo Mondial
8/34	October 2014/ December 2016	D 2.4 fact sheet: Commuters	ISIS
8/34	October 2014/ December 2016	D 2.4 fact sheet: Employees	Velo Mondial
9/35	November 2014/ January 2017	Native speaker check for English version of fact sheet series	Southwark Council, LBL
9/35	November 2014/ January 2017	Translation of fact sheet series into Hungarian	Sund
9/35	November 2014/ January 2017	Translation of fact sheet series into Italian	Padua
9/35	November 2014/ January 2017	Translation of fact sheet series into Polish	Krakow
9/35	November 2014/ January 2017	Translation of fact sheet series into Spanish	AYTOBU

2.1.4 Task 2.1 summary

Table 5: Tasks 2.1 activity summary

Activity	Responsible Partner	Timeline
Assess case study starting-points	DTV, Choice + case study sites	M3
Assign to CWG	Case study sites	M4
Schedule telephone conferences	DTV	M5, M11, M17, M23, M29,
Lead telephone conferences	DTV, Choice, Velo Mondial, ISIS	M6, M8, M10, M12, M14, M16, M18, M20, M24, M26, M28, M30, M32, M34
Participate in telephone conferences	Case study sites	M6, M8, M10, M12, M14, M16, M18, M20, M24, M26, M28, M30, M32, M34
Lead CWG workshops	DTV, Choice, Velo Mondial, ISIS	M8, M13, M19, M25, M31, M36
Participate in CWG workshops	Case study sites	M8, M13, M19, M25, M31, M36
Produce fact sheet series (D 2.4)	DTV, Choice, Velo Mondial, ISIS	M8, M34
Check fact sheet series	Southwark Council, LBL	M9, M35
Translate fact sheet series	Sund, Padua, Krakow, AYTOBU	M9, M35

2.2 Operations Working Groups (D 2.2, O 2.1)

Task leader: Choice

Marketing and communication activities are in the centre of attention in VeloCittà. Nevertheless, most case study sites suffer from operational shortcomings and a lack of political commitment. In addition, marketing activities have an impact on operations and financing and communication activities can be used to optimise the operational performance and the financial sustainability of the schemes (e.g. by balancing demand, increasing turnover, etc.) Hence, **two Operations Working Groups** (OWGs), one covering **financing and organisation** (OWG 1) and one covering issues related to **political involvement** (OWG 2) will provide opportunities for **knowledge exchange and consulting** in the fields of financing, organisation and political involvement. All case studies will participate in the OWG activities. To assess the starting point and main barriers for each demonstration site, a common template will be provided by Choice and completed by the case study sites (Annex 1).

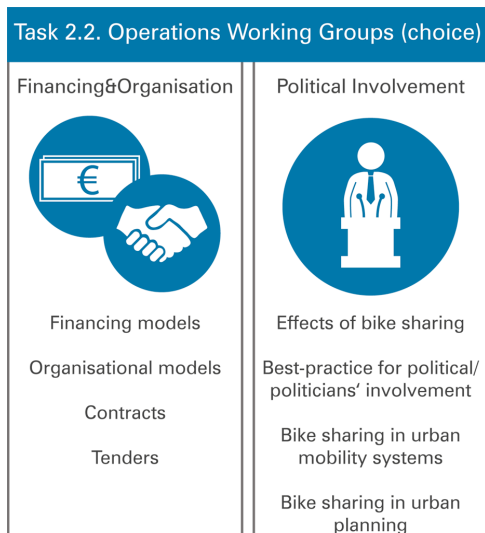


Figure 3: Overview Operations Working Groups

2.2.1 Telephone conferences (O 2.4)

Six-monthly telephone conferences in between the workshops with complementary **webinar** material will serve as regular means of **knowledge exchange**. Many telephone conferences will touch topics for both working groups as they are closely connected. An initial set of topics can be derived from the overall project planning of the case studies. Still, it might be subject to changes, depending on the actual needs of the case study sites.

The task leader **Choice** will agree on specific **dates for two OWGs** (covering a half-year) at a time. This way the case study sites have sufficient time to prepare their input and questions.

In advance of the first telephone conference, **a tool, e.g. GoToMeeting** will be chosen with the partners to ensure a) that all partners can participate and b) to avoid high costs for the partners.

The telephone conferences will follow a **common agenda**:

- # Presentation of relevant best-practice material for the case study sites (CWG leaders)
- # Presentation of relevant problems and solutions in the case study sites (case studies)
- # Q/A session

The **webinar material** and **brief minutes** including date, time, participants and topics covered will be sent to the participants by **Choice within 10 working days** after the telephone conference. Selected **webinar documents** will be added to the **VeloCittà Online-Library**.

Each telephone conference will pick single aspects out of a **specific topic** and will serve as **preparation for the connected workshops** (O 2.2):

Table 6: Initial OWG telephone conference schedule

Project month	Calendar month	Topic
7	September 2014	OWG 1&2 Influence of target groups on # Operation # Financing # Policy/commitment
12	February 2015	OWG 1 Financing a BSS # Costs # Funding # Turnover
18	August 2015	OWG 2 Integrating a BSS in a wider strategy # Urban planning # Cycling strategy
24	February 2016	OWG 2 Direct and indirect effects of BSS # Effects on modal share # Behavioural change Health effects
30	August 2016	OWG 2 How to involve deciders and politicians (support of Oliver Hatch needed) # Image relevance of BSS # Can BSS become a political disaster? # Politicians lead by example
35	January 2017	OWG 1 & 2 BSS as part of multimodal and intermodal mobility systems of the future # Integration with PT, car sharing etc. # Sharing economy

2.2.2 Working Group Meetings (O 2.2)

The OWG Working Group Meetings (**WGM**) will about two hours and will also be **attached to regular project meetings**. They will give all partners the opportunity for in-depth-discussions about OWG-related topics in a workshop-atmosphere. Whenever considered useful, **external**

experts might be invited to strengthen the overall expertise. The **WGMs pick up the topics** that were discussed during the telephone conferences. Based on the telephone conferences, the WGMs will provide comprehensive information about operational, financial, strategic and political interdependencies. An initial set of WGM-topics can be derived from the overall project planning. Still, it might be subject to changes, depending on the actual needs of the case study sites. The partners will agree on the following workshop-topics during the project meetings.

The **workshop material** and **brief minutes** including date, time, participants and topics covered will be sent to the participants by **Choice within 10 working days** after each Working Group Meeting. Selected **workshop documents** will be added to the **VeloCittà Online-Library**.

Table 7: Initial OWG WGM schedule

Project month	Calendar month	Topic
8	October 2014	OWG 1&2 Influence of target groups on # Operation # Financing # Policy/commitment
13	March 2015	OWG 1 Financing a BSS # Costs # Funding # Turnover
19	September 2015	OWG 2 Integrating a BSS in a wider strategy # Urban planning # Cycling strategy
25	March 2016	OWG 2 Direct and indirect effects of BSS # Effects on modal share # Behavioural change # Health effects
31	September 2016	OWG 2 How to involve deciders and politicians (support of Oliver Hatch needed) # Image relevance of BSS # Can BSS become a political disaster? # Politicians lead by example

Project month	Calendar month	Topic
36	February 2017	Public project meeting OWG 1 & 2 BSS as part of multimodal and intermodal mobility systems of the future # Integration with PT, car sharing etc. # Sharing economy

2.2.3 Operation fact sheets (D 2.5)

Two fact sheets will summarise main findings of the two OWGs and will be used for internal and external dissemination. First drafts will be compiled in **month 8** of the project. The final versions will be available in **month 34**.

The fact sheets will cover the following topics:

- # OWG 1:
 - Main operational shortcomings of BSS and solutions
 - Financing sources and financial sustainability
 - Contracts and organisation models
- # OWG 2:
 - Benefits of bike sharing
 - Embedding BSS in SUMP
 - BSS and their impacts on urban planning (and vice versa)
 - How politicians benefit from BSSs (and vice versa)

Each fact sheet (about **5 A4 pages**) will be available in **English, Hungarian, Italian, Polish and Spanish**. The case study partners Sund, Padua, Krakow and AYTObU are responsible for the translation.

Table 8: Initial OWG fact sheet (D2.5) schedule

Project month	Calendar month	Task/Deliverable	Lead
8/34	October 2014/ December 2016	D 2.5 fact sheet: operations and financing	Choice
8/34	October 2014/ December 2016	D 2.5 fact sheet: political involvement	Choice
9/35	November 2014/ January 2017	Native speaker check for English version of fact sheets	Southwark Council, LBL
9/35	November 2014/ January 2017	Translation of fact sheets into Italian	Padua
9/35	November 2014/ January 2017	Translation of fact sheets into Polish	Krakow
9/35	November 2014/ January 2017	Translation of fact sheets into Spanish	AYTOBU

2.2.4 Task 2.2 summary

Table 9: Tasks 2.2 activity summary

Activity	Responsible Partner	Timeline
Assess case study starting-points	Choice + case study sites	M3
Schedule telephone conferences	Choice	M6, M17, M29
Lead telephone conferences	Choice	M7, M12, M18, M24, M30, M35
Participate in telephone conferences	Case study sites	M7, M12, M18, M24, M30, M35
Lead OWG workshops	Choice	M8, M13, M19, M25, M31, M36
Participate in OWG workshops	Case study sites	M8, M13, M19, M25, M31, M36
Produce fact sheets (D2.5)	Choice	M8, M34
Check fact sheets	Southwark Council, LBL	M9, M35
Translate fact sheets	Sund, Padua, Krakow, AYTOBU	M9, M35

2.3 Market Segmentation

Task leader: DTV

This task provides the case study sites with **know-how on market segmentation for BSS**. In order to define different market segments and specify them as much as possible, **surveys** will be carried out in each implementation site (300 per site). However, first a questionnaire will be sent to all implementation partners to assess the exact starting point for each demonstration site. This **common template** will be provided by Choice and is integrated with the template for the CWG's and OWG's (Annex I).

2.3.1 Survey methodology

Subcontractor Twinstone will provide a detailed **survey methodology** document on **how, when and where to carry out the surveys**, in order to help the partners. Twinstone identifies three components as the starting point for the surveys:

1. "Advance rentals": Selling subscriptions in advance to organizations, government and stakeholders to generate revenue;
2. "Direct rental": Subscribers;
3. "Rentals afterwards": Repay of the rental costs to the employees by the employer, government or university.

2.3.2 Phase 1: Site update

In phase 1, the site update, the sites completed the template that was sent by Choice. Twinstone will study the results and if necessary will contact the sites for further information. This is important because we need all available information to develop a suitable survey for each site.

- # The survey must yield information, but besides this, maybe even more important, must give the sites an insight in developing a BSS business case, so all the systems can operate independently.
- # The aim of the survey is to obtain further understanding or conformation for the recommendations regarding the segmentation and marketing campaigns.
- # The survey also seeks for support on (assumptions regarding) critical success factors, key performance indicators, lessons learnt and requirements.

2.3.3 Phase 2: Surveys

2.3.3.1 Survey methodology

Twinstone has experience in different kind of survey and interview methodologies. We perform these methodologies in a business case manner and divided the users of the BSS into three components. These three components are the starting point for the surveys.

1. **Direct rental** Users without any subscription.
2. **Rentals in advance** Selling subscriptions in advance to organizations, government and stakeholders to generate revenue.
3. **Rentals afterwards** Repay of the rental costs to the employees by the employer (company, government or university).

2.3.3.2 Survey Type A: Direct rental

Survey type A has a focus on users without any form of subscription. For this type of users we examine their needs on the BSS by a survey, because by this we can collect direct information from the users. We chose to survey them because by this we can reach larger volumes of (potential) users.

- # The survey can be done offline (for example in the case of the residential and business segment and the tourist segment) or if possible online (for example in the case of the student segment).
- # Twinstone regards it as important to spread the surveys in days and in time.
- # Twinstone will provide the sites with surveys which the sites can use for the different segments.
- # Twinstone would like to discuss the best places to survey the target groups and the ability of the sites to survey them online or offline.
- # In accordance with the grant requirements we have to receive 300 completed surveys (translated in English) divided in three segments (100 per segment). The segments are explained below. In practice we understand it is hard to distinguish the target groups within the segments and to get the exact amount of surveys from each target group. Some target groups within the segment take more time to search than others, that's why Twinstone doesn't look at small differences in numbers.
- # It is important to only survey the target groups within the BSS area.

Segments

The following segments are selected and divided in target groups. For these segments we defined the best possible location to survey the target groups.

- # Residential and business segment

1. Residents
2. Employees
3. Commuters

Possible location: Central Station

- # Tourist segment

1. Tourists
2. Day visitors

Possible location: Central Square/ main attraction in the city

- # Student segment

3. Students

Possible location: University & online

Distribution

Below Twinstone defined the amount of surveys per target group.

Table 10: Survey type A distribution

Case Study		South-wark	Lambeth	Krakow	Szeged	Padua	Burgos
Residential & Business	Residents	100	100	75	75	100	75
	Employees	75	75	50	75	50	75
	Commuters	25	25	25	0	25	0
Tourists	Tourists	0	0	50	50	0	50
	Day visitors	25	25	25	25	25	25
Student	Students	75	75	75	75	100	75
Total		300	300	300	300	300	300

Table 11: Survey locations residential segments (residents)

Site	Best location
Southwark	St. George Road, Hampton Street, East Street Market, Elephant and Castle (site 8-11)
Lambeth	Vauxhall
Krakow	Central Station
Szeged	Central bus station
Padua	Central Station
Burgos	Inter modality point, Plaza España, Plaza Cid

Table 12: Survey locations business segment (employees and commuters)

Site	Best location
Southwark	Southwark Street and Southwark Station (site 1-3)
Lambeth	Online (by companies) and Vauxhall transport hub

Site	Best location
Krakov	Central Station
Szeged	Central bus station
Padua	Central Station
Burgos	Inter modality point, Plaza España, Plaza Cid

Table 13: Survey locations tourist segment (tourists and day visitors)

Site	Best location
Southwark	X
Lambeth	X
Krakov	Central Square/ main attraction in the city
Szeged	Central train station, official tourist office and travel agencies
Padua	X
Burgos	The tourist information office or the main square in front of the cathedral

Table 14: Survey locations student segment (students)

Site	Best location
Southwark	Great Suffolk Street, Webber Road, Borough Road (site 4-7)
Lambeth	Student accommodations?
Krakov	Online and University

Site	Best location
Szeged	University and Summer festival
Padua	Online and University
Burgos	Online and University

2.3.3.3 Survey Type B: Rentals in advance and afterwards

Survey type B has a focus on organizations and larger companies. For this type of users we examine their (potential) commitment to the BSS by an interview, because by this we can collect comprehensive information from the users.

- # Subscription in advance is relevant for organizations and larger companies. Subscription in advance can guarantee a certain quantity of bikes and can provide more turnover. The (larger) companies could subscribe for their employees.
- # The BSS can contribute to a healthy way of living and less sickness for the employees. It also supports the positioning of the company regards its sustainability policy.
- # For the coverage of the business case larger companies are: reliable and guarantee sale.
- # Twinstone will provide the sites an interview script and a presentation adapted to the different segments. We will support the presentation with research results so the sites can use this as a sales orientation.
- # Twinstone would like to discuss with the sites which organizations and larger companies are the best to select for an interview and presentation.
- # It is important to only survey the target groups within the BSS area.

Segments

The following segments are selected and divided into different kind of organizations and companies. For the market segmentation it is important interview different kind of parties, commercial and government, local and international, larger or smaller companies in different branches.

- # Organizations:
 - 3 to 5 Companies (the biggest and most dominant employers in the BSS area)
 - 1 Hospital (employees and visitors)
 - 1 University (employees)
- # Hospitality

- (If present) 1 Hotel association
 - 3 Hotels in different price segments
- # Loyalty
- Twinstone would also like to examine loyalty programs for large local or international companies with a lot of customers and visitors, who they would like to offer a program that involves bike sharing.
 - 1 Bank, international or local
 - 1 Insurance company, international or local
 - 1 Telecom provider, international or local
 - 1 Public transport organization, international or local
 - 1 Energy company, international or local
- # Government
- 1 government agency, the one that paid for the BSS

Distribution

Below Twinstone defined the amount of interviews per segment.

Table 15: Survey type B distribution

Case Study		South-wark	Lambeth	Krakow	Szeged	Padua	Burgos
Companies	Organizations	2	6*	3*	1	1	0

Case Study		South-wark	Lambeth	Krakow	Szeged	Padua	Burgos
Hospitality	Hospital	0	0	0	1	1	1
	University	1		0	1	1	0
	Hotel association	0	0	0	0	0	1
	Hotel	2	0	2	2	0	1
Loyalty	Bank	0	0	0	0	1	1
	Insurance company	0	0	0	0	0	1
	Telecom provider	0	0	0	1	1	0
Government	Public transport	1	0	0	0	1	0
	Energy company	0	0	0	0	0	1
	Municipality/ Province or other fund	1	1	1	1	1	1

* Lambeth and Krakow will select the best companies to work with themselves because they also would like to work with these companies in the future.