

# FASTER. EASIER. COOLER.



## IMPLEMENTATION



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# INTRODUCTION

This brochure gives insights into how to shape the BiTiBi experience and how to communicate and sell the approach to the (potential) BiTiBi users.

The first section gives a general overview on:

1. mapping and analysing local stakeholders,
2. developing an implementation plan
3. and developing a marketing, communication and media plan.

The second section showcases the key actions and activities from the four pilot projects in England, Belgium as intermediate

(already some facilities and infrastructure in place) and Italy and Spain as beginner (almost no facilities and infrastructure in place) projects as a source of inspiration for cities, metropolitan areas, railway companies and bike service operators planning to follow the BiTiBi approach.

The third section outlines the lessons learned from all the project partners.

The detailed documents of the stakeholder mapping, implementation plan and marketing, communication and media plan can be accessed upon request.



# STAKEHOLDER MAP

## Mapping stakeholders

One of the key success factors of every BiTiBi project is the mapping of the important stakeholders within each pilot area in order to analyse their roles and relations along the BiTiBi modal chain.

On the **supply side** the operators have been mapped that provide a BiTiBi relevant service in order to ensure a smooth door-to-door experience to the (potential) users (see graphic on p.4). On the **demand side** the customers have been mapped - end users (B2C) and companies (B2B) - with their demands and needs.

## Analysing stakeholders

Once all of the important stakeholders have been mapped, we characterise them and build up a stakeholder database. Therefore, we:

- identify the key-person of every stakeholder (decision maker),
- prioritise the mapped stakeholders according to their importance,
- identify the available resources of each stakeholder,
- assess the influence of each stakeholder on the BiTiBi modal chain,
- and anticipate conflicts of interests that may rise among stakeholders.

### Building blocks

#### Bike parking

#### Public bicycles

#### Intermodality managers

#### Integrated payment

#### Marketing and communication

### Nodes & description

#### Bike parking facilities

Infrastructure provider, service provider, management of secure parking, ...

#### Bike repairing service

On site, bike assistance, ...

#### Bicycle friendly environment

Bicycle paths to the station, bike racks, infrastructure provider, tax/fiscality, ...

#### Adjacent areas

...

#### Bike sharing scheme

...

#### Unique manager

...

#### Multiple managers

...

#### Pricing & fares

Direct integration, ...

#### Ticketing

Software, hardware, ...

#### Marketing

Operators, municipalities, ...

#### Communication

Operators, municipalities, ...

### Stakeholder(s)

National railway, bike service operator, ...

Bike service operator, bike associations, ...

City, municipality, region, province, national railway, fed. gov., bike service operator, ...

City, province, national railway, ...

National railway, bike service provider, foundations, ...

City, municipality, region, province, national railway, ...

City, municipality, region, province, national railway, ...

National railway, bike service provider, ...

National railway, bike service provider, mass transportation system operator, ...

City, municipality, national railway, bike service provider, ...

City, municipality, national railway, bike service provider, local broadcaster, ...





# IMPLEMENTATION PLAN

Participatory project design is an other prerequisite of making the BiTiBi pilot projects a success. Therefore, all the mapped stakeholders are invited to a local workshop including a site visit to fine-tune and tailor-make the general BiTiBi approach.

The outcomes of the local workshops are then translated into specific actions and organised in a detailed implementation plan including timelines and budgeting.

An ongoing exchange between all the project partners and the local stakeholders during the development of the implementation plan is pivotal in order to learn from the best practice examples, avoid past mistakes and facilitate the inclusion of the BiTiBi implementation into local development strategies.





# MARKETING PLAN

The framework for all future marketing and communication activities is defined by developing a strong core message (e.g. Faster. Easier. Cooler) to ensure a clear and consistent communication across all channels.

Thereafter, target groups are defined to align the messaging and activities to the (potential) BiTiBi users. The focus lies on the “low hanging fruits”, such as pre-existing train/bicycle users, these users will generate a critical mass of BiTiBi users.

To grow an enthusiastic BiTiBi community, the involvement of (potential) users and a holistic user experience is required. Therefore, ongoing dialogue is important, the integration of all online and both offline marketing and communication activities are needed.

Moreover, the marketing and communication activities are structured along the users' journey - such as the first mile and last mile - and address the needs and wants of the existing resp. potential users in order to grow the loyalty resp. getting new subscribers.

To leverage the impact of the implementation actions, they are aligned to the corresponding marketing and communication activities.

Last but not least, the achievements and lessons learned are disseminated through keynotes at e.g. conferences in order to facilitate the diffusion of the BiTiBi approach in other metropolitan areas.



# ENGLAND

## LIVERPOOL AREA

### Target of the pilot project

In England, the Dutch inspired 'Bike & Go' bicycle sharing scheme is already available in over 50 train stations across the country. Moreover, 'Go Cycle' facilities are in place at almost the entire network, providing secure bicycle shelters for free.

The BiTiBi project is focused on the fine-tuning of a seamless door-to-door experience. Expanding the 'Bike & Go' service to 70-80 locations in total, leveraging the B2B potential by providing companies a targeted offer for intermodal commuting and by unleashing the power of marketing and communication activities towards (potential) end users.

### Implementation plan

- Integrating the bicycle parking and hiring service in one single smart card
- Expanding the existing 'Bike & Go' locations to 70-80 locations across the United Kingdom by 2016
- Creating a B2B environment on the existing website with a corporate offer (multiple users, one invoice, splitting financing, etc.) for companies and third party partners
- Providing an exchange platform (Living Lab) on the existing website to share BiTiBi experiences, thereby growing the community and getting in-depth user insights based on how the existing infrastructure and facilities may be improved

### Marketing plan

- Strategic use of opinion leaders to promote the 'Bike & Go' and 'Go Cycle' services in exchange for a VIP pass (free membership and bicycle rentals)
- Ongoing promotions - e.g. free ride, 2 for 1 etc. - to get new subscribers and increase the rentals among existing users
- Public cycling training courses offered by local authorities
- Growing a community by involving the end users through social media activities and the Living Lab on the existing website
- Direct marketing through an inspirational and informative newsletter service including promotions
- Guerilla marketing tactics to stand out of the crowd and evoke the end user's attention
- Campaigning and advertising in the train and the railway station environment
- Create storytelling around the newly built infrastructure and facilities to get media coverage
- Transforming the existing users to ambassadors by providing a free bicycle ride for every new endorsed member through a member-get's-member tool





# BELGIUM

## GHENT & LIÈGE

### Target of the pilot project

In Belgium, train passengers are already encouraged to complete their commute on their first and last mile by bike through the adequate bicycle parking facilities at almost all train stations and the 'Blue-bike' service. This national bike sharing scheme exists at 41 train stations on the railway network. Nevertheless, the bicycle culture is different throughout Belgium cities. While Ghent has a strong bicycle culture, Liège has some room for improvement.

The BiTiBi project aims to fine-tune the pre-existing services with focus on the bike sharing scheme and specifically address the different bicycle cultures in Ghent and Liège through targeted marketing and communication activities. Last but not least, the lessons learned are applied throughout the rest of Belgium.

### Implementation plan

- Integration of the bicycle parking and hiring services in the mobil card, the general mobility card of Belgium
- Expanding the 'Blue-bike' locations to five non-train but busy public transport stations
- Providing an exchange platform (Living Lab) on the existing website to share BiTiBi experiences, thereby growing the community and getting in-depth user insights based on how the existing infrastructure and facilities may be improved
- Providing real time information on the amount of 'Blue-bikes' available at the different locations
- Create a B2B environment on the 'Blue-bike' website to specifically address companies as customers
- Partnering with municipalities and other partners to share the costs in order to provide a best-value BiTiBi service to the end users

### Marketing plan

- Transforming the existing users to ambassadors by providing a free bicycle ride for every new endorsed member through a member-get's-member tool
- Maximising the return on investment of Facebook ads through conversion tracking, custom and Facebook and website lookalike audiences
- Deployment of promotional printed material (roll-ups, flyers, etc.), campaigning and co-branding with partners to get more visibility
- Merchandising products (e.g. smartphone bicycle straps) to grow the loyalty of existing users and get new subscribers
- Handing out vouchers for free 'Blue-bike' rides at relevant conferences and workshops
- On site information with A6 flyer boxes at the 44 automatic key distributors
- Sponsoring the "Bike to Work" and other gameification events with prizes (e.g. free membership, free rides etc.)
- Address 'ambassadors' within a company rather than the usual mobility managers to promote BiTiBi
- Creating a community on social media by engaging end users in a dialogue through sharing informative and entertaining content (e.g. 60 seconds videos)
- Direct marketing through a newsletter service



# ITALY

## MILANO AREA

### Target of the pilot project

With nearly four million inhabitants, Milan is one of the largest metropolitan areas in Europe. The first BiTiBi pilot projects will be implemented in Como and Bollate due to their importance as transport interchanges in the Lombardia region.

The main purpose of the BiTiBi project in the Milan area is to test the viability of the BiTiBi concept for its extension to the whole railway network of Ferrovienord. Through an overall strategy, the current limited bicycle infrastructure and facilities of Bollate and Como will be integrated and strategically extended.

### Implementation plan

- Definition of an overall strategy for the bike-train-bike intermodality and establishment of a dedicated team in charge
- Building a "Velostazione" (incl. bicycle parking facilities, bike shop with repair service, ...) in Como Borghi
- Creation of a new bike sharing scheme in Bollate
- Repurposing of abandoned spaces in train stations on the railway network of Ferrovienord, to improve the BiTiBi service on an ongoing basis
- Integration of the train ticketing, bike parking and rental services in one multi-purpose travel card
- Providing an exchange platform (Living Lab) to share BiTiBi experiences, thereby growing the community and getting in-depth user insights based on how the existing infrastructure and facilities may be improved

### Marketing plan

- Gamification activities based on infrastructure and facility usage to raise the amounts of rides
- Deployment of promotional give aways (bike pant straps, bicycle seat rain covers, etc.) to grow the loyalty of the existing users and get new subscribers
- Providing public self-repair and bike riding training courses
- Organisation of one day marketing events like "free breakfast", "try a bike" etc. at the pilot stations
- Engagement and involvement of end users through social media to promote the growth of the community
- Communication of the impact of the BiTiBi project on the FN network by displaying (progressively) the overall CO2 savings due to the BiTiBi implementation on a big billboard at Cadorna train station
- Creating awareness of the BiTiBi services with posters in the train station, roll-ups at the pilot sites and through the distribution of flyers and brochures
- Direct marketing through a newsletter service





# SPAIN

## BARCELONA AREA

### Target of the pilot project

In Barcelona's metropolitan area, two municipalities are involved in developing the BiTiBi pilot projects, Sant Cugat and Sant Boi. These cities are strategic locations for first and last mile commuters due to the proximity of large companies, hospitals, universities and industrial areas in a radius of 3 km around the stations.

The main actions of the pilot projects in both cities are the implementation of secure bike parking facilities and a bicycle sharing scheme.

### Implementation plan

- Implementation of intuitive signage and wayfinding in the train station environment and the trains to provide a seamless door-to-door experience
- Construction of a safe and sheltered bike parking facility for at least 50-100 bikes
- Implementation of a bicycle sharing scheme managed through a local operator
- Integration of the access to the bicycle infrastructure and facilities in the existing train card
- Providing an exchange platform (Living Lab) on the existing website to share BiTiBi experiences, thereby growing the community and getting in-depth user insights based on how the existing infrastructure and facilities may be improved

### Marketing plan

- Deployment of promotional material (roll-ups, flyers, etc.) in the train station environment and at the pilot stations
- Creating incentives to use the BiTiBi services through gamification with prizes such as merchandising products, discounts at local shops, free rides etc.
- Organisation of one day marketing events like "try a bike", "bike to school" etc.
- Integration of information about the BiTiBi services at train stations on the FGC website and the train timetables
- Transforming the existing users to ambassadors by providing a free bicycle ride for every new endorsed member through a member-get's-member tool
- Using storytelling to get media coverage
- Development of a B2B proposition: try a bike offer, explanation of the project, ideation of financial incentives to encourage the employees to commute by bike (e.g. company pays part of the membership, offers free rides/price reductions etc.), possibility to customize the design of the shared bicycles according to the corporate identity etc.
- Co-branding with partners to get more visibility
- Engagement and involvement of end users through social media to grow a community





# LESSONS LEARNED

## 1. Dedicated team

Establish a team dedicated to the bike-train-bike intermodality. The enthusiasm and motivation of the team's individual people will be of great benefit to the project.

## 2. Stakeholder involvement

Involve and engage important stakeholders to gain their interest and willingness to collaborate and contribute. Involvement will also allow the exchange of knowledge and experiences.

## 3. Best practice

Take best practice examples from all

over the world as well as the BiTiBi guidelines as a source of inspiration.

## 4. Strong brand

Create a strong brand around the intermodality service with a clear message pointing out the added value to all the stakeholders (incl. end user).

## 5. Active communication

Use the construction and the launch of new infrastructure and facilities to actively promote the BiTiBi approach. Infrastructure and communication should always go hand in hand for this project to have maximum effect.



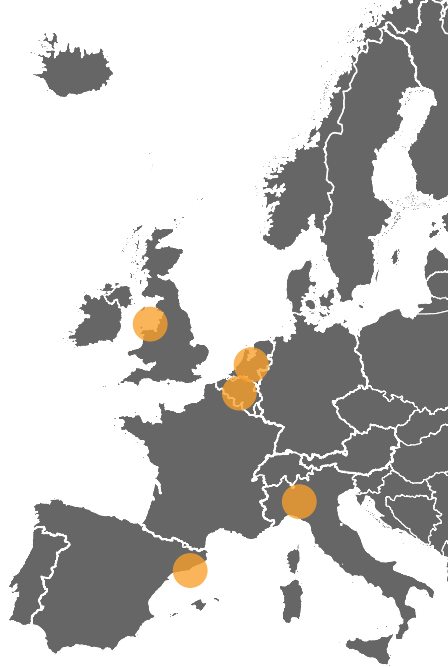


# BITIBI

## BiTiBi.eu

You can follow the BiTiBi project – the pilot projects in Belgium, England, Italy, Spain and the development of the Dutch model – on the BiTiBi.eu website.

Get inspired by the local pilot projects and how they provide a seamless door-to-door transport connection by combining bikes and trains.



icid bike  
one train  
2 for bike

All images courtesy of Copenhagenize Design Co., Bike&Go, Blue-bike, OV-fiets, Ajuntament Sant Cugat and Ferrovienord