



segmented
marketing for
energy efficient
transport



Deliverable 6.1

Work Package 6 - Transferability Report

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1 Introduction and Background

SEGMENT has applied a rigorous and detailed evaluation of an innovative approach to the design of mobility management campaigns to persuade people to change their travel behaviour and adopt more energy efficient forms of transport. Many practical lessons have been learnt from this process. This report summarises how these lessons can be best transferred by suggesting how the process can be simplified in order to make it easier and more cost-effective for other cities. The report takes the format of a series of key questions to enable the key learning outcomes from SEGMENT to be understood and applied elsewhere.

Question 1: How can the benefits of a segmented approach be ‘sold’?

SEGMENT was conceived as testing an approach which would ‘smarten up’ the marketing of sustainable transport. Through the identification of ‘life change moments’ and the additional use of detailed attitudinal surveys, our understanding of what motivates different groups of people has been improved. This has allowed for the development of bespoke marketing campaigns and initiatives. The hypothesis was that these will have a greater chance of success than traditional ‘one-size-fits-all’ mobility campaign approaches. Having now tested this approach, the following benefits of a segmented approach can be suggested.

- The act of thinking about target groups will *itself* make a difference to the way in which mobility management campaigns are designed even before any data is collected. The act of thinking about different target groups and their specific needs and lifestyle characteristics will aid the creative dialogue around the initiatives and key messages being developed for the campaign.
- The collection of rich contextual data adds new insightful information to existing knowledge about mobility patterns and public perceptions and motivations.
- The data collected about baseline travel behaviour and attitudes – and any subsequent segments - can be a powerful political tool. Survey data is likely to identify a significant minority or even majority of people who are dissatisfied with their current transport options and are likely to respond well to increased provision or incentivisation to change behaviour.

SEGMENT led to the identification of some new groups which were subsequently not considered or targeted specifically by campaigns. For instance, mobility management campaigns often focus on existing car users, whereas the SEGMENT analysis identified the ‘Car Contemplators’ who were not currently driving a car, but had high aspirations to do so in the near future. The identification of this group resulted in new thinking about what the messages should be and the idea that discouraging people from starting a ‘car habit’ was just as important as trying to reach existing habitual car users.

In addition, the identification of those segments who were most likely to respond to campaigns (eg the Active Aspirers) was considered to be more cost effective than targeting those car drivers who are very unlikely to reduce their car use (eg Devoted Drivers). Alternatively, the identification of the ‘Devoted Drivers’ lead to alternative measures being implemented to try and target this group specifically – such as the ‘ecodriving’ campaign at Hounslow Borough Council.

Overall the process leads to a better understanding about mobility and how communication and campaigns work to influence this. The final outcome is cost effective as the act of identifying

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those segments which are most likely to respond to messages can prevent resources being wasted on ineffective initiatives and campaigns.

Question 2: Should ‘life change moments’ be targeted?

The conclusion from SEGMENT is that targeting life change moments works best where mobility management campaigns have a reasonably long history and incentivising reduced car use is not a new concept in a location. Where mobility management is a new concept (such as Gdynia and Sofia in SEGMENT), the targeting of incentives to niche groups such as new employees built resentment from those individuals not undergoing the life change moment. On the other hand, Munich and Utrecht could see the benefit of using a life change moment as a new ‘way in’ for campaigns which were beginning to reach saturation in the general population. Therefore, targeting life change moments does need to be carefully managed for certain groups. A way to avoid hard feelings could be to offer the entire target group an incentive and thereafter, only offer it to the ‘life change moment’ group. For example, where a residents campaign is being introduced, initially the offer should be to all residents within a development and then after this, to new residents only.

Question 3: Are attitudinal market segments the same in different Member States?

Much analytical effort was expended in SEGMENT to understand the composition of attitude segments in each partner city. This used a set of multi-variate statistical techniques to extract segments and compare their statistical viability across locations. The strong conclusion was that most of the segments can be detected in all locations – it is the proportion in which they are represented that differs. In SEGMENT, eight final segments were detected (Figure 1).

Figure 1: Distribution of the attitudinal segments in each partner city

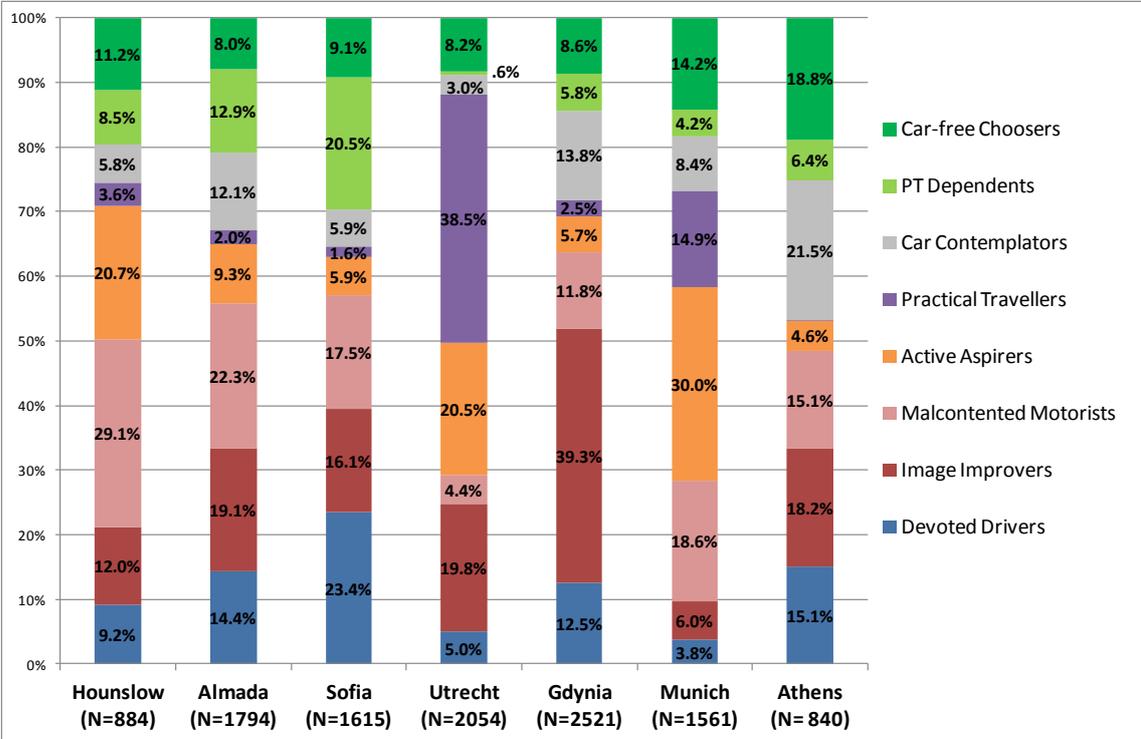


Figure 1 shows the distribution of the eight segments across each partner city (using the data from all target groups and both survey years combined). It can be seen that the size of individual segments can be quite different depending on the city. One segment in particular is

not well represented in all the cities – Practical Travellers. This is a segment which dominated in Utrecht and was strongly represented in Munich and is related to the particular infrastructure provision and culture of cycling in the two cities. On the other hand, the PT Dependents and Malcontented Motorists are not really represented in Utrecht. Other such patterns can be detected for other segments and can largely be explained by the composition of the transport infrastructure in each location and the social norms that prevail there at the time of the survey.

Therefore, SEGMENT analysis indicates that most segments are represented in most locations but it can be equally revealing to find out which segments are not represented as which ones are. It is possible that the segments with very small membership could grow in the future with the right combination of policies. Therefore, we recommend that the following transferable lessons regarding data collection and Golden Questions are followed and this will test the degree to which each of these eight segments is present in any dataset.

Question 4: How much data is required and what are the best methods of collecting it?

The application of attitudinal segmentation to mobility management can involve the interpretation of existing data on mobility patterns that may have been collected in other surveys or a very detailed and large scale attitude survey such as those collected in SEGMENT. Moreover, once a large scale detailed survey has been carried out, it does not necessarily have to be repeated for many years as the rich contextual data that will be result from this will lay the foundation for policy design for many years to come.

The amount of data that needs to be collected depends on (i) the amount of existing data that is already available (ii) whether or not the SEGMENT Golden Questions Tool will be used or a new statistical segmentation will be undertaken (iii) resources available.

(i) Existing data can take several formats.

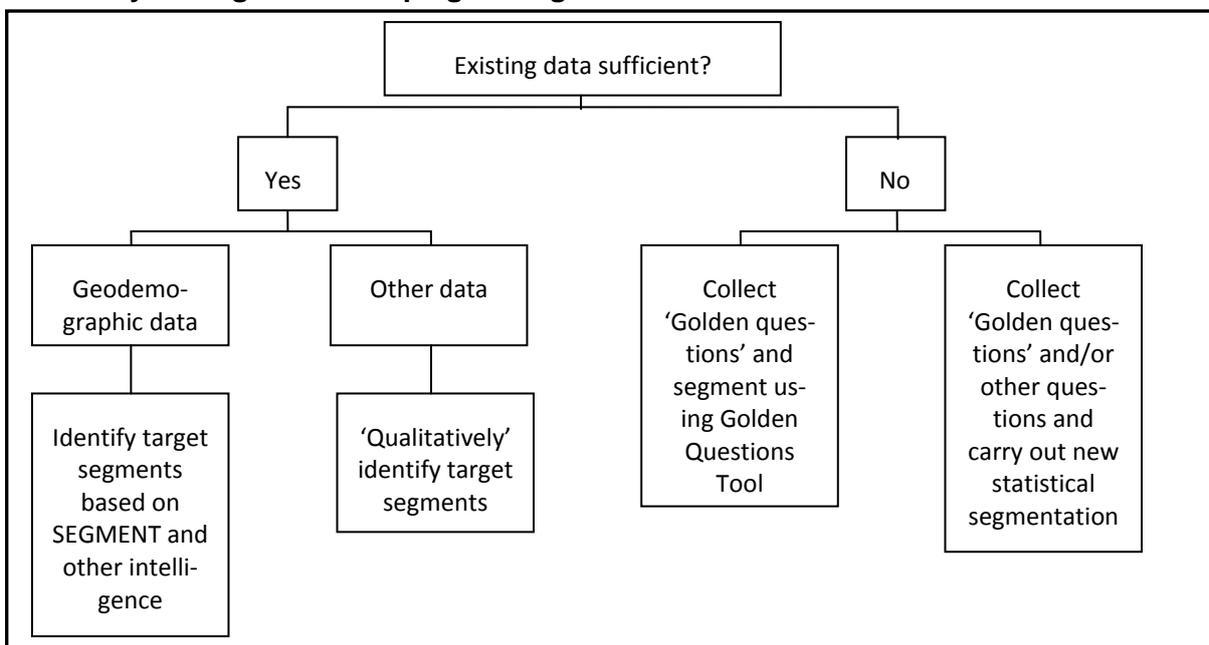
- Municipalities may routinely undertake travel surveys, for example. This data is essential in any case to inform mobility management policy, but can also include some attitudinal data (e.g. levels of satisfaction or levels of service) which can be used to segment the population. It can also help to identify particularly problematic journey purposes such as commuting or the journey to school. However, this data is usually limited in helping to identify different motivational groupings and to do this, extra data is often needed. It is clear from SEGMENT that it is not enough to base targeted messages on sociodemographic qualities alone (age, employment status, number of children etc) as some other data about attitudes and motivations is required.
- Commercially available geodemographic data exists in many Member States. These data classify households according to where they live (which postcode they are in) based on household and individual data collected from a variety of different sources. These databases include hundreds of demographic and lifestyle variables. Deliverable 6.1.2 outlines some analysis to assess whether these data sources in Hounslow and Utrecht could be used instead of collecting new attitudinal data through surveys. This analysis concluded that the insights into travel behaviour would not be as good as undertaking new original research, but could be a good second choice as these databases contain some very rich information about consumer lifestyles and contracting a market research company to use this data has the added benefit of expert advice on how to communicate and design messages for different segments. However, the use of these datasets, where available, requires some considerable resource of their own.

(ii) SEGMENT has generated a Golden Questions segmentation tool which limits the number of questions needed to be used in any new survey. It also means that the survey can

consist of as little as one person to be put through the calculator to generate their segment membership. However, if it is decided that the segments found in SEGMENT do not provide sufficient information required for a campaign or it is suspected that other motivations may exist that are important, a new questionnaire survey will need to be administered. The size of this survey (i.e the number of completed surveys that will be required) will depend on the size and geographical diversity of the target group. The greater the geographical diversity, the larger the sample needs to be to be able to understand the impact that this diversity may have on the composition of the segments. It also has to be remembered that when new statistical segmentation is being undertaken, the sample size needs to be around a minimum of 500 people in order to be able to say something meaningful about each segment once the sample is divided this way.

- (iii) The resources available will self evidently determine the extent of any survey or the degree to which existing geodemographic datasets can be purchased and analysed.

Figure 2: Decision tree of the amount of data required to carry out a segmented approach to mobility management campaign design.



Question 5: What are the key questions to ask in order to effectively segment the population in terms of their potential for modal shift to sustainable modes?

The statistical analysis of the survey questions as part of SEGMENT has identified the key dimensions of diversity across different attitudinal groups and this, in turn, has enabled a core set of attitudinal questions to be identified.

The analysis showed that a few key issues discriminate the most between different people and determine the degree to which they are likely to use different modes of transport. These issues include:

- Whether or not a person currently has regular use of a car to drive
- How likely a non car driver is to drive in the next 12 months
- How much driving is enjoyed and is seen to be a route to self expression
- How much a person sees themselves as a cyclist, bus user or pedestrian
- How much cycling, walking or bus use is enjoyed
- How much a person feels they should walk or cycle to keep fit

- The degree to which a person feels they have a moral obligation to reduce greenhouse gas emissions

From these different dimensions, Golden Questions have been produced. Golden questions are the smallest number of survey questions that can be used to reproduce market segments previously created from longer lists of questions. They are derived statistically by examining the segments produced from the long list of questions and applying discriminant analysis to identify the most 'powerful' ones (i.e the ones that best discriminate between the segments). These questions have been documented together with the procedure needed to be followed in order to use them in Deliverable 3.6.

It should be noted that socio-economic data is not needed to create the segments but is required in order to understand which type of people (age, employment status, income etc) tend to be in which segments.

Question 6: Which segments should be selected for a campaign or can the same techniques be used to address all the segments?

The purpose of segmentation is to produce a rich understanding to know how to target each group of people differently in order to have the best chance in influencing their behaviour. Also, as pointed out above, the exercise is likely to identify certain groups which are unlikely to change behaviour under all but the most draconian of policy measures. Therefore, in order to optimize resource allocation, only a few segments should be chosen to inform the design of the incentives, initiatives and messages of the campaign.

Overall it makes sense to focus on those segments who are 'ready and willing' to change. However, the exact choice of which segments to choose depends on the current state of the transport infrastructure and the 'hard' infrastructure and service improvements that are being introduced. For instance, Active Aspirers segment are likely to be undertaking as much walking and cycling as they feel able to do and require new infrastructure to be encouraged to do more of this. So, if a campaign does not involve the improvement of this infrastructure, it may not be worth targeting this group.

A campaign can focus on only one segment or a few segments if the initiatives are likely to be attractive to more than one group. However, every opportunity should be taken to use communication messages which appeal to each group individually.

Another consideration is the size of the segments in each location. It is unlikely to be a good use of resources to target a very small segment of the population (<5%) unless there is a very clear way of finding and targeting this group.

It is also a very important learning point from SEGMENT that the messages and initiatives are very different from city to city even when the same segments are chosen. The campaigns need to be tailored to the current transport environment and social norms of any given location.