BikeShare050

RECOMMENDATIONS FOR A COMMUNICATION CAMPAIGN TARGETING INTERNATIONAL STUDENTS IN GRONINGEN TO RAISE AWARENESS OF BIKESHARE050 AND INCREASE THE LIKELIHOOD TO USE IT

BACHELOR THESIS

Author: *Katharina Blenk*
Education Program: *Bachelor of International Communication*

First assessor & supervisor: *Ina Bakker MSc*
Second assessor: *drs. Eugenie Jessen*
Client: *Steven de Boers – EnTranCe*

Date of submission: *01.06.2017*

NON-CONFIDENTIAL

Hanze
University of Applied Sciences
Groningen

Title:	Recommendations for a communication campaign targeting international students in Groningen to raise awareness of BikeShare050 and increase the likelihood to use it
Author & NAW:	Katharina Blenk, 319708
Education Program:	International Communication
Subject & Code:	Graduation Assignment, ICVH3GAB2
Client:	Steven de Boer – EnTranCe
First assessor & supervisor:	Ina Bakker MSc
Second assessor:	drs Eugenie Jessen
Word count:	17.994
Confidentiality:	Non-confidential
Place & Date of submission:	Groningen, 01.06.2017

Foreword and acknowledgements

There are many people I would like to thank for their support, while I was writing my graduation project.

First, I would like to thank Steven de Boer for his guidance, feedback and many meetings that kept the motivation high. Further, I would like to thank the whole Change Agency: Mobility for their support and ideas concerning my project and those many inspiring sessions.

I would further like to thank my supervisor Ina Bakker for her patience and the valuable feedback sessions.

Finally, I would like to thank everyone that prevented me from freaking out: Ben, Antonia, Franziska, Katharina and Stefanie. Special thanks go to my parents for their constant encouragement.

Thank you all, without you this thesis would have been only half as fun and half as good as it is now!

Katharina Blenk

May, 2017

Anti -plagiarism Statement

I herewith certify that I am the sole author of the attached paper without having used any other primary and/or secondary sources other than those indicated and referenced appropriately.

All passages in the paper used from published and/or unpublished texts have been acknowledged by source references and are included in the attached bibliography/reference list.

This paper has not previously been submitted in its present, or similar form.

Signed by

Student name: **Katharina Blenk**

Student number: **319708**

Signature:

Date: **01.06.2017**

Town: **Groningen**

Executive Summary

This report was commissioned by the Energy Transition Center Groningen (EnTranCe). The objective of this report is to give a creative briefing about the execution of a *communication campaign* for one of EnTranCe's projects: the startup *BikeShare050*.

BikeShare050 is a smart bike sharing service, that soon will be offered to the inhabitants of Groningen. The client lacks the right knowledge to execute a communication campaign, therefore the research contributes meaningfully to overcome the client's problem.

Different target groups for the service have been pre-determined by the client and because of the researcher's expertise in international communication, the *target group of international students in Groningen* has been assigned to this research.

Since the client would like to increase the target group's likelihood to use BikeShare050 and the awareness about the service is low, the objective of the research is to make recommendations for BikeShare050 to generate a creative briefing for a communication campaign targeting international students in Groningen to make them aware about the service and through means of persuasion techniques increase the likelihood to use it.

Methods

To achieve this objective, several research methods were employed. Firstly, *desk research* ensured a theoretical foundation of the research. Secondly, *experts* in the field of psychology, behavioral science and communication were interviewed to gather more in-depth knowledge. Thirdly, an *online survey* was sent to members of the target group. These methods gathered qualitative as well as quantitative data. This mix-model research strategy ensured valid and reliable research results.

Research results and advice

The research resulted in knowledge about three carefully selected research areas: *awareness through communication campaigns*, *target group characteristics* and *persuasion techniques*.

Awareness through communication campaigns

Awareness through communication campaigns was explored by investigating the *campaign message*, *communication channels* and *message source*.

The *campaign message* should be divided into a primary message and secondary messages. In close cooperation with the client, the primary message is advised to be framed as "BikeShare050 is convenient in every situation in life". The research revealed that there must be a distinction between international students who are already in Groningen and newly arriving ones, when compiling the secondary messages. International students who are already in Groningen should be exposed to messages that underline the convenience of BikeShare050 when their own bike is broken/stolen or

when spouses visit. Newly arriving students should be exposed to messages that state that BikeShare050 is the fastest and most flexible way to get around in Groningen and that with BikeShare050 they will own a bike as soon as they arrive. For both student groups, secondary messages underlining the velocity, affordability, quality and flexibility of the service are advised.

As the research indicated, BikeShare050 as a company should be the *message source* of the communication campaign, reinforced by prominent figures in the target group's network. These prominent figures should be the universities in Groningen and student ambassadors. Student ambassadors should be for example, board members of international student associations.

Further, the research indicated that social media should be a *communication channel* through which BikeShare050 is advised to communicate with its target group – the advice is to use Facebook and Instagram since the research showed that these are most frequently used by the target group. The social media channels should be integrated with BikeShare050's own website. The university should inform about BikeShare050 also through social media and personalized e-mails, most effectively before international students start in Groningen. Student ambassadors should use word-of- mouth and social media to communicate with the target group.

Target group characteristics

The target group characteristics were explored mainly by means of an online-survey. The target group's *demographics*, *communication* and *purchase behavior*, *usage of transportation* and *cultural differences* were examined. The characteristics were summarized in two distinctive buyer personas, BikeShare050 should use to direct their communication towards the target group.

Persuasion techniques

Persuasion techniques were investigated by relying on Andres, van Leuuwen and van Baren's (2013) human needs: *system needs*, *social needs* and *self needs*. The research showed that the social need should mostly be approached by BikeShare050 to increase the target group's likelihood to use the service. Two distinctive persuasion techniques using the social need were chosen, namely social proof and mere exposure and then translated into concrete communication activities.

To use the technique social proof, it is advised to introduce the buyer personas as peers and the hashtag #YourBikeShareStory to influence the target group by means of personal story telling. Social proof should also be used by utilizing social reinforcement by means of a statement banner and user ratings and recommendations.

Mere exposure would be achieved through pre-arriving e-mails from university, merchandises and an information stall at the welcoming day for newly arriving students and through student ambassadors, social media and advertisements in the city center for all international students.

Implementation and planning

To ensure a flawless implementation of the proposed communication activities, social media guidelines, a communication worksheet, Key Performance Indicators, facilitation of communication and guidelines for channel integration are proposed. The acceptance and barriers of the client as well as the positioning of BikeShare050 were considered when drafting the advice.

Lastly, a feasible time and budget planning was drafted to ensure that the creative briefing is implementable for the client.

Final remarks

The research report and advice highlights the international relevance of this project, cultural sensitivity plays a crucial role when communicating with the target group.

The client's objective to increase the awareness of BikeShare050 and ergo the target group's likelihood to use the service could be reached by following the advice aka the creative briefing as suggested.

Index of Figures, Tables and Media Tools

Figures

Tables

Media Tools

Research Report

Advice Report

Sources & Appendix

1. Introduction

BikeShare050 is a Dutch startup located in Groningen. The startup is not a classic company, since it is formed by a project group consisting of professionals and students from educational and governmental institutions: Gemeente Groningen, Province Groningen, Alfacollege, Hanze University, Noorderport, Energy Transition center Groningen (EnTranCe) and Groningen Bereikbaar. Also, the company Royal HaskoningDHV is part of this project group (de Boer, personal communication, 2017). A stakeholder analysis can be found in the appendix (p.76).

The initiator of the project group is EnTranCe, which is also the client of the following research. At EnTranCe, businesses, students and researchers work together on projects concerning smart energy solutions (EnTranCe, 2017a). More information about EnTranCe can be found in the Appendix (p.78).

Bikeshare050 could help increase attractiveness of the city among inhabitants and tourists. It could help solving problems the city of Groningen is facing with the masses of bikes that are wasted (de Boers, personal communication, 2017). The main problem are the overcrowded parking areas as the number of bicycles in the city of Groningen surpasses the number of inhabitants by 175.000. (Dambeck, 2013). Further elaboration on the bike problem in Groningen can be found in the appendix (p.78).

The startup tackles the urgent need for solutions regarding smart transportation because the city of Groningen wants 65% of transportation to be by bicycle by 2030 (Dambeck,2013). Being at 61% now (Marketing Groningen, 2017) and the city being crowded with bikes, alternatives to everyone owning a bike need to be established (de Boer, personal communication, 2017).

The startup's service is currently in a test-phase with 20 bikes and a selected group of test-users. So far, it is planned that the service is made available for the open public in the second semester of 2017 (de Boer, personal communication, 2017).

The following research is concerned with the communication about BikeShare050. First, the communication problem is explained and a suitable research objective, research framework, conceptual model and research strategy are determined. Furthermore, the target group as determined by the client will be introduced. Based on this, research questions are derived, which are answered in section five of this report. The findings are translated into an advice about BikeShare050's communication, which will be handed to the client EnTranCe.

2. Project Context

2.1 Problem Analysis

The objective for this research as determined by the client is to gather data and provide knowledge to compose an advice, namely a creative briefing[1] for a communication campaign[2] to make the users aware of the service and consequently increase their likelihood[3] to use BikeShare050's service. The creative briefing aims at providing insights and ideas for the client EnTranCe.

As BikeShare050 is in the startup phase, the awareness[4] of the soon-existing service on the market in Groningen is low. That is where the *communication problem* lies: BikeShare050 is relatively unknown to potential users (de Boer, personal communication, 2017). Therefore, it is vital to create awareness and consequently increase the user's likelihood to use the service.

The users play a significant role for the startup, and their relevance has been acknowledged by all relevant stakeholders (members of startup project group and investors). Prior research by the startup distinguished several user target groups (Appendix, p.77). The client assigned the user target group of *international students in Groningen* for this research, which is accepted in this report as a given, thus no further research about the choice of the client that international students are a potential interesting target group will be conducted. It should be noted that although the focus is on one target group in this report, there are several BikeShare050-target groups for whom no communication approach is being created. This could inherit a risk and needs to be considered by the client.

BikeShare050 does not have a clear communication campaign strategy. This problem was also verified during the client intake meeting (de Boers, personal communication, 2017). The startup is lacking knowledge on how to kick off a communication campaign targeting international students in Groningen and how to best create awareness about the startup among this target group to increase their likelihood to use the service.

Furthermore, there might be lacking other resources to kick off a communication campaign, like financial resources. The assembling of information about this is not part of this research, but is covered by other student projects. Consequently, it is not yet certain what budget will be allocated to the communication campaign. Nevertheless, the client ensured that there will be a communication budget. However, the actual amount that can be spent on the communication campaign is still to be

---

[1] "A document produced by a requesting party to be used by professionals operating within an inventive field to produce various useful deliverables." (Business Dictionary, 2017a)

[2] A communication campaign "is a series of coordinated messages or other promotional efforts that are purposively designed to achieve predetermined goals or objectives" (Crawford & Okigbo, 2014 p.2)

[3] Here: The chance of the target group to use the service

[4] "knowledge that something exists, or understanding of a situation or subject at the present time based on information or experience" (Cambridge Dictionary, 2017).

determined. Therefore, the creative briefing does not contain a no-budget scenario but a feasible budget planning.

The client is aware of this communication problem, and consequently by taking the client's whishes into account the goal of this research is to gather data and provide knowledge to compose an advice, namely a creative briefing plan for a communication campaign targeting international students in Groningen to increase awareness among the target group of the service BikeShare050 and ergo increase the likelihood to use the service.

Firstly, it is probably vital to understand how to raise awareness and what role a communication campaign can play in raising awareness. Secondly, it is believed to be helpful to gather information about the target group by exploring target group's characteristics [5]. Thirdly, since the communication campaign's final goal is to increase the likelihood to use the service, persuasion techniques[6] in communication campaigns might be interesting to examine.

2.2 Organizational Context

Company

As stated in the introduction, there is no company in the classical sense. The startup BikeShare050 is created by a project group consisting of professionals and students from various companies and institutions. However, in the future it is planned to create a BikeShare050-foundation (de Boer, personal communication, 2017).

It is also useful at this point to look at how the start-up wants to position itself. There are three levels of positioning formulated as company goals:

1. Speeding up the energy transition
2. Change people's attitude towards a sharing economy and making sustainable choices
3. Offer a service that is easy, fun, social and convenient

(de Boer, personal communication, 2017)

Further elaboration on what a sharing economy is can be found in the appendix (p.79).

Product

To understand the service of BikeShare050 in its entirety, a brief introduction in what the service offers is suited. BikeShare050 will work as follows: the bikes are spread around the city, equipped with a smart-lock and GPS transmitter controllable via smartphone app. The user can locate, reserve

---

[5] Distinguishing features of international students in Groningen
[6] Techniques to (unconsciously) change "a person's (or a group's) attitude or behavior toward some event, idea, object, or other person(s), by using written or spoken words to convey information, feelings, or reasoning, or a combination of them." (Business Dictionary, 2017d)

and unlock bikes by using the app (EnTranCe, 2017b). The bike can then be used for 24 hours (de Boer, personal communication, 2017). According to previous research by EnTranCe, students are estimated to be willing to pay 50,00 € a year for the service ergo around 4,14 € per month (de Boer, personal communication, 2017). The test phase of the service started at the beginning of March. If everything goes as planned, the service will be accessible for the wider public in the second semester of 2017. The communication campaign should be in place when the service is open for everyone, therefore the research at hand is needed.

Market

Since the market has been reduced to the city of Groningen so far, a closer look at this city as an economical entity is appropriate here. The City of Groningen has roughly 200.000 inhabitants (Provincie Groningen, 2016).

The only competitor offering a bike-share is the Dutch railway who provides the OV-fiets. The price for renting the OV-fiets for 24 hours is 3,85 € and only works with a personalized OV-card (ns.nl, 2017). Therefore, BikeShare050 could be more convenient, since no OV-card is needed. Another competitor, does not offer a bike-share but a 'Swapfiets' - a bike abonnement. This newly installed service in Groningen costs 12,00 € per month for students and if the bike needs repair, it is included in the service. Theft insurance however is not included and the user needs to pay himself when the bike gets stolen. The 'Swapfiets' would cost around 150,00 € per year for students (Breij, 2017). BikeShare050 would offer a cheaper alternative and tackles the problem of overcrowded parking areas, while with Swapfiets everyone owns a bike.

However, a trend is that bikes in Groningen tend to get stolen or destroyed. This could be an opportunity for the startup BikeShare050, since the target group might use the BikeShare050-bikes when their own is not available. Further, the BikeShare050-bikes are constantly maintained and repaired, so no extra costs are imposed on the users, as it would be the case with own bikes. Nevertheless, the target group could resent the offer because bikes are cheap on the black market.

Target Group

The target group for this research as determined by the client are international students in Groningen, so it is useful to have a closer look at this target group. Since they often buy a bike for the relative short amount of time they are studying in Groningen (from a couple of months to a few years), this target group is a potential user of BikeShare050. BikeShare050 could lead to not needing to buy one and consequently less bikes being crammed in the city or thrown away.

There are more than 50.000 students in the city of Groningen (Toerisme Groningen, 2017), many of them come from outside the Netherlands - whether it is for their whole studies or for an exchange semester. At the University of Groningen (in the following named RUG) around 14% (around 3.800 students) come from outside the Netherlands (RNW, n.d.) and at the Hanze University 7,7% (around 2.110 students) are international (Hanze University of Applied Sciences, 2017). This makes the target group as big as 5.910 students. Upon request the Hanze University provided following information about the nationalities of their international students in the academic year 2016/2017: Approximately a third and therefore most international students come from Germany, followed by a

significant smaller number of students from Bulgaria, China, Romania, Italy, Spain and the UK. The rest of the students come from one of the other 98 nationalities (Hanze University, e-mail communication, 2017). According to the RUG most international students come from Germany, followed by the UK and China. Also, highly represented at the RUG are the following nationalities: Italy, Romania, Indonesia, Bulgaria, Greece and Spain (University of Groningen, 2016).

Figure 1: International students at Hanze University Academic year 2016/2017 (Hanze University, e-mail communication, 2017).

Furthermore, it is handy to look at the age group of this target group. The target group clearly falls into the generation of Millennials with most people "born between the early 1980s and the early 2000s" (Main, 2013). This generation has certain characteristics useful to know for this research, for example, their communication behavior is different from other generations. They are used to communicate online and via means of electronic, which makes communication an interactive and ongoing process (Hoffman, 2015).

Furthermore, Millennials are a driving force behind the movement towards a sharing economy. 57% of young adults in the US agree that access is more important than ownership (Arthuhrsson, 2016).

Millennial's usage of transportation might be also different from other age groups, but preliminary research only discovered Millennial's usage of cars.

These insights about Millennials might prove crucial when developing a communication campaign for this age group.

Communication

The communication problem is stated in 1.2. However, it is appropriate to explain the startup's current communication. There has been no communication campaign about the BikeShare project yet, since the service is not launched for the wider public as it is currently in the test-phase. Information about the test-phase can be found on the website of Groningen Bereikbaar (Groningen Bereikbaar, 2017). There is also a hardly used BikeShare050 Facebook fan page, installed by EnTranCe with 98 fans (effective 06.03.2017) (BikeShare050, 2017).

The only similar project was a communication strategy to connect EnTranCe to students by Alena Fox (2015), however this was not a communication campaign and not aimed at a specific product or service. Therefore, no communication case by the client can be analyzed.

Also, no executer of the communication campaign aka the message source was decided upon. This means that it was not yet decided if BikeShare050 as a company should be the message source or if other project group members like the Gemeente, Groningen Bereikbaar or the universities in Groningen should take over the task of being the message source of the communication campaign (de Boer, personal communication, 2017).

3. Theoretical Framework

Since the aim of the research is to come up with an advice for a communication campaign, a definition is useful. A communication campaign "is a series of coordinated messages or other promotional efforts that are purposively designed to achieve predetermined goals or objectives" (Crawford & Okigbo, 2014 p.2). Brand and product marketers, design communication campaigns "to deliver their messages to the right audience through the right channels at the right time" (Crawford & Okigbo, 2014 p.2). Since the research aims at creating a communication campaign to promote the BikeShare050 service, these definitions suit the research and are used accordingly.

3. 1 Research Areas

The research areas are based on the conceptual model (4.3). It is presumed that the likelihood of the target group to use the service is dependent on awareness through communication campaigns, the target group's characteristics and persuasion techniques used.

3.1.1 Awareness through communication campaigns

This area is crucial since the awareness about the startup BikeShare050 is believed to be low on the Groningen market. Therefore, a definition on what awareness entails, is useful here. Awareness is to "have knowledge that something exists or understanding of a situation or subject at the present time based on information or experience" (Cambridge Dictionary, 2014). Awareness can be triggered by many means. However, in this case it is specified how awareness can be triggered through a communication campaign. BikeShare050 wants to increase their awareness among the target group, however a certain growth percentage was not provided for the researcher.

As lined out in the conceptual model (4.3) awareness can be influenced by different components of a communication campaign. This set of components was identified using Rice and Atkins (2013) theory about public communication campaigns. These are: audience, message, message source and communication channels. Since the audience is explored in depth in the second research area, the following components are explored in this research area: **message**, **communication channels** and **message source.**

The **message** of a communication campaign is crucial to raise awareness in a communication campaign. Therefore, it is useful to briefly look at the concept of a message. A message is the "underlying idea or theme in an ad, or the central or primary content or information, that passes from a communicator to a receiver" (Business Dictionary, 2017b).

According to Rice and Atkins (2013), a campaign message should be designed around certain components as displayed in Table 1.

Component	Explanation
Credibility	The trustworthiness of source and evidence presented
Engagement	Engaging the audience by a "selection of interesting or rousing substantive content combined with attractive and entertaining stylistic execution
Relevance	The receiver of the message should regard the message as relevant to his/her situation
Understandability	Explicit, detailed and simple presentation of content

Table 1: Message components of a campaign message (Rice & Atkins, 2013)

To choose the right **communication channel** is another key factor to raise awareness among the target group. A communication channel is defined as "a medium through which a message is transmitted to its intended audience, such as print media or broadcast (electronic) media" (Business Dictionary, 2017c). There is a wide variety of possible communication channels nowadays, and it needs careful assessment which channel is most suitable for which campaign (Rice & Atkins, 2013).

One important theory concerned with communication channels is the Media Richness Theory (MRT) from Carlson and Zmud (1999). There, communication channels are ranked according to their ability to reproduce information. Leaner, less rich mediums like e.g. posters are less effective than richer, personal communication mediums like face-to-face interaction (Carlson & Zmud, 1999).

Figure 2: Media Richness Theory Model adapted from Carlson & Zmud (1999)

Lastly, the **message source** plays a role in increasing awareness through a communication campaign. Determining a message source is essential for BikeShare050 since no decision about who should be the message source of the communication campaign was made. A message source is defined as "the presenter who appears in the message to deliver information, demonstrate behavior, or provide a testimonial" (Rice & Atkins, 2013, p.10). The two authors state that the message source is most successful when inheriting certain qualities as displayed in Table 2.

Quality	Explanation
Engagement	Message source is attractive and/or likeable
Credibility	Message source radiates trustworthiness or expertise
Relevance	Message source is relevant to the target group e.g. because he/she is familiar to the audience

Table 2: Qualities of a message source adapted from Rice & Atkins (2013)

3.1.2 Characteristics of the target group

Furthermore, the characteristics of the target group must be examined to understand the audience so BikeShare050 can create a tailored communication campaign.

This requires an analysis of the target groups' **demographics**, **communication behavior**, **purchase behavior**, their **usage of transportation** and their **cultural differences**.

Demographics[7] can be analyzed by gathering data about age, education, gender etc. and by applying the Segmentation, Targeting, Positioning (STP) model. This model is an audience focused approach to communication campaigns, and works as follows: First the market *segmentation* needs to be executed, secondly one or more segments need to be *targeted* and lastly the product needs to be *positioned* (Hanlon, 2016)*.

The **communication behavior** in this context means how the target group frequently communicates and how it receives (or would like to receive) information about companies. This is important for the research, since the communication campaign should be tailored to the target group's communication behavior.

To learn about the **purchase behavior** of the target group is useful, since the research aims at giving advice for a communication campaign that should encourage international students to purchase the service. Purchase behavior in this research indicates the influence of the four Ps of Marketing on the target group's likelihood to buy a certain product or service.

The four Ps originally by MacCarthy, build the pillars of the marketing mix. They are: product, price, place and promotion (marketingmix.co.uk, 2017). In the research, it will be investigated which P has the most impact on the purchase behavior of the target group.

Figure 3: 4 Ps of Marketing (marketingmix.co.uk, 2017)

With **usage of transportation** by the target group, it is investigated what means of transportation international students in Groningen use, how often and why. It is vital to understand the motivation behind using the bike or not to utilize it in the creative briefing

---

[7] "the statistical data of a population, especially those showing average age, income, education, etc." (Dictionary.com, 2017)

Since international students in Groningen come from many different countries, **cultural differences** need to be considered to create a communication campaign that is cultural sensible and does not offend any culture. Theory about cultural differences is widely available, with Hofstede's cultural dimensions being the most commonly used, as displayed in Table 3 (Hofstede & Hofstede & Minkov, 2010).

Dimension	Explanation
Individualism vs. Collectivism:	*Individualism:* loose social framework, individuals are expected to take care for only themselves and their immediate family *Collectivism:* tight social framework where the self-image is defined through a 'we'. Members of these culture care for their family members and in return get unquestioned loyalty.
Masculinity vs. femininity:	*Masculinity:* a preference in society for achievements, material rewards and heroism *Femininity:* a preference in society for cooperation, caring for the weak, modesty and quality of life
Uncertainty avoidance:	Expresses the degree an individual in a society feels uneasy about uncertainty or ambiguity: trying to control the future vs let things go their way
Long term vs. short term orientation:	*Long term orientation:* normative, maintain traditions and view change in the society as suspicious *Short term orientation:* pragmatic, encourage thrift to prepare for the future
Power distance:	How power is distributed among members of a society *Large degree of power distance:* accept a hierarchical order where everyone accepts his/her position within the ranks as a given *Low power distance:* flat hierarchical structures, striving for equal distribution of power
Indulgence vs. restraint:	*Indulgence:* "free gratification of basic and natural human drives related to enjoying life and having fun" (The Hofstede Centre, n.d.) *Restraint:* "society that suppresses gratification of needs and regulates it by means of strict social norms." (The Hofstede Centre, n.d.)

Table 3: Hofstede's cultural dimensions with explanations adapted from Hofstede & Hofstede & Minkov, (2010) & The Hofstede Centre (n.d.)

3.1.3 Persuasion techniques

Since the communication campaign briefing being the result of this research aims, beside making the target group aware of BikeShare050, at increasing their likelihood to use it, the campaign must contain **persuasion techniques**. According to Andrews, van Leeuwen and van Baaren (2013) persuasion techniques are based on three basic human needs. "These are the source of our vulnerability to hidden persuasion" (Andrews & van Leeuwen & van Baaren, 2013 p. 12). These needs are: **system needs**, **social needs** and **self needs**.

Tapping into these needs could be crucial in achieving to increase the target group's likelihood to use the service, therefore a closer examination is useful. **System needs** are the most basic human needs: "hardwired mental shortcuts that trigger behavior beyond our control" (Andrews & van Leeuwen & van Baaren, 2013 p. 12), also called basic instincts e.g. fear and the urge to flight when a dangerous animal is heading towards the individual (Andrews & van Leeuwen & van Baaren, 2013). **Social needs** are the need every individual has for conformity and social inclusion since other people's opinions, behavior and appearance are one of the biggest influences on one's own motivation, thoughts and behavior e.g. if friends respect the individual's behavior (Andrews & van

Leeuwen & van Baaren, 2013). **Self needs** are an individual's personal needs – avoiding any sort of pain and striving for pleasure, e.g. tasty food, wealth and safety (Andrews & van Leeuwen & van Baaren, 2013). Theories as these may prove invaluable when designing a communication campaign.

4. Research Design

4.1 Research Objective

a) The research objective is to make recommendations for BikeShare050 in order to generate a creative briefing for a communication campaign targeting international students in Groningen to make them aware about the service and through means of persuasion techniques increase the likelihood to use it

by

b) generating secondary information on the characteristics of the target group, on communication campaigns regarding awareness and persuasion techniques via desk research as well as winning primary information using semi-structured expert interviews with professionals from the field of psychology, behavioral science and communication and a structured online survey with international students to supply the client with substantiated advice.

Justification

The research objective is formulated based on the client's communication problem and leads the research since it outlines the scope and goal. Part a) of the objective shows the purpose of the research. The research activities that are executed during the project and the research areas investigated are explained in part b).

4.2 Research Framework

Figure 4: Research Framework for research conducted for BikeShare050

Justification

The research framework is formulated according to Verschuren and Dooreward (2010) and represents the steps needed to reach the research objective and shows the internal structure of the research.

The research framework is separated into five components: a) The research areas and preliminary research, b) the conceptual model and research units, c) the activities of the discussion, namely contrasting with literature and put in context with each other d) results of analysis and e) the recommendations aka the external goal of the objective.

The theoretical base of the research framework are three attentively selected research areas. In addition, does extensive preliminary research ensure sufficient background knowledge. Based on this knowledge, a conceptual model is derived which is explained in section 4.3. *Academic literature* is placed in the framework in this position to highlight the correlation of research areas, academic literature sources and conceptual model. Using academic literature for desk research ensures a theoretical foundation for the project. Furthermore, two research units are chosen. The consultation of *experts* ensures that knowledge about awareness through communication campaigns, target group characteristics and persuasion techniques is deepened. Therefore, experts in the fields of psychology, behavioral science and communication were interviewed. The target group of *international students* is another research unit, and its examination gave insights into characteristics

of the target group. The research results obtained through data collection of the research areas are critically reviewed by contrasting them with literature and put in context with each other and analyzed and ultimately lead to recommendations regarding a communication campaign aimed at making the target group aware of the service and increase the likelihood to use it.

It reads as follows: *The research areas (a) were investigated, through consulting academic literature about increasing awareness through communication campaigns, investigating characteristics of the target group and review theory about persuasion techniques and preliminary research was conducted. These findings led to the conceptual model and were applied to the research units (b). The findings were contrasted with literature from the research areas and put in context with each other (c). The results of the analysis (d) led to the recommendations (e).*

4.3 Conceptual Model

Figure 5: Conceptual Model for research conducted for BikeShare050 displaying the dependent variable, independent variables and sub-variables

Justification

The conceptual model (Figure 5) gives insight into the coherencies of the variables and was derived from the theoretical research areas. The model specifies what is studied during the project. The dependent variable (Likelihood to use BikeShare050) is influenced by the independent variables

(core concepts). The dependent variable is affected by all independent variables. The independent variables are determined by certain sub-variables as lined out in the theoretical framework.

4.4 Selection of phase in the intervention cycle

Figure 6: The intervention cycle (Verschuren & Dooreward, 2010)

The practice-oriented research is placed in the diagnosis stage. As Verschuren and Doorewaard (2010) state, this stage takes place "after the problem has been identified and acknowledged by all stakeholders" (Verschuren & Dooreward, 2010 p.48). The project group around BikeShare050 identified and acknowledged the problem. In this stage knowledge about the background and causes of the problem are gathered to determine the actions needed to be taken. Therefore, the research is based on the theoretical framework to work on the client's practical problem and diagnose what communication activities best to pursue to make the target group aware of the service and persuade it to use BikeShare050.

4.5 Research Strategy

A research strategy guides the gathering of data and the answering of the research questions. "A particular research strategy is a set of key decisions" (Verschuren & Doorewaard, 2010 p. 156).

These key decisions are:

i   breadth vs. depth

ii   qualitative vs. quantitative

iii   desk research vs. empirical research

(Verschuren & Dooreward, 2010)

The research focuses on **depth**, since one target group is in-depth investigated. The research mostly has a **qualitative** approach because literature is analyzed and expert interviews conducted. The research is not only qualitative because of the activities chosen, but because the case is unique and not replicable for other cities. Furthermore, a structured online survey gives the research a **quantitative** angle to generalize findings to some extent.

The research is based on **desk** and **empirical research**, combining findings from academic literature with information gathered first hand, namely expert interviews and an online survey. Combining qualitative and quantitative research and data analyzing methods, the report is a **mixed-model research** (Saunders et al, 2009).

All these key decisions lead to the conclusion that the research strategy used is a **case study**. According to Verschuren and Dooreward (2010) a case study is "a research strategy in which the researcher tries to gain a profound and full insight into one or several objects or processes" (Verschuren & Dooreward, 2010, p. 178) which applies to the research. The emphasis is laid on qualitative research methods and instead of analyzing results based on numbers, the findings are compared and interpreted – which are characteristics of the case study. Although the survey gathered quantitative data, due to the limited time frame only a relative small number of representatives of the target group was reached. This only allows for a limited generalization and is therefore also in line with the case study strategy. More information about why the case study strategy is advantageous for this research can be found in the appendix (p.81).

4.6 Research methodology

The research follows a deductive approach, since per Saunders et al (2009) this is suitable when literature and theories are given and a theoretical framework is easily definable. This was proven during the preliminary research and during the research phase.

The nature of the study is descriptive because according to Saunders et al (2009) a descriptive study "portray(s) an accurate profile of persons, events or situations" (Saunders et al, 2009 p. 140). In this research portraying was done by identifying the characteristics of international students in Groningen.

As stated in 4.4 the mixed-model research was applied in this research, combining qualitative and quantitative data collection methods. One collection method alone did not suffice to gather all needed information. Gathering data about the characteristics of the target group and generating a general overview about the target group was done by collecting quantitative data. However, to interpret this data in relation to awareness through communication campaigns and persuasion techniques qualitative data was crucial.

Firstly, qualitative data was gathered by conducting desk research by consulting academic literature to get a theoretical knowledge base for the project.

Secondly, qualitative data was also gathered by conducting semi-structured interviews with experts in the field of psychology, behavioral science and communication. Semi-structured interviews are according to Saunders et al (2009) non-standardized, including pre-determined topics and questions, but being flexible in sequences and open for exploring topics that arise during the interview (Saunders et al, 2009).

Thirdly, quantitative data was assembled by distributing a structured online survey among members of the target group: international students in Groningen, to collect data about their characteristics.

The survey was a **sample survey**, collecting data from a random sample of the target group to gain a representative picture of international students in Groningen. The random collection was ensured by using the survey tool Google forms. As explained in 2.2 there are around 5.910 international students in Groningen, so 258 respondents were needed to generate a 90% confidence level with a 5% margin of error.

Figure 7: Calculation of sample size for online survey distributed among international students in Groningen (surveymonkey.com, 2017).

175 students answered the survey. However, only 156 answers were valid, since only these were international students in Groningen. To ensure an undistorted sample of the target group, Dutch students were excluded. Therefore, the sample size was 156, indicating a 6.5% margin of error. It can be concluded that the sample is quite representative for the target group, anyhow it should be treated with caution when applying to the entire population of international students in Groningen.

The following section explains the research actions per research area in detail.

Awareness through communication campaigns

This research area was investigated through multiple research activities, to ensure reliable findings. First, desk research was conducted to form a theoretical basis and identify the key concepts **message**, **communication channels** and **message source.** Further and elaborate desk research

was carried out paired with expert interviews in the field of communication and awareness campaigns. To ensure correct transcripts and quotations the interviews were recorded. More information about the interviewees can be found in section five of this report. In addition, some findings from the survey were also valuable to answer the main research question about this research area. Findings were critically reviewed and contrasted with findings from literature and put in context with each other in the discussion.

Target group characteristics

This research area was also researched using multiple research activities. Firstly, desk research led to gain a substantial basis of knowledge. Additionally, information was assembled by a structured online survey. This was sent out to members of the target group to learn about the target group's characteristics: **demographics, purchase** and **communication behavior**, **usage of transportation** and **cultural values**. Also, experts were interviewed to gain more knowledge about the target group's characteristics ensuring triangulation. The survey was scanned for significant responses and these were summarized and then contrasted with findings from interviews and desk research, which led to a final analysis.

Persuasion techniques

The third research area was also investigated using various research activities. First, desk research was utilized to form a theoretical knowledge-base and preliminary desk research identified the key concepts: **system needs, social needs** and **self needs**. More information was derived from the structured online-survey and expert interviews. Significant findings were summarized and contrasted with findings from the literature which led to an analysis.

4.7 Research questions

The research questions were derived by unraveling the key concepts (Verschuren & Dooreward, 2010) and by considering the research framework. The central and sub-questions were chosen based on their efficiency and steering capacity. The sub questions are based on the elements displayed in the conceptual model (4.3).

Awareness through communication campaigns

Central question

What knowledge concerning communication campaign elements to increase awareness among the target group can be derived from theory and relevant literature, expert interviews and survey results to carry out these elements in developing a communication campaign for BikeShare050?

Sub-questions

1. How can the content of the campaign message be composed in order to increase awareness for BikeShare050 for the target group?
2. How does the choice of communication channels contribute to making a target group aware of BikeShare050's campaign message?
3. Who could be the message source of the communication campaign in order to increase awareness for BikeShare050?

Target group characteristics

Central question

What knowledge derived from theory, expert interviews and survey results, can be utilized to understand the target group's characteristics that enables to develop a communication campaign for BikeShare050?

Sub-questions

1. Which demographics define the target group?
2. What communication channels are frequently used by the target group and are applicable for BikeShare050?
3. Which "P" of the marketing mix has most influence on the target group's purchase decision?
4. Why does the target group uses specific means of transportation in Groningen?
5. In what situations would the target group use the service BikeShare050?
6. Which cultural dimensions need to be considered when developing a communication campaign for international students in Groningen?

Persuasion techniques

Central question

What knowledge concerning persuasion techniques derived from theory, relevant literature, expert interviews and survey results can be utilized to create a communication campaign for BikeSahre050 that will convince the target group to use the service?

1. Which basic needs should be approached when persuading the target group to use the service BikeShare050?
2. Which persuasion techniques according to van Leeuwen and van Baaren (2013) are most promising to convince the target group to use the service BikeShare050?

Furthermore, each sub-question was analyzed per research action and corroborative knowledge type. The table shows the descriptive nature of the research and can be found in the appendix (p.80).

4. 8 Validity & Reliability

To ensure reliability three main questions were taken into consideration while conducting the research:

   i.   Will the measures yield the same results on other occasions?

   ii.   Will similar observations be reached by other observers?

   iii.   Is there transparency in how sense was made from the raw data?

(Saunders et al, 2009)

Validity is concerned with whether the relationship between two variables is causal (Saunders et al, 2009). To ensure validity of the research, the method of triangulation was used. This "refers to the use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are telling you" (Saunders et al, 2009 p.146).

How validity and reliability was ensured during this specific research can be found in the appendix p.81.

4.9 Limitations

During the research, some limitations came into light:

The client assigned the target group of international students to the researcher, however it should be considered that there are several BikeShare050-target groups for which no communication campaign is developed. To not contradict in addressing different target groups, the client should consider to research about the other target groups as well.

Although the survey sample is quite representative, generalizing it large scale inherits risks, because e.g. some cultures were underrepresented.

Another limitation was the tight time frame, that did not allow to e.g. test learnings from the research on the target group. Therefore, the advice is rather a creative briefing for a communication campaign than a completely applicable implementation plan.

Further, no definite budget was allocated to the communication campaign – the communication activities proposed in the advice therefore might not be executable due to budgetary restraints. However, the client ensured that some budget will be available, it is just not certain what amount.

5. Research Findings

To give recommendations and develop a creative briefing for a communication campaign, which should increase awareness and likelihood to use BikeShare050's service, extensive data was gathered. The findings were collected through desk research of academic literature, semi-structured interviews with experts and a structured online-survey with the target group: international students in Groningen. Therefore, qualitative and quantitative data are represented in these findings.

To substantiate the primary research results, additional desk research of academic literature was carried out.

The survey results can be found in the appendix (p.92).

The interviews were conducted with following interviewees:

- Jos Vrieling: Traffic psychologist and consultant at Arcardis Nederland BV
- Prof. Dr. John Hoek: Professor in persuasive communication at RUG
- Prof. Dr. Karel Brookhuis: Professor in Traffic Psychology at RUG

The interview-transcripts can be found in the appendix (p.122).

In the following, relevant research results are presented to answer the central research questions per research area by answering all the sub-questions. The findings are analyzed moving from qualitative to quantitative data.

The findings are, when applicable, contrasted with theory from the research areas in the discussion in section six and linked across research areas.

5.1 Findings: Awareness through communication campaigns

Before jumping into the results, it should be generally noted that the online survey was answered by 156 international students in Groningen. Of the respondents, 144 were not familiar with BikeShare050, which indicates the importance for increasing the awareness.

Figure 8: Survey finding – "Have you heard of BikeShare050 before?"

Since awareness is low about BikeShare050, different elements of a communication campaign for raising awareness were analyzed. These are: **message**, **communication channels** and **message source.**

Message

How can the content of the campaign message be composed in order to increase awareness for BikeShare 050 for the target group?

As stated in the research areas, the message of a communication campaign is the underlying theme of a communication campaign.

A message *frames* an event in a way that shows the product or service in a favorable way. Framing theory indicates that how a message is presented to the audience, has an impact on how the information are processed (Goffman, 1974.). For a successful communication campaign, choosing the right frame and consequently choosing the right primary and secondary messages is crucial to its success (Mack, 2017). The primary message is the underlying theme of a communication campaign and should be determined first. The secondary messages are supporting the primary message and give more details (Wilson & Odgen, 2014). Consequently, the primary and secondary messages should be framed favorable for BikeShare050 and carry its main theme.

However, the message should not only be framed according to BikeShare050 but should also be easily understandable for the target group (National Archives, 2013).

According to Prof. Dr. Karel Brookhuis the message should be interesting, relevant and creating a sense of familiarity for the target audience to make it attractive (Brookhuis, personal communication, 2017).

When asking the target group what information they want about BikeShare050 in the online survey, most (57,69%) answered the open question that they like to know the cost of the service (see all answers in the Appendix p.104). Furthermore, when the open question about what would make the service attractive to the target group was analyzed, the answers can be summarized as *accessibility, availability, affordability* and *convenience.* Accessibility in this context means the users can reach the bikes, 13,46% of respondents state this would make the service attractive. Availability in this setting means that there are bikes able to be used, 13,46% of respondents say this would make the service attractive. Affordability of BikeShare050 means here that the service is cheap and has a reasonable price, which 42,31% of respondents indicate would make the service attractive. Convenience in this context means the state of being able to use the service without any difficulties and in every situation, 23,71% of respondents state this would make the service attractive.

Further, it is useful to look at what catches most attention in general advertisements for the target group to translate this finding to specific communication activities for BikeShare050. Most respondents answer the question "Which aspect of an advertisement do you pay most attention to?" with visual appeals (47.4%) and rational information (42.3%). The emotions triggered by an advertisement only play a minor role for international students in Groningen (10.3%).

This is confirmed by Vakratsas and Ambler (1999) who state that cognitive (rational) information are more important than feelings (emotions) when people purchase high involvement consumer goods (Vakratsas & Ambler, 1999), which BikeShare050 is.

Subsequently, visual appeals alone cannot ensure attention of an advertisement, but rational information are necessary. These insights are helpful when creating the primary and secondary campaign message.

Figure 9: Survey finding – "Which aspects of an advertisement do you pay most attention to?"

Consequently, the sub question *"How can the content of the campaign message be composed in order to increase awareness for BikeShare 050 for the target group?"* can be answered. The campaign message should be divided into a **primary message** and supporting **secondary messages**. The message should be **framed** favorable for BikeShare050 and it should be **understandable**, **relevant** and **interesting** for the target group. Relevance can be achieved with the message displaying something **familiar** for the target group. The target group is most eager to know the **price** of the service and **accessibility**, **affordability, convenience** and **availability** of the service would make it most attractive. Further, the target group pays attention to the **visual appeals** and **rational information** of an advertisement**.**

Communication channels

How does the choice of communication channels contribute to make a target group aware of BikeShare050's campaign message?

Choosing the right communication channel is necessary for making the target group aware of the campaign message since otherwise, the message cannot reach its target group. Therefore, message and communication channel are intertwined (University of Southampton, n.d.).

When choosing a communication channel, it always needs to fit the message, the message goal and the target group segment (WWF, 2007). This indicates a correlation between some of the sub-variables of the conceptual model that were not obvious before.

Furthermore, it should be evaluated before choosing the communication channel if it needs to be interactive (Linton, 2017). Interactivity is necessary when trying to change the behavior of a target group (which is partly the case for BikeShare050). Therefore, more interactive face-to-face channels are needed when changing the behavior of a target group (University of Southampton, n.d.).

When asking the target group in an open survey question, how they would like to hear about BikeShare050 the essence was that they would like to receive information online via social media (51,92%), via university (e-mail) (21,79%), via friends or peers (14,10%) or through advertisements in the city (12,82%) (please refer to p. 111 in de appendix for all answers), which are channels that could be used by BikeShare050 to communicate with the target group.

A more distinctive look at the target group's communication behavior can be found in 5.2. In the discussion (section 6) the findings from both research areas will be combined to derive a conclusion.

Consequently, an answer to the sub-question "*How does the choice of communication channels contribute to make a target group aware of BikeShare050's campaign message?*" can be given. The choice of the communication channel is **interchangeably connected** with the campaign message. The channel must **fit the message, the goal** and **the target group**. Furthermore, the channels must be chosen regarding possible **interactivity** with the target group. International students in Groningen would like to receive information about BikeShare050 through **social media**, **university, friends and peers** or through **advertisements in the city**.

Message source

Who could be the message source of the communication campaign in order to increase awareness for BikeShare050?

Since BikeShare050 has not decided yet who should be the message source of its communication campaign, insights into this question are important for the client.

Although a message source should be likeable, this alone cannot suffice that a target group is made aware of a message – a source that is likeable does not have any influence if the message has inadequate argumentation (Chebat & Laroche & Baddoura & Filiatrault, 1992).

According to Hovland and Weiss (1951) also the credibility of a source plays a significant role, since they found the higher the perceived credibility of a source is, the more likely do the receivers change their opinion towards the intended direction. However, this effect is only noticeable right after the communication happened. If the message was received a certain time-span before, the 'sleeper' effect eventuates. This means that the receiver more likely forgets about the message source than the message itself and thus the credibility of the source has nearly no impact on opinion. The retention of factual information however is never influenced by the perceived credibility of the source (Hovland & Weiss, 1951).

This means that the message source plays a role in communication campaigns, but might not be the most crucial decision for BikeShare050.

Prof. Dr. John Hoek indicated that the message source should be an important and relevant figure in the network of the target group. This could be either fellow students, important people at the university or student associations (Hoek, personal communication, 2017). This indicates that the message source should be a trusted peer (fellow students, university) or should be BikeShare050 itself as a newly created company, reinforced by important people in the target group's network.

Further, the survey conducted with members of the target group indicates a similar picture: the message source does not play a very significant role for international students in Groningen. 45,51% of the respondents indicate that they are "neutral" about the importance of the message source on their likelihood to purchase a product or service. Some even state they think it is "not important" (26,28%) or "not at all important" (6,41%). However, when they could say from whom they would like to receive information about BikeShare050, the majority indicates that they would like to get these information from friends, fellow students (76.5%) or the university (69.2%). The wish for BikeShare050 as a company being a message source is named by nearly half of the respondents (45.5%), and should therefore be considered as well.

Therefore, the sub-question *"Who could be the message source of the communication campaign in order to contribute to raise awareness for BikeShare050?"* can be answered. Only **right after** the communication happens and if it uses **adequate** arguing in the **message content**, the message source has an impact. The role of the message source could be taken over by the **university**, **fellow students and friends** or **BikeShare050** as a company, but the last reinforced by prominent figures from the target group's network. The message source should always play an **important role** in the target group's network.

5.2 Findings: Target Group characteristics

Without throughout understanding of the target group, it is not possible to create a successful communication campaign. Therefore, the characteristics of the target group were examined and are presented in this section. Explored were the target group's **demographics**, **communication behavior**, **purchase behavior**, **usage of transportation** and **cultural differences**.

Demographics

Which demographics define the target group?

To understand the target group in its entirety, it is useful to look at demographics first.

As stated in the organizational context, the target group falls into the age group of Millennials. The survey conducted with members of the target group verifies that, with 48.1% or respondents being between 21 and 23 years old. 25% are slightly older with 24 to 26 years old, and 17.9% indicated to be 17-20 years old. 9% were older than 27 years.

According to the RUG (2016) more students are women. This has also been demonstrated in the survey, where 69.2% of the respondents state they were female and 30.8% indicate to be male.

Although, as stated in the organizational context, there are more international students at the RUG, the survey was answered by slightly more Hanze University students. This is probably because the researcher has a bigger network at the Hanze University. However, the sample is representative for both universities since 42.3% respondents study at the RUG and 54.5% at the Hanze University.

As already indicated in the organizational context, most international students come from Germany – this was verified by the survey conducted. 71 respondents are German, followed by 7 respondents from Spain and 5 from each Romania, Italy, Bulgaria and Estonia. This differs slightly from the information, the researcher received from the two universities. Especially Chinese students are underrepresented in the survey, since those represent the third-biggest international student group in both universities (University of Groningen, 2016; Hanze Univeristy, e-mail communication, 2017). It is interesting is that most international students come from cities as the survey showed and a few from the countryside.

The RUG states that most international students come to Groningen for a full-time Bachelor (University of Groningen, 2016), which was confirmed by the survey conducted, indicating that 71.2% are bachelor students, 14.1% are master students and 9% are exchange students in Groningen. The majority (26,92%) of respondents study International Communication, followed by International Business and Management Studies (11,54%) and Psychology (7,05%).

Knowing the demographics of the target group makes it easier to develop an understanding of the international students in Groningen.

Conclusively the research sub-question "*Which demographics define the target group?*" can be answered. The average international student in Groningen based on demographics is:

- **Female, between 21 and 23 years old**
- **Studies a full-time Bachelor in International Communication, International Business and Management Studies or Psychology**
- **Studies either at Hanze University or Rijksuniversity**
- **Comes most likely from Germany**
- **Grew up in a city**

Communication behavior

What communication channels are frequently used by the target group and are applicable for BikeShare050?

To come up with a creative briefing for a communication campaign, it is central to understand how the target group communicates.

Millennials are "Digital Natives", which means they adapt fast to new internet services because they grew up with them. Furthermore, the generation adapted a "Nomadic Communication Style", they expect and love communication mobility: remaining constantly in touch through means of internet (Sweeney, 2006).

The conducted survey indicated a similar result: 41% of respondents prefer online communication channels, while 51.9% prefer both. Only a little number of respondents prefers offline over online communication channels.

Do you prefer online or offline communication channels? (156 responses)

- Online
- Offline
- Both

51.9%

41.7%

Figure 10: Survey finding – "Do you prefer online or offline communication channels?"

Since the communication campaign briefing being the result of this research, aims at communicating with the target group as the company BikeShare050, it is useful to know how the target group likes to receive information about companies. According to an infographic from Goldman Sachs "Millennials are turning to their online networks when making purchasing decisions." (Goldman Sachs, n.d.). When asking "Via which channels would you like to receive information from companies?" 69.2% and therefore the majority verifies that they would like to receive information from social media. 63.5% also state that they would like to receive information from companies on the company website. 67.3%

like to hear from companies via word of mouth – their friends and family. Other channels play a minor role.

Via which channels would you like to receive information from companies?
(156 responses)

Online: Social… — 108 (69.2%)
Online: Searc… — 53 (34%)
Online: E-Mai… — 21 (13.5%)
Online: Comp… — 99 (63.5%)
Online: Newsl… — 32 (20.5%)
Online: Blogs — 39 (25%)
Offline: Print… — 34 (21.8%)
Offline: Displ… — 39 (25%)
Offline: News… — 43 (27.6%)
Offline: Word… — 105 (67.3%)
Other — 0 (0%)

Figure 11: Survey findings – "Via which channels would you like to receive information from companies?"

Also Prof. Dr. John Hoek confirmed that for the internet-based target group, social media should be used (Hoek, personal communication, 2017). However, it is necessary to know which social media channels are frequently used by international students in Groningen. The survey indicates that Facebook is the most frequently used, followed by Instagram. Snapchat is either used frequently or not at all. Google+, Twitter and LinkedIn are not frequently used.

How often do you use certain Social Media platforms?

Figure 12: Survey finding – "How often do you use certain Social Media platforms? Please rank: 1 = never, 2 = rarely, 3 = once a week, 4 = multiple days a week, 5 = once a day, 6 = multiple times a day"

Subsequently, the research sub-question "*What communication channels are frequently used by the target group and are applicable for BikeShare050?*" can be answered. The target group are **digital natives** and prefer either **online** or a **combination** of online and offline channels. The target group employs a **nomadic communication style**. When making purchase decisions the target group turns to its **online network** and likes to receive information about companies from **social media** and/or **company websites**. Most used social media channels are **Facebook** and **Instagram**. In offline

communication, the target group likes to receive information about companies from friends and family via **word of mouth**. This information is vital when creating a briefing for a communication campaign targeting international students in Groningen.

Purchase behavior

Which "P" of the marketing mix has most influence on the target group's purchase decision?

Since the target group should *purchase* the service after being exposed to the communication campaign, it is necessary to know more about the target group's purchase behavior.

The four Ps of the marketing mix are explained in the research area, and are crucial for a marketer to develop a communication campaign. All Ps are important - but for some target groups, specific Ps play a decisive role. According to Goldman Sachs the quality of a product is a key for Millennials when making a purchase decision, but price plays a more significant role for Millennials than it does for other age groups (Goldman Sachs, n.d.).

This trend is also visible in the online survey conducted. For the majority, the quality of the product is most important when making a purchase, followed by the price. The way to purchase it or the advertisements also play a role but are not as decisive.

What do you think is most important when you make a purchase?

Figure 13: Survey finding – "What do you think is most important when you make a purchase? Please rank from 1 to 5. 1= Not important, 5= Highly important."

Consequently, the sub-question "*Which "P" of the marketing mix has most influence on the target group's purchase decision?"* is answered. The target group pays most attention to the **quality** of a product, followed by the **price**.

Usage of transportation

Why does the target group uses specific means of transportation in Groningen?

To develop a communication campaign that aims at increasing the likelihood to use the bike sharing service, it is vital to understand what transportation the target group uses in Groningen. According to Homrighausen et al (2014) every working day around 38.000 students commute.

To find out what transportation the target group uses to commute, the question "What means of transportation do you use in Groningen most of the time?" was included in the online survey. Respondents picked one or two responses. With 94.2% nearly everyone uses the bike, while 40% indicate they also like to walk, 17.3% take public transport and 5.8% take the car.

What means of transportation do you use in Groningen most of the time?
(156 responses)

Figure 14: Survey finding – "What means of transportation do you use in Groningen most of the time?"

When asking how often the target group uses the bike in Groningen, 77.6% state that they use it every day. 12.2% use it 4-6 times a week and a minority uses it less.

How often do you use the bike in Groningen? (156 responses)

Figure 15: Survey finding – "How often do you use the bike in Groningen?"

Furthermore, it is necessary to understand the reasons behind the respondent's decision. Since this research aims at an advice for BikeShare050, it is particularly interesting to see why or why not the target group uses bikes. The reasons why the target group uses the bike in Groningen are diverse:

80.1% choose the bike because it is cheap, 74.4% use the bike because it is fast, 61.5% because of the infrastructure in Groningen, 54.5% like to ride the bike and 53.8% perceive it as healthy. Reasons to not use the bike are with 3.2% the inability to ride a bike, and with 2.6% each the fear of riding a bike and not liking it.

Why do or don't you choose to ride the bike in Groningen? (156 responses)

I can't ride a bike	5 (3.2%)
I don't like to ri...	4 (2.6%)
I don't have a b...	1 (0.6%)
I'm afraid to rid...	4 (2.6%)
Depending on t...	45 (28.8%)
I like to ride the...	85 (54.5%)
I think it is heal...	84 (53.8%)
It is cheap	125 (80.1%)
It is the fastest...	116 (74.4%)
Because all my...	21 (13.5%)
Because it is p...	49 (31.4%)
Because of the...	96 (61.5%)
Other	5 (3.2%)

Figure 16: Survey finding – "Why do or don't you choose to ride the bike in Groningen?"

Subsequently, the sub-question "*Why does the target group uses specific means of transportation in Groningen?*" is answered. The vast majority of the target group uses the **bike** as their main means of transportation, most nearly **every day**. The primary reasons why the target group uses the bike in Groningen is because it is **cheap** and **fast**.

In what situations would the target group use the service BikeShare050?

To create a tailored communication campaign, it is crucial to understand in what situations the target group would use BikeShare050. First, it should be mentioned that 45.5% and therefore most respondents indicated in the online survey that they would probably use such a service. 19.9% state that they would definitely use it. Therefore, the service is believed to be successful among the target group. However, when asked to explain their answer most state that they would not use it instead of their own bike but for visitors or if their own bike is stolen or broken. The majority (98.4%) would use it for visitors, 73.6% when their bike is broken, 63.2% when their bike is stolen and 40.8% for themselves.

Jos Vrieling also said in the interview that the students already owning a bike are hard to convince to use BikeShare050 for themselves. However, if international students arrive new to the city and convenient facilities and effective communication about them is available – then those might be likely to use the service instead of buying their own bike (Vrieling, personal communication, 2017). Consequently, there should be a clear distinction between international students who are already in Groningen and international students that have not started their studies yet concerning the usage of the BikeShare050.

Prof. Dr. Karel Brookhuis is convinced that the target group will use the service only if there is a free trial period because that is "the most successful way of introducing new ways of transport" (Brookhuis, personal communication, 2017). If people realize in this free trial period, that the service is convenient, people will find it attractive (Brookhuis, personal communication, 2017).

Therefore, the sub-question "*In what situations would the target group use the service BikeShare050?*" can be answered. First there needs to be a **distinction** between international students who are already in Groningen and international students who have not yet arrived. The first group is hard to convince to use the BikeShare050 instead of their own bike, but it will most likely use it for **visitors** or when their own bike is **broken** or **stolen**. The second group can be convinced to use BikeShare050 instead of buying their own bike when **facilities plus effective communication** are available upon their arrival. For both groups, a **free trial** period could be crucial.

Cultural differences

Which cultural dimensions need to be considered when developing a communication campaign for international students in Groningen?

Because international students in Groningen come from different nationalities and cultures, it is necessary to look at the distinct cultural dimensions that are inherited by international students in Groningen. This is particularly important, to not antagonize a specific culture by a cultural insensitive communication campaign.

Most important for communication are cultural dimensions that concern communication patterns. Hall and Hall's (2001) concept of high and low context is such a dimension. **High context** means that most information is already in the person (the context), a message cannot be understood without the context. **Low context** on the other hand means that information is in the message itself, is clear and not ambiguous. In low context, the message can be understood without the context (Hall & Hall, 2001).

As explained in the research area, also Hofstede came up with diverse cultural dimensions. Because of the limited time and scope of the research, it was decided to not consider all of Hofstede's dimensions but to choose a selection that is believed to be most important for this project. These are: **individualism** vs. **collectivism**, **masculinity** vs. **femininity** and **uncertainty avoidance**. The researcher strongly believes that examining the other dimensions would not add any value to the research.

In individualistic countries, individuals care for themselves and their immediate family – the social framework is loose, while in collectivistic cultures, the social framework is tight and the self-image is

defined through a 'we'. These cultures care for their (extended) family members and get unquestioned loyalty in return (Hofstede & Hofstede & Minkov, 2010).

Masculine cultures prefer achievements, material rewards, heroism and are result driven. Feminine cultures prefer cooperation, caring for the weak, modesty and quality in life (Hofstede & Hofstede & Minkov, 2010).

Uncertainty avoidance expresses the degree an individual in a society feels uneasy about uncertainty or ambiguity (Hofstede & Hofstede & Minkov, 2010).

As stated before, the biggest culture represented by international students in Groningen are certainly Germans. This was confirmed by the survey and information from the two universities. Further represented among the target group are, according to the universities, Chinese students. Moreover, the following cultures are also highly represented according to the conducted online survey and information from the universities: United Kingdom, Spain, Italy, Romanian, Bulgaria, Indonesia, Ukraine, Greece and Estonia.

It must be noted that a lot of other cultures are part of the target group, but a selection was necessary. Therefore, generalization on the entire target group should be conducted with caution.

Culture	High vs. Low Context	Individualism vs. Collectivism	Masculinity vs. Femininity	Uncertainty avoidance
German	Low	67	66	65
Chinese	High	20	66	30
British	Low	89	66	35
Spanish	High	51	42	86
Italian	High	76	70	75
Romanian	High	30	42	90
Bulgarian	High	30	40	85
Indonesian	High	14	46	48
Ukrainian	High	25	27	95
Greek	High	35	57	100
Estonian	Low	60	30	60

Table 4: Cultural dimensions according to cultures represented by target group. Information adapted from: Hofstede & Hofstede & Minkov, (2010) & Bernstein (2017)

The table reads as follows: the higher the number for a culture, the more it is individualistic, masculine or uncertainty avoidant.

This table indicates that most countries represented by international students in Groningen are high context, however the major culture represented is German, which is a low context culture. The target group is nearly equally individualistic or collectivistic (5 cultures above 50, 5 underneath). The same picture unfolds when looking at masculinity and femininity (5 cultures above 50, 5 underneath). However, most cultures are highly uncertainty avoidant. For all dimensions, it needs to be considered that Germans are the clear majority in the target group and therefore could be decisive. These findings are going to be crucial when composing a communication campaign for the target group, since all dimensions need to be considered to not offend any culture.

Therefore, the sub-question "*Which cultural dimensions need to be considered when developing a communication campaign for international students in Groningen?*" is ready to answer. The biggest cultures represented are: **German, Chinese, British, Spanish, Italian, Romanian, Bulgarian, Indonesian, Ukrainian, Greek** and **Estonian**. The cultural dimensions **High vs. Low Context**, **Individualism vs. Collectivism**, **Masculinity vs. Femininity** and **Uncertainty avoidance** have been analyzed and need to be considered when developing a communication campaign for the target group.

5.3 Findings: Persuasion techniques

Since the communication campaign ultimately leads to increasing the target group's likelihood to use the service, persuasion techniques should be utilized to achieve this goal. In the preliminary research, three basic needs, which can be used to persuade the target group, were identified. In this section, it will first be analyzed which basic needs should be approached. Corresponding to the selected basic need multiple persuasion techniques were found to be most promising and are introduced hereafter.

Basic needs

Which basic need should be approached when persuading the target group to use
the service BikeShare050?

According to Andrews, van Leeuwen and van Baaren (2013) there are three basic needs which are: **system needs**, **social needs** and **self needs**. These needs are the source of vulnerability, that should be approached to persuade a target group.

The social need can be connected to the subjective norm of the Theory of Reasoned Action (TRA). This theory tries to explain how intentions are formed and how these lead to actual behavior (Fishbein & Ajzen, 1975).

Figure 17: Theory of Reasoned Action (American Pharmacist Association, 2012)

According to Fishbein and Ajzen (1975) intention towards behavior is determined by one's own attitude towards the behavior, the subjective norm and one's own perceived control. The subjective norm is formed by the normative beliefs, so what the person thinks how peers want the person to behave and the motivation to comply to these wants. This is clearly linked to the social needs, since every individual has a need for conformity and social inclusion (Andrews & van Leeuwen & van Baaren, 2013).

According to Prof. Dr. John Hoek, expert in persuasive communication, the subjective norm, or the social need is the most important: "You can use arguments for something why it is good for you […] but most of the time the social arguments […] are the most important" (Hoek, personal communication, 2017). Jos Vrieling, agrees with this statement. He indicated that the other needs should not be forgotten, but the social need is very important (Vrieling, personal communication, 2017).

Hoek furthermore stated to make use of this social pressure, it is necessary to ask for the assistance of opinion leaders in the network of the target group. This could be e.g. international student associations (Hoek, personal communication, 2017).

Hoek also stated that if enough people ride the bike then it creates a tipping point and it will be perceived as normal and desirable by the target group (Hoeks, personal communication, 2017). Furthermore, the online-survey conducted with the target group indicates that most people answered

with "Probably yes" (46.8%) and "Definitely yes" (25%) to the question *"Would you be more likely to use the service of BikeShare050 when you frequently see it on the streets of Groningen?"* and only a small percentage (9.6%) answered with "Probably no" and "definitely no" (2.6%) which confirms Hoek's hypothesis.

Therefore, the sub question "*Which basic needs should be approached when persuading the target group to use the service BikeShare050?"* can be answered. Although the other basic needs should not be underrated or forgotten, it is believed that the **social need** will have the strongest impact on the target group and should be primarily used to increase the target group's likelihood to use BikeShare050.

Which persuasion techniques according to Andrews, van Leeuwen and van Baaren (2013) are most promising to convince the target group to use the service BikeShare050?

Andrews, van Leeuwen and van Baaren (2013) propose different persuasion techniques in their book "Hidden Persuasion". In the following, the most promising are introduced - considering that the social need has the strongest impact on the target group. It should, however be noted that there are various components of a communication campaign without even the best persuasion technique would not lead to success. These components and their importance are lined out in 5.1.

Social Proof

For the proposed communication campaign the persuasion technique social proof is a powerful one. According to Andrews, van Leeuwen and van Baaren (2013) the easiest way to use social proof in advertising is to state e.g. "90% of X do/buy/prefer Y" (Andrews & van Leeuwen & van Baaren, 2013 p.50). X represents the target group's social group and Y is the product they buy or the behavior they are showing. This should be followed by a positive message about the product or service (Andrews & van Leeuwen & van Baaren, 2013). This seems simple, but according to the authors it shows strong influence on the consumers.

Especially, when advertising a product's quality nothing is more successful than to hear from peers that they approve of it (Andrews & van Leeuwen & van Baaren, 2013). Since the survey with the target group showed that the **quality of a product** is most important when they make a purchase, the persuasion strategy of social proof is highly important.

The authors state "it appears that regardless of the target behavior, one of the easiest and most foolproof shortcuts people use when making decisions continues to be looking at what others do" (Andrews & van Leeuwen & van Baaren, 2013 p.53), which was confirmed by Hoek and Vrieling in the interviews (Hoek, personal communication, 2017 & Vrieling, personal communication, 2017).

Mere exposure

Mere exposure is a simple persuasion technique that indicates when material which is neutral or positive in its nature, will be perceived as more positive when the target group is frequently exposed to it. This is due to an increased feeling of familiarity with a product or service (Andrews & van Leeuwen & van Baaren, 2013).

This was also confirmed during the target group survey: international students in Groningen state that they are more likely to use BikeShare050 if they are frequently exposed to the service. Furthermore, 78.8% of the respondents indicate that they pay more attention to an advertisement of products/services they are familiar with and 59% state they are more likely to purchase a product/service when they like the advertisement.

Prof. Dr. John Hoek also verified this behavior behind mere exposure, as he states that the more people ride the bike, the more social desirable and at some point "normal" it gets (Hoek, personal communication, 2017). This can be named "natural exposure" since it is not necessarily facilitated by the communication professional.

To expose the target group to the campaign message frequently. Prof. Dr. Karel Brookhuis summarized this with "making a lot of noise" (Brookhuis, personal communication, 2017). Especially for new arriving students, this can be executed by making them accustomed to the service before they get here, e.g. through means of a pre-arriving e-mail which has been proven in the past to be successful (Brookhuis, personal communication, 2017). This can be named "facilitated exposure" because it is assisted by the communication professional.

Mere exposure has an enormous impact on whether BikeShare050 will be used or not, if no one is exposed to the service – then no one will use it. Therefore, this persuasion technique must be considered when drafting the advice for the client.

Therefore, the sub-question "*Which persuasion techniques according to Andrews, van Leeuwen and van Baaren (2013) are most promising to convince the target group to use the service BikeShare050?*" can be answered. The persuasion techniques which are most important to draft an advice for the client are **Social Proof** and **Mere Exposure**.

6. Discussion

The findings from desk research, the online survey and expert interviews were gathered and analyzed. Now they are (if applicable) contrasted with theory as presented in the research areas. Furthermore, the findings are put in context with each other.

The **message** of a campaign proved to be a vital component to raise awareness, since choosing the right message is crucial to the success of the communication campaign. The theory as proposed in the research area was proven to be mostly applicable to BikeShare050's case, as it was confirmed by Prof. Dr. Karel Brookhuis that relevance plays a key role and the message must engage with the target group with interesting content. Research showed that credibility lies more within the **message source** than the message itself. Understandability as proposed by Rice and Atkins (2013) should be inherited in the message, since the research showed the target group must easily understand the message. Therefore, the message should inherit three of four message components as introduced by Rice and Atkins (2013): engagement, relevance and understandability.

The message can be linked to the **purchase behavior** of the target group, since the message should reinforce that the target group purchases the service. Findings regarding purchase behavior indicated that from the four P's introduced by Kotler (see research area), Product (quality) and Price are of high importance to the target group and should therefore be included in the message.

Usage of transportation also indicated that there must be a free trial period for the target group, for international students to get accustomed to the service. Furthermore, the velocity and affordability of the bike are the biggest reasons why the bike is used in Groningen, which could be translated into suitable campaign **messages** as well.

Furthermore, findings about **usage of transportation** by the target group indicated that there must be a distinction between international students who already live in Groningen and newly arriving students. Students already living in Groningen would use the bike more likely for visitors or when their own bikes are broken or stolen and rather not instead of their own. In contrast, newly arriving students would use the service when facilities and effective communication are in place upon their arrival, instead of buying their own bike. This must be considered when drafting the campaign **messages** because these two groups might need to receive different information.

Further, as stated by Prof. Dr. Karel Brookhuis newly arriving students will most effectively be informed through the **communication channel** university e-mail before they even arrive in Groningen.

The choice of **communication channels** proved to be interchangeably connected with the message. In the research area, the Media Richness Theory (MRT) from Carlson and Zmud (1999) was introduced. When looking at the findings about communication channels and **communication behavior** of the target group, the most frequently used channels by the target group and preferred channels for receiving information from companies in general and BikeShare050 in specific can be ranked according to their richness. The channels are ranked by using the guidelines from Carlson and Zmud (1999) in Figure 18. It shows that word of mouth is the richest medium followed by personalized e-mails from university. The most frequently used social media channels Facebook and Instagram follow, with Facebook being a little richer because of several additional features like event pages. A company website from BikeShare050 and advertisements in the city are leaner. When developing a communication campaign for Bike-Share050, it should also increase the likelihood of the target group to use the service. Therefore, some change in behavior is necessary and as stated by the University of Southampton (n.d.), interactive, face-to-face and richer channels can facilitate change better, which would in this case be word of mouth, university e-mail, Facebook and Instagram.

Figure 18: Media Richness Theory applied to relevant channels for BikeShare050

The research showed that the **message source** is naturally important, but is not the most influencing when increasing the awareness among the target group in this case. The qualities of a message source as introduced in the research areas were engagement, credibility and relevance (Rice & Atkins, 2013). Engagement is relevant when the campaign message is adequately argued, since a likeable message source cannot compensate that. Credibility has been proven to be relevant for the message source of BikeShare050, because it increases the shift towards the intended direction. Relevance has been proven to be necessary, because the source must be in any case be an important figure in the target group's network. The university, fellow students and friends as well as BikeShare050 as a company could be the message source.

These findings can be linked to the **persuasion techniques**. During the research, it became clear that from the three basic needs as proposed by Andrews, van Leeuwen and van Baaren (2013) and introduced in the research areas, the social need is the most important. The Theory of Reasoned

Action (TRA) (Fishbein & Ajzen, 1975), indicates that intention and consequently behavior are shaped through what the network thinks about a behavior. Subsequently, if the message source plays a key role in the target group's network and advocates for using BikeShare050's service, the members of the target group are more likely to do so. The two proposed persuasion techniques to use are social proof and mere exposure.

Demographics were analyzed to achieve a thorough understanding of the target group. According to the Segmentation, Targeting, Positioning model (STP), which was introduced in the research area, the segmentation was achieved through gathering demographics of the target group. The next step would be the targeting, which is in this case obsolete since the target group is already small and does not justify further down-sizing. Nevertheless, it must be noted that there is a distinction between international students who are already in Groningen and newly arriving ones, as lined out in **usage of transportation.** Now, the product should be positioned on the market so that it is attractive for the chosen segment. Therefore, considering the demographics, **cultural differences** and wishes of the target group as lined out earlier – BikeShare050 should position itself on the market as follows:

- Is affordable for students
- Is accessible/available
- Is convenient
- Is reliable

The **cultural differences** were analyzed extensively in the findings, considering proposed theory from Hofstede and his cultural dimensions which were introduced in the research area. However, not all dimensions were found to be crucial for BikeShare050's communication. Furthermore, the cultural dimension Low vs. High context by Hall and Hall (2001) was included, since it added value to the findings for a communication campaign.

7. Conclusion and Recommendations

The research conducted was about awareness through communication campaigns, the characteristics of the target group and persuasion techniques. The findings were discussed in the section above. In the following conclusions for the three central questions will be drawn and then a list with recommendations will be composed.

7.1 Conclusions per central question

Awareness through communication campaigns

The central question *"What knowledge concerning communication campaign elements to increase awareness among the target group can be derived from theory and relevant literature, expert interviews and survey results to carry out these elements in developing a communication campaign for BikeShare050?"* can be answered when looking at all the answered sub-questions. The elements explored were message, communication channels and message source.

Message:

- Distinguish between primary and secondary messages
- Message should be designed as follows: framed favorable for BikeShare050, be relevant, interesting, easy to understand and familiar to the target group to make it attractive
- Entail: price, accessibility, affordability, convenience and availability of the service
- Combine visual appeals with rational information

Communication Channels:

- Channel must fit the message, goal and target group
- It needs to be evaluated if the communication channel should facilitate the target group's behavior change and hence be more interactive
- As stated in the discussion: channels to be used are word of mouth (friends and family), university (e-mail) and social media (Facebook, Instagram)

Message Source:

- The message source has only impact right after communication happened and if the message is adequately phrased
- Should play an important role in the target group's network
- Message Source for BikeShare050 should be university, fellow students and friends or BikShare050 reinforced by prominent figures from target group's network

Target group characteristics

The central question *"What knowledge derived from theory, relevant literature and if information is missing also from expert interviews and survey results, can be utilized to understand the target group's characteristics that enables to develop a communication campaign for BikeShare050"* can be answered by taking into account all answers to the sub-questions.

The **characteristics of the target group** are following:

- Mostly female between 21 and 23 years old
- Most are studying a full-time Bachelor in International Communication, International Business and Management Studies or Psychology at either Hanze University or Rijksuniversity
- Most come from Germany, other countries highly represented are China, UK, Spain, Italy, Romania, Bulgaria, Indonesia, Ukraine, Greece and Estonia
- Mostly grew up in high context cultures, however the biggest group (Germans) is low context
- One half is brought up in rather individualistic cultures, one half in rather collectivistic
- One half is brought up in rather masculine cultures, one half in rather feminine
- Mostly high uncertainty avoidant
- Most grew up in a city rather than the country side
- Are digital natives and employ a nomadic communication style
- Like to receive information about companies from social media (most used channels: Facebook and Instagram), company website and word of mouth
- Buy their bikes in Groningen either on social media or in bike shops
- Value the quality and price of a product more than the promotion and place
- Use their bike every day because it is cheap and fast
- International students who are already in Groningen would use BikeShare050 for visitors or when their own bike is broken/stolen
- Newly arriving students would use BikeShare050 instead of their own bike if the facilities are available upon their arrival and there is effective communication about it
- Would need a free trial to get accustomed to the service

Persuasion techniques

The central question *"What knowledge concerning persuasion techniques derived from theory, relevant literature, expert interviews and survey results can be utilized to create a communication campaign for BikeShare050 that will convince the target group to use the service?"* can be answered. Persuasion techniques that address the social need, are likely to be most successful to convince the target group to use BikeShare050. Furthermore, the persuasion techniques Social Proof and Mere Exposure were found to be most promising for persuading international students in Groningen.

7.2 Recommendations for BikeShare050:

Based on the findings and conclusions, recommendations for BikeShare050 can be lined out. The recommendations can serve as building blocks for the creative briefing of the communication campaign that is drafted in the advice report.

In the following the research is translated into recommendations:

- Development of credible, engaging, relevant and understandable primary and secondary messages
- Highlight accessibility, affordability, availability and convenience in the message
- Distinguish between already existing international students and newly arriving students when developing messages and choosing communication channels
- Highlight the convenience of BikeShare050 targeting existing students by lining out that it is easy to use for visitors or when own bike is broken/stolen
- Highlight convenience of BikeShare050 for newly arriving students in general, so they do not buy their own bike
- The message should contain rational information and be visually appealing
- The message should highlight the quality of the product and the price
- The communication channels chosen must fit the message, the goal of the message and the target group
- The communication channel must be chosen regarding a prominent level of interactivity and richness
- Therefore, proposed primary communication channels should be used: Word of mouth, personalized e-mails, Social Media (Facebook and Instagram)
- Advertisements in the city center and a company website could be used to generate more attention, however they are not crucial
- The message should be communicated by the university, fellow students and BikeShare050 as a company
- The communication campaign should be targeted towards the average international student in Groningen: Female, between 21-23 years old, studies a full-time Bachelor in International Communication, International Business and Management Studies or Psychology at Hanze University or RUG, most likely comes from Germany, grew up in a city
- Offer a free trial period for at least two weeks, so the target group get accustomed
- Consider the cultural differences when drafting the communication campaign to not offend a culture by cultural insensitivity and to make it understandable for everyone
- Tap into the social need when creating the communication campaign

- Use the persuasion techniques social proof and mere exposure as the primary persuasion techniques for the communication campaign
- "Natural exposure" should be encouraged and "facilitated exposure" executed

7.3 Overall conclusion

The research accomplished to reach the research objective as all central research questions were answered, yielding insightful data. For every central question and consequently for every research area conclusions were drawn that led to the suggested recommendations for BikeShare050. These recommendations build the foundation for an advice concerning the development of a communication campaign to increase awareness for BikeShare050 among the target group of international students in Groningen and increase their likelihood to use it.

Moreover, due to limitations in time and scope of this research it is advised to build on these findings and to further examine the target group characteristics and gather more data to allow generalization. Also, new emerging theories could lead to new insights into how awareness is created through communication campaigns. Furthermore, complementary research into the most effective use of communication channels and pretesting of promotional content, campaign design and persuasion techniques and thus gathering more information about the effectiveness could offer valuable insights for BikeShare050. This would add value to the execution of the communication campaign.

BikeShare O5O

CREATIVE BRIEFING FOR A
COMMUNICATION CAMPAIGN
TARGETING INTERNATIONAL
STUDENTS IN GRONINGEN

ADVICE REPORT

Author: Katharina Blenk

1. Introduction

As the objective of this report is to generate a creative briefing for a communication campaign targeting international students to increase their awareness of BikeShare050 and likelihood to use the service, the advice will do exactly that. Due to the limited timeframe and scope of the executed research, the advice inherits a creative briefing for a communication campaign, not an implementation plan – since that would contain more factors to think about than the research could generate in this scope.

The creative briefing translates the recommendations on awareness through communication campaigns, target group characteristics and persuasion techniques into communication activities. Further, the communication activities are examined according to the acceptance, barriers and positioning of the client and the facilitation of these activities is lined out. Lastly, a clear and realistic planning for implementing the communication activities is drawn. Therefore, the advice is structured in three parts: **communication activities, implementation** and **planning**.

The researcher takes the role as a junior communication consultant to give substantiated advice to the client.

2. Communication Activities

2.1 Message source and channels

Media Tool 1: Message source and communication channels visualization

The junior consultant chose *BikeShare050 as a company* to be the primary message source getting its message reinforced by the *university* and *student ambassadors*. Student ambassadors could be e.g. the boards of student associations, the organizer of the KEI week etc. A list with possible student ambassadors can be found in the appendix (p.139). This is based on the findings which indicated that the **message source** should be the university, fellow friends and students or BikeShare050 as a company reinforced by prominent figures in the target group's network.

BikeShare050 should use the **communication channel** social media for communicating directly with the target group, which the research proved is the best way to communicate with the target group. Chosen social media channels are *Facebook* and *Instagram* because the survey showed these are used most frequently by the target group. Further guidelines on social media can be found in section 2.4.

BikeShare050 should also have its own *website* to integrate with the social media channels. Further elaboration on this can be found in section 3.1.

The university and student ambassadors should also use social media to communicate with the target group either by e.g. re-posting BikeShare050's content or by creating their own content for BikeShare050. Student ambassadors should also communicate directly with the target group (*word*

of mouth), but this can only be facilitated to a certain extent e.g. employ calls to action like "tell your friends" "tell your committee".

The universities should communicate about the service also directly to the target group. Especially before students are arriving in Groningen, it is useful to expose them to BikeShare050 which is most easily done through an *e-mail* from university.

The communication channels were chosen according to their level of richness, which is, as portrayed in the findings, vital for changing behavior of the target group.

2.2 Buyer personas

The recommendations for BikeShare050 indicated that the communication campaign should be targeted towards the average international student in Groningen. To visualize the average international student, it is useful to utilize the concept of buyer personas. "A buyer persona is a semi-fictional representation of your ideal customer based on market research and real data about your existing customers." (Kusinitz, 2014).

Considering the findings about characteristics of the target group, a buyer persona template was created, which should be used by BikeShare050.

Media Tool 2: BikeShare050 buyer persona one - Template

However, the research also showed that there is a variety of diverse cultures among the international students in Groningen and that there should be a distinction between international students who are already in Groningen and newly arriving ones. Therefore, the junior consultant decided to create a second buyer persona that combines the other cultural features not covered by the first buyer persona and represent an international student that has not yet arrived in Groningen

Media Tool 3: BikeShare050 buyer persona two - Template

Based on the buyer personas BikeShare050 is able to direct their communication campaign effectively towards the target group by making the campaign message more personal and align with user's preferences, to ultimately increase awareness and ergo their likelihood to use the service.

The tone of communication with these buyer personas should consider the differences in high and low context communication. Furthermore, cultural sensitivity must play a role throughout the whole communication with the target group as stated in the recommendations.

2.3 Message content

BikeShare050 should develop a suitable primary message, that will lead all further communication and more detailed secondary messages. An example of suitable primary and secondary messages is displayed on the next page.

Media Tool 4: Primary and Secondary Messages for BikeShare050's communication campaign

The primary message was developed in close cooperation with the client, to ensure his acceptance. Convenience however, was a frequently named trait the target group expects from the service and is therefore a suitable primary message. As the findings showed, it should be distinguished between international students who are already in Groningen and international students who will be arriving in Groningen when composing the messages. However, messages that address affordability, availability, convenience and accessibility of BikeShare050 should be communicated to both student groups as stated in the recommendations. The quality of the service should be emphasized as well, but due to the primary message being framed as "BikeShare050 is convenient – in every situation in

life", it does not fit the angle anticipated by the client. Nevertheless, the quality of the service should generally be mentioned when communicating to the target group because the findings showed that the quality is one factor the target group pays major attention to when making a purchase.

2.4 Social Proof

As stated in the findings, the social need is the most effective to approach when persuading the target group to use BikeShare050. As derived from theory, the persuasion technique **social proof** is promising to be successful. The junior consultant proposes several ways to use social proof for BikeShare050, which are explained in the following:

Buyer persona as peers

The buyer personas (2.2) were created to portray the two kinds of international students that should be targeted by the communication campaign. However, the buyer personas could also be used as **peers** that tell the target group BikeShare050 is desirable. Since the buyer personas reflect the target group, they will be likely to accept the buyer personas as their peers.

The buyer persona could be featured on all the communication channels as proposed in 2.1. A sketch that illustrates how a media tool of buyer personas as peers should look like can be found underneath, which should be e.g. spread on social media, BikeShare050's own website, etc.

Media Tool 6: Sketch Buyer Personas as peers – two versions

Media Tool 6 frames BikeShare050 with personal stories based on the traits and motivations of the buyer persona. The personal stories make it easier for the target group to relate to the buyer personas as peers, since it tells stories that are probably familiar for the audience.

Furthermore, it underlines the primary message of convenience in every life situation, and the secondary messages according to the different student groups. Of course, different media tools can be created with other stories, e.g. how convenient BikeShare050 is for visitors.

Moreover, it underlines the quality of the product in a subtle way: you always have a *good* bike.

Further, it combines visual appeals with rational information – as the research showed the target group pays most attention to these two aspects in an advertisement. It also shows the price, which the research showed the target group wants to know.

Hashtag #YourBikeShareStory

As can be seen in media Tool 6, a **hashtag** should be added where users can share their stories. An example could be #YourBikeShareStory. This hashtag has no entries and can be used entirely by BikeShare050 without any distorting material by non-targeted users.

Media Tool 7: Hashtag #YourBikeShareStory – not used by anyone yet (Source: Instagram, 2017)

The hashtag can facilitate the communication on social media channels like Facebook and especially Instagram. People can share their own stories with the service, which could be featured like media Tool 6 and reposted by BikeShare050. People who check uploads under the hashtag also see that their peers use BikeShare050, making it desirable by using the technique social proof.

Further the hashtag should facilitate a **competition**. People who upload pictures under the hashtag and follow BikeShare050's social media channels can win a free month for BikeShare050. This competition should be held monthly. This will generate more traffic to BikeShare050's social media channels.

Social reinforcement

Another implementation of social proof is **social reinforcement**. This means reinforcing the target group that it is normal to use BikeShare050 and many people do it.

As presented in the findings, the easiest use of social proof is according to Andrews, van Leeuwen and van Baaren (2013) to simply state that a certain amount of the target group has already bought a product or uses the service (Andrews & van Leeuwen & van Baaren, 2013).

Media Tool 8: Banner for Social Reinforcement

The banner should be used on various channels and is reinforcing that many members of the target group use the service, followed by a positive message about the service. This was proposed by Andrews, van Leeuwen and van Baaren (2013). Further, it reflects the primary campaign message convenience. Of course, the message needs to be altered by the client to meet the factual situation e.g. stating how many percent use the service.

Social reinforcement should also be done through **user recommendations and ratings**. There should be a possibility for users to state their opinion about the service. On Facebook it is easy, because the social medium already offers ratings on business profiles. This could look like as follows.

Media Tool 9: Example of Facebook ratings

Also on BikeShare050's own website, the possibility for giving recommendations should be installed. This is necessary since hearing from peers, that they approve of a product or service is very effective to persuade the target group, as stated in the findings (5.3).

However, user recommendations and ratings inherit the risk that people give negative comments. These negative ratings need to be responded immediately so their opinion might change. More information in the social media guidelines 2.6.

2.5 Mere Exposure

BikeShare050 should distinguish between natural exposure and facilitated exposure as explained in the findings. Natural exposure is to see many people use the bike and perceiving it as normal and consequently also start using it. However, this phenomenon cannot really be facilitated by the communication professional.

Therefore, only facilitated exposure will be translated into concrete communication activities.

Facilitated Exposure

For *newly arriving international students* following communication activities will facilitate a lot of exposure towards BikeShare050:

1. **Pre-arriving e-mails**
2. **Merchandises during Welcoming Day**
3. **Information Stall during Welcoming Day**

1. As stated in 2.1, it is easiest to accustom international students before they come here via a personalized **e-mail** from university.

This should look like media Tool 10.

Media Tool 10: Example pre-arrival e-mail for incoming international students

2. Another tool to expose newly arriving students to the message will be to hand out branded **merchandises** during the Welcoming Day. On this day at Hanze University and RUG, most international students arrive at their new university and get all necessary information about their studies and Groningen.

Merchandises could be e.g. pens, key chains and rain capes. These should be handed out on the whole campus with a flyer containing all essential information about BikeShare050 and referring to the information stall.

Media Tool 11: Pens and Key chains to hand out during the Welcoming Day

Source: http://www.homedepot.com/p/Mossi-XT-Series-One-Size-Green-Adult-Rain-Poncho-Forest-51-114FG/203646777

Media Tool 12: Raincape-Balls to hand out during the Welcoming Day

3. The **information stall** should be located at a central point on campus. At the information stall, BikeShare050 employees should give detailed information for the target group and offer them to sign up for a two-week free trial.

For *all international students*, the following communication activities will facilitate exposure towards BikeShare050:

1. **Student ambassadors**
2. **Social Media** (BikeShare050's, the Universities' and student ambassadors' channels)
3. **Advertisements in the city center**

1. **Student ambassadors** should inform students about the service. This should be e.g. prominent figures within student associations. A list of possible student ambassadors can be found in the appendix (p.139).

2. Social Media as explained in 2.1 should be one of the main communication channels – original content should make the target group aware of BikeShare050. Social media guidelines are explained in 2.6.

3. As stated in the findings, **advertisements** in the city are not as rich as other channels and might not be highly effective. As a supporting tool to expose the target group to BikeShare050's message frequently, it could still make sense to distribute advertisements in the city, e.g. in the form of posters. These posters could have the same format as the buyer personas as peers' Media Tool 6.

3. Implementation

3.1 Social Media guidelines

To easily facilitate communication via social media, brief social media guidelines are established by the junior communication consultant. The guidelines are based on the research conducted.

1. Social media content

- Posts should mostly refer to primary campaign message and use secondary campaign messages to support
- Posts should be visually appealing, e.g. modern design
- Posts should also distribute rational information about the service: accessibility, affordability (price) and availability of the service
- Create posts with the buyer personas to appeal to similar international students who can relate to their stories (see Media Tool 6)

2. Content management

- Assign a social media manager
- Make a content calendar and schedule posts in advance
- Use only preferred social media channels of the target group: Facebook and Instagram, otherwise too much effort is 'wasted'
- Schedule posts 3-4 times a week on Facebook and 5-6 times a week on Instagram
- Link posts to the proposed hashtag for more engagement
- Encourage people to use the proposed hashtag to share own stories and participate in competition, in turn members of the target group seeing the hashtag frequently will look at stories from others and due to theory of social proof will be more likely to use the service
- Repost posts that used the hashtag when suitable
- Link messages and channels with each other
- As the awareness about BikeShare050 is low, repeat rational information and make sponsored social media posts
- Make social media advertisements and reach the target group by linking the ad to their demographics
- Encourage universities and student ambassadors to repost BikeShare050's content
- Encourage universities and student ambassadors to create their own content, that can be reposted on BikeShare050's social media channels. An example is: ask student ambassadors to make a BikeShare050 bike tour with newly arriving students and post video/Instagram story about it

3. Community Management and evaluation

- Train social media manager in community management
- Social media manager should scan the platforms 3 times a day, respond to messages, comments and posts immediately
- Respond to negative criticism in a constructive way and offer guidance for those who do not understand the system
- Use the KPI's as proposed in the following section for monthly evaluation
- Keep the objective of awareness in mind and set goals every month, e.g. XY% more follower growth and evaluate if goals are achieved

3.2 Communication Worksheet and KPI

To make it easier for the client to establish all the steps needed for a communication campaign a communication worksheet was created which is displayed in Table 5.

Communication Action	Target Group	Communication Objective	Communication Channels	Message Source
Define message source, message sets and buyer personas	Involved Stakeholders and members of the project group around the start-up	Inform	BikeShare050 project group meeting	The client (EnTranCe – Steven de Boer)
Launch social media channels and company website	International students in Groningen	Inform about new channels	Facebook, Instagram & Company Website	BikeShare050
Introduce buyer personas as peers	International students in Groningen	Increase awareness & likelihood to use the service by introducing personal stories of 'perceived peers'	Facebook, Instagram & Company Website – additionally via advertisements in the city center	BikeShare050
Introduce hashtag and make social media competition	International students in Groningen	Increase awareness & likelihood to use the service by introducing personal stories of 'real peers'	Facebook and Instagram, best stories should also be shared on website	BikeShare050 // users of the hashtag
Social reinforcement by using banner & user ratings and recommendations	International students in Groningen	Increase awareness & likelihood to use the service by showing that peers use and like the service	Facebook, Instagram & company website	BikeShare050 // Users
Pre-arriving e-mails	Newly arriving international students	Making aware of the service before arrival to increase the likelihood to use it by arrival	E-mail	Hahze University & University of Groningen
Merchandises and information stall on Welcoming Day	Newly arriving international students	Making aware of the service by arrival and increase likelihood to use the service by encouraging to use the free trial period	Face-to-face	BikeShare050 employees
Utilizing student ambassadors	International students in Groningen	Increase awareness and likelihood to use the service by utilizing peers in the target group's network	Word-of-mouth, Facebook & Instagram	Student ambassadors
Advertisements in the city center	International students in Groningen	Increase awareness and likelihood to use the service by increasing exposure to the message	Example: Posters	BikeShare050
Evaluation	Involved Stakeholders and members of the project group around the start-up	Evaluation of campaign success using KPI's	BikeShare050 project group meeting	The client (EnTranCe – Steven de Boer)

Table 5: Communication worksheet for BikeShare050's communication campaign

In the following the key performance indicators (KPI) for the mainly used communication channels that can be measured are introduced, to ensure a founded evaluation if the communication campaign reached its goal of increasing awareness and ergo increase the likelihood to use BikeShare050. The information is adapted from Sukrahji (2016) and Bassi (2016).

KPI	What is measured?	Why it is important?
SOCIAL MEDIA		
Engagement	1. Clicks 2. Likes 3. Shares 4. Comments 5. Brand Mentions 6. Profile Visits 7. Active Followers	The more people interact with social updates, the more interested people are with the message. Engagement also leads to a higher reach and a higher follower growth
Reach	1. Followers / Fans 2. Impressions 3. Traffic to company website	Reach determines how many people see the content
Leads	Conversion	Lead determines how many people take an action on the company website after being exposed to social media content
Customers	Tracking customer acquisitions	Necessary to know how many of followers/fans are customers of a product/service
WEBSITE		
Audience	1. Number of visitors 2. New vs returning visitors	How many people visit a company website indicate if people are interested in the product/service offered. Returning visitors indicate a big interest in the company
Traffic Source	How users got to website	Indicates if certain methods e.g. social media marketing is successful to get users to visit a company website
Session time	1. Bounce rate 2. Average session time	The longer a user spend on a website, the more likely he is to make a purchase
Conversion	Action taken by website visitor	Important to know what the user does on the website, e.g. signing up for a trial, purchasing a membership etc.
ROI	Measuring profits by conversion	Crucial to see how much profit is generated by the users' actions on the website

Table 6: KPIs for BikeShare050's most used communication channels. Information adapted from Sukrahji (2016) and Bassi (2016)

3.3 Channel Integration

As stated in 2.1 BikeShare050 should also create a website. On this website, more information about the service, pricing, subscriptions, signing up for the trial and the service should be available. Furthermore, Media Tools 6 and 8 should also be displayed on this website. Company websites were besides social media and word of mouth the most frequently named communication channel, via which the target group would like to receive information about companies. Therefore, creating a website is useful for BikeShare050.

However, the junior communication consultant is not a web designer, therefore no extensive advice can be given for creating the website besides that there should be one and roughly stating what should be shown.

A website will also serve other promotional goals like displaying service information, information about partners or after-sale information.

One important aspect is the **integration of channels,** on which will be elaborated. BikeShare050 should make sure that its channels reinforce each other, this will be achieved through following activities:

1. Social media buttons on the website and the call to action "Follow us on social media"
2. Social media posts that link to the website
3. Link social media channels by cross-posting pictures (e.g. post Instagram picture on Facebook)
4. Featuring the website in the about section of social media channels
5. Including the website on offline media like advertisements in the city center and on merchandises

3.4 Acceptance and Barriers

The chosen communication activities were selected and discussed with the client Steven de Boer from EnTranCe. During a meeting, the activities were presented, selected and modified together. Especially the campaign message was developed together, to meet the client's preferences how BikeShare050 should be presented to the target group.

The client also liked the social media guidelines, since so far BikeShare050's Facebook page is hardly used and with no clear strategy, while Instagram was not used at all. Clear social media guidelines and a designated hashtag could help BikeShare050 to achieve their goal of increasing awareness and consequently increase the target group's likelihood to use the service (de Boer, personal communication, 2017).

Also, the buyer persona templates have been approved by the client, who stated that these can help to direct the campaign communication towards the target group and using buyer personas as peers can ensure that the target group is approached in an effective way (de Boer, personal communication, 2017).

The selection of the message source and communication channels met the client's vision on how BikeShare050 should be presented and is therefore accepted unconditionally (de Boer, personal communication, 2017).

However, there are some barriers BikeShare050 might be facing when conducting the communication campaign. Since human behavior is unpredictable, it is possible that users refuse to e.g. use the hashtag or do not visit the information stall at the Welcoming Day. The success of these campaign aspects lie within the target group, BikeShare050 can solely try to encourage target group interaction. Another barrier might be that the target group does not feel represented by the buyer personas. Thus, it is encouraged for BikeShare050 to conduct further research into the characteristics of the target group and eventually create an even more precise buyer persona. As mentioned earlier it is useful to pre-test the communication activities on the target group, to gather more information about the effectiveness of these.

3.5 Positioning of BikeShare050

To make sure that the proposed communication activities are in line with BikeShare050's policy and positioning on the market, it is appropriate to compare the communication activities with the goals of the start-up.

As stated in the organizational context of the research report, BikeShare050 has three levels of positioning formulated as company goals. These are:

1. Speed up energy transition
2. Change user's attitude towards sustainable choices and a sharing economy
3. Offer a service that is easy, fun, social and convenient

(de Boer, personal communication, 2017)

The proposed activities helping to conduct a communication campaign mainly address the third layer. Especially the convenience of the service is underlined, because it is the main campaign message. Also, the fun and social aspect is ensured by the personal stories of the buyer personas and the competition.

To some extent the proposed activities also address the second layer since the communication campaign aims besides increasing awareness also towards increasing the likelihood to use the service and ergo encourage the users to participate in a sharing economy and making the sustainable choice.

If BikeShare050 is frequently used, it will contribute a tiny part to speeding up the energy transition and since the proposed communication activities aim at the target group using the service frequently also this layer is somehow addressed.

Consequently, one can say that the proposed communication activities for a communication campaign help BikeShare050 to position itself like intended by the client and therefore are in line with the client's policy.

Furthermore, the positioning of BikeShare050 as proposed in the discussion which was derived by using the STP model, is in line with the communication activities. Affordability, accessibility, availability, reliability and convenience is highlighted in most media tools, especially in the Media Tool 6 – buyer personas as peers.

3.6 Facilitation of communication

The proposed communication activities should facilitate BikeShare050's communication in the best way possible. Following it is clarified how the advice can facilitate the communication:

1. It is necessary that the client has a meeting with the project group to discuss the communication activities and they agree on how to implement the presented media tools since the advice only inherits a creative briefing that is open for alteration by the project group.
2. The buyer personas can facilitate BikeShare050's communication towards the target group, since it portrays average members of the envisaged audience (advice section 2.2).
3. The guidelines for integration of channels can facilitate that the same information is communicated through various channels, resulting in a coherent communication towards the target group (advice section 3.3).
4. The social media guidelines can facilitate that BikeShare050 uses Facebook and Instagram in an optimal way resulting in engagement with the company by the target group (advice section 3.1).
5. The communication worksheet and KPI's facilitate a smooth planning of the communication campaign and gives measures to evaluate BikeShare050's performance (advice section 3.2).

6. The planning (advice section 4) facilitates BikeShare050's communication since it outlines a feasible time and budget overview of the communication activities.

4. Planning

The communication campaign's objective is to increase awareness and the target group's likeliness to use BikeShare050. To achieve this objective and make the communication campaign impactful a feasible time and budget planning is necessary.

The client plans to introduce BikeShare050 to the wider public in the second half of 2017. If we set October 2017 as the (fictional) starting point of the campaign, the junior communication consultant advises to plan for one year. This time frame ensures that all communication activities can be fully executed, plus there are two welcoming days in this time.

The time planning is structured in three steps:

1. Briefing and kick off
2. Campaign Execution
3. Campaign Evaluation

Firstly, the project group and stakeholders need to be briefed and then the communication campaign need to be prepared to kick off. These activities should all be finished by the end of November 2017. Following activities are planned:

1. Briefing and kick off
Stakeholder and project group meeting
Assign social media manager
Finalize media tools
Setting up company website
Launch company website
Make social media content calendar
Launch social media channels

Table 7: Briefing and kick off activities

Secondly, the campaign should be executed. The buyer persona and hashtag should be introduced in December 2017. The first social media competition should be held in January and then every month. The distribution of banners and stimulation for user ratings should also be executed in December. Afterwards the banner needs to be changed according to the actual number of users and user ratings will probably come naturally, therefore do not need to be stimulated anymore. The pre-arriving e-mails should be sent in January and July, since the welcoming days are in February and

August, where BikeShare050 should hand out merchandises and be present with an information stall. Possible student ambassadors should be contacted in December, an inventory should be made in January and they should be encouraged to create content for BikeShare050 and tell the target group about BikeShare050 throughout until October 2018. Social media management needs to be executed from the point of the launch until the end of the campaign. Advertisements in the city should be distributed from February until June (one semester) and then again from September onwards (when semester starts).

In the following activities are listed once more.

2. Campaign Execution
Introduce buyer personas as peers
Introduce hashtag
Make social media competition
Distribution of banners
Stimulate user ratings
Pre-arriving e-mails
Merchandises and information stall on the welcoming day
Contact possible student ambassadors
Make student ambassador inventory
Encourage student ambassadors to create content about BikeShare050
Encourage student ambassadors to tell target group about BikeShare050
Social Media Management (incl. community management)
Advertisements in the city center

Table 8: Campaign execution activities

Thirdly, the campaign needs to be evaluated in the end and during the execution. Social media should be evaluated every month after launching the channels. Awareness of the service and of how many users the service has should be evaluated every three months. In October 2018, the

stakeholders and the project group should evaluate the whole campaign and derive a conclusion that can lead for future implications for communication campaigns. The activities are listed again below.

3. Campaign Evaluation
Social Media Evaluation (KPIs)
Measurement of awareness
Measurement of users
Evaluation stakeholders and project group
Conclusion and implications for future communication campaigns

Table 9: Campaign evaluation activities

The complete time planning can be found on the next page.

Table 10: complete time planning for BikeShare050's communication campaign activities

Activities	2017 Oct	Nov	Dec	2018 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1. Briefing and kick off													
Stakeholder and project group meeting	X												
Assign social media manager	X												
Finalize media tools		X											
Setting up company website		X											
Launch company website		X											
Make social media content calendar	X	X											
Launch social media channels													
2. Campaign Execution													
Introduce buyer personas as peers			X										
Introduce hashtag			X										
Make social media competition			X										X
Distribution of banners			X	X									
Stimulate user ratings										X			
Pre-arriving e-mails											X		
Merchandises and information stall on the welcoming day					X						X		
Contact possible student ambassadors				X									
Make student ambassador inventory					X								
Encourage student ambassadors to create content about BikeShare050					X	X	X	X	X	X	X	X	X
Encourage student ambassadors to tell target group about BikeShare050					X	X	X	X	X	X	X	X	X
Social Media Management (incl. community management)					X	X	X	X	X	X	X	X	
Advertisements in the city center											X		X
3. Campaign Evaluation													
Social Media Evaluation (KPIs)		X		X						X		X	
Measurement of awareness								X		X	X		
Measurement of users				X							X		
Evaluation stakeholders and project group													
Conclusion and implications for future communication campaigns													

Table 10: complete time planning for BikeShare050's communication campaign activities

Since no budget for the communication campaign was allocated yet, it is difficult to conduct a budget planning. However, the following table gives a rough overview about possible costs. The client should be aware that the costs can dramatically change when the number of units is altered or if no social media manager or web designer is hired, but these tasks are e.g. outsourced to the communication department of Groningen Bereikbaar, who is one member of the project group around BikeShare050.

Material			
Article	**Price of unit**	**Number of units**	**Total cost**
Competition prize – free month	€4,15	10	€40,50
Pens	€0,29	600	€174
Key chains	€0,55	400	€220
Rain capes with plastic ball	€1,29	300	€387
Flyers for Welcoming Day	€0,03	1.000	€30
Weather resistant posters for city center (and as decoration for information stall)	€3,40	200	€680
Unexpected costs (buffer)	-	-	€168,50
			TOTAL: €1.700
Personnel			
Position	**Payment**	**Work time**	**Total costs**
Social media manager	€30.000/ year	One year	€30.000
Web Designer (freelance)	≈ €48/h	150h	€7.200
5 student workers for promoting BikeShare050 at the Welcoming Days	€7,50/h	5h per Welcoming day	5 x €7,50 x 10 = €3750
			TOTAL: €40.950
			OVERALL COSTS: €42.650

Table 11: Preliminary budget planning for communication campaign activities

5. Conclusion

5.1 International Relevance

The international relevance of the research conducted and the advice given is clearly visible. During the whole communication campaign, intercultural sensitivity needs to be applied when communicating with the target group and the cultural dimensions need to be considered whenever new media tools are created. The target group is no homogenous mass, but individuals with diverse cultural beliefs and values, which was considered when creating the Media Tools 2 and 3: buyer personas, and Media Tool 6: buyer personas as peers.

5.2 Overall Conclusion

The objective of this report was to create a creative briefing for a communication campaign targeting international students in Groningen, to make them aware of BikeShare050 and consequently increase their likelihood to use the service. The research offered insights into the theoretical areas which were translated into recommendations for BikeShare050. The advice converted the recommendations into variety of applicable media tools, BikeShare050 can utilize to execute such a communication campaign in an effective manner

The communication campaign can be summarized as BikeShare050 communicating through social media and reinforced by student ambassadors and university with the target group, utilizing buyer personas as peers and telling 'real' stories through the spread of the hashtag and user recommendations. Exposure is ensured through pre-arrival e-mails and the use of merchandises and an information stall on the Welcoming Days for newly arriving students and through social media, student ambassadors and advertisements in the city for all international students.

Conclusively, it is believed that this communication campaign will help BikeShare050 to reach its goal of increasing awareness among the target group and increase their likelihood to use the service.

Sources

Ajzen, I., & Fishbein, M. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research.* Boston: Addison-Wesley Pub.

American Pharmacist Association (2012). *Translating theory into action: A focus on smoking cessation.* Retrieved April 19, 2017 from http://www.pharmacist.com/translating-theory-action-focus-smoking-cessation

Andrews, M & van Leeuwen & van Baaren (2013). *Hidden Persuasion – 33 Psychological Influence Techniques in Advertising.* Amsterdam: BIS PUBLISHERS.

Athursson, D. (2016). How Millennials Are Defining the Sharing Economy. *Entrepreneur.* Retrieved April 9, 2017 from https://www.entrepreneur.com/article/275802

Bassi, B. (2016). *HOW TO MEASURE WEBSITE PERFORMANCE USING KPIS.* Retrieved May 17, 2017 from http://www.commonplaces.com/blog/how-to-measure-website-performance-using-kpis

Belk, R. (2013). You are what you can access: Sharing and collaborative. *Journal of Business Research*, 6.

Bernstein, R. (2017). 7 Cultural Differences in Nonverbal Communication. *Pointpark University.* Retrieved May 01, 2017 from http://online.pointpark.edu/business/cultural-differences-in-nonverbal-communication/

BikeShare050 (2017). *BikeShare050 Facebook fan page.* Retrieved March 06, 2017 from https://www.facebook.com/bikeshare050/

Breij, B. (2017). Swapfiets: het nieuwe fietsabonnement in Stad vergeleken met de concurrenten. *RTV Noord.* Retrieved April 20, 2017 from http://www.rtvnoord.nl/nieuws/176337/Swapfiets-het-nieuwe-fietsabonnement-in-Stad-vergeleken-met-de-concurrenten

Business Dictionary (2017a). *creative brief.* Retrieved May 09, 2017 from http://www.businessdictionary.com/definition/creative-brief.html

Business Dictionary (2017b). *message.* Retrieved April 20, 2017 from http://www.businessdictionary.com/definition/message.html

Business Dictionary (2017c). *communication channel.* Retrieved April 20, 2017 from http://www.businessdictionary.com/definition/communication-channel.html

Business Dictionary (2017d). *persuasion technique.* Retrieved April 20, 2017 from http://www.businessdictionary.com/definition/persuasion.html

Cambridge Dictionary (2017). *Meaning of "awareness" in the English Dictionary.* Retrieved May 15, 2017 from http://dictionary.cambridge.org/dictionary/english/awareness

Carlson, J. R., & Zmud, R. W. (1999). Channel Expansion Theory and the Experiential Nature of Media Richness Perceptions. *The Academy of Management Journal*, 42(2), 153-170

Chang, T. & Vowles, N. (2013). Strategies for improving data reliability for online surveys: a case study. *International Journal of Electronic Commerce Studies* (4)1, 121-130

Chebat, J. & Laroche, M. & Baddoura, D. & Filiatrault, P. (1992). Effects of Source Likability on Attitude Change Through Message Repetition. *Advances in Consumer Research*. 19, 353-358.

Crawford, E. C. & Okigbo, C. C. (2014). Strategic Communication Campaigns. In Okigbo, C. C. (2014). *Strategic Urban Health Communication.* New York: Springer-Verlag.

Dambeck, H. (2013). Hilfe, ich stehe im Fahrradstau! *SpiegelOnline.* Retrieved February 8, 2017 from http://www.spiegel.de/reise/staedte/fahrradstaedte-in-daenemark-und-holland-a-915370.html

Dictionary.com (2017). *Demographics.* Retrieved April 21, 2017 from http://www.dictionary.com/browse/demographics?s=t

EnTranCe (2017a). *The Energy Transition Community at EnTranCe.* Retrieved February 20, 2017 from http://en-tran-ce.org/for-students/energy-transition-community/

EnTranCe (2017b). *BikeShare050 Groningen.* Retrieved February 8, 2017 from http://en-tran-ce.org/job/bike-share-ht-and-me/

Fietsen123. (2011). *Hoeveel fietsen zijn er in Nederland*? Retrieved March 04, 2017 from http://www.fietsen.123.nl/fietsnieuws/hoeveel-fietsen-zijn-er-in-nederland

Fox, A. (2015). *How to connect students with the Energy Transition Centre (EnTranCe) - A Gap Analysis.* Graduation Thesis from Hanze University of Applied Sciences.

Frenken, K. (2015). Reflecties op de deeleconomie. *Essaybundel RWS 'Imagine'*, 87-104

Goffman, E. (1974). *Frame analysis: An essay on the organization of experience.* New York: Harper & Row

Goldman Sachs (n.d.). Millennials – coming of age. *Our Thinking.* Retrieved April 29, 2017 from http://www.goldmansachs.com/our-thinking/pages/millennials/

Groningen Bereikbaar (2017). BikeShare050. *Acties.* Retrieved March 06, 2017 from https://www.groningenbereikbaar.nl/acties/bikeshare-050

Hall, E.T. & Hall, M. R. (2001). *Key Concepts: Underlying Structures of Culture.* Retrieved March 02, 2017 from http://www.csun.edu/faculty/sheena.malhotra/Intercultural/Key%20Concepts%20-%20Hall%20and%20Hall%20-%201.pdf

Hamari, J. & Sjöklint, M., & Ukkonen, A. (2015). The sharing economy: Why people participate in collaborative consumption. *Journal of the Association for Information Science and Technology*, 28.

Hanlon, A. (2017). The Segmentation, Targeting and Positioning model. *Smart Insights.* Retrieved April 30, 2017 from http://www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentation-targeting-and-positioning/

Hanze University of Applied Sciences (2017). Facts & Figures. *Organisation.* Retrieved March 21, 2017 from https://www.hanze.nl/eng/organisation/hanze-uas/organisation-and-management/organisation/general-information/facts-figures

Hanze University of Applied Sciences (n.d.). *Centre of Expertise Energy Organization description.* Retrieved March 22, 2017 via e-mail.

Hendriksen, I. & v. Gijswijk, R. (2010*). Fietsen is groen, gezond en voordelig.* Retrieved March 20, 2017 from http://www.fietsberaad.nl/library/repository/bestanden/rapport%20IvDM%20fietsen_lage%20resolutie.pdf

Hoffman, A. (2015). *How to Communicate to Millennials with Technology.* Retrieved March 25, 2017 from https://www.linkedin.com/pulse/how-communicate-millennials-technology-andrew-hoffman

Hofstede, G. H., Hofstede, G. J., & Minkov, M. (2010*). Cultures and Organisations - Software of the Mind: Intercultural Corporation and its Importance for Survival* (3rd edition Ausg.). New York: Mcgraw-Hill Education Ltd.

Homrighausen, J.R. et al (2014). *Adviesrapport 'De student op de fiets'.* Retrieved February 12, 2017 from https://www.groningenbereikbaar.nl/samenwerking/student-advies-commissie

Hovland, C.I. & Weiss, W. (1951). *The influence of Source Credibility on Communication Effectiveness.* Retrieved February 07, 2017 from http://www.radford.edu/~jaspelme/443/spring-2007/Articles/Hovland_n_Weiss_1951_sleeper-effect.pdf

Instagram (2017). *Instagram.* Retrieved May 20, 2017 from https://www.instagram.com/

Kusinitz, S. (2014). The Definition of a Buyer Persona [in Under 100 Words]. *Hubspot.* Retrieved May 17, 2017 from https://blog.hubspot.com/marketing/buyer-persona-definition-under-100-sr#sm.00016f372w5olds6xg31x06eezzjb

Linton, I. (2017). *How to Determine the Appropriate Communication Channel.* Retrieved April 28, 2017 from http://smallbusiness.chron.com/determine-appropriate-communication-channel-24098.html

Mack, S. (2017). *Examples of Primary & Secondary Messages in Public Relations.* Retrieved April 29, 2017 from http://smallbusiness.chron.com/examples-primary-secondary-messages-public-relations-69839.html

Main, D. (2013). Who Are the Millennials? *Live Science.* Retrieved April 17, 2017 from http://www.livescience.com/38061-millennials-generation-y.html

Marketing Groningen (2017). NO 1 Bike City in the World. *See and Do.* Retrieved May 22, 2017 from https://citytrip.groningen.nl/en/see-and-do/no-1-bike-city-in-the-world

Marketingmix.co.uk (2017). *The 4 P's of Marketing.* Retrieved April 11, 2017 from http://marketingmix.co.uk/4ps-marketing/

National Archives (2013). *Effective Communications: Raising the profile of your archive service.* Retrieved May 22, 2017 from http://www.nationalarchives.gov.uk/documents/archives/effective-communications.pdf

ns.nl (2017). Using the OV-fiets. *Door to Door.* Retrieved February 9, 2017 from http://www.ns.nl/deur-tot-deur/ov-fiets

Provincie Groningen (2016). *Bevolkingsantallen.* Retrieved February 9, 2017 from https://www.provinciegroningen.nl/servicelinks-provincie-groningen/over-de-provincie/kerngegevens/bevolkingsaantallen/

Rice, R. & C. Atkins (2013). *Public communication campaigns.* Los Angeles, CA: Sage Publications.

RNW (n.d.). *University of Groningen: Facts &Figures.* Retrieved March 21, 2017 from https://www.rnw.org/archive/university-groningen-facts-figures

Saunders, M. N. et al (2011). *Research methods for business students, 5/e.* Essex, England: Pearson Education Limited.

Sukhraj, R. (2016). *10 Social Media KPIs You Should Track and Monitor.* Retrieved May 18, 2017 from https://www.impactbnd.com/blog/8-social-media-kpis-you-should-track-and-monitor

surveymonkey.com (2017). *Sample Size Calculator.* Retrieved April 28, 2017 from https://www.surveymonkey.com/mp/sample-size-calculator/

Sweeney, R. (2006). Millennial Behaviors & Demographics. *New Jersey Institute of Technology.* Retrieved April 28, 2017 from http://unbtls.ca/teachingtips/pdfs/sew/Millennial-Behaviors.pdf

The Hofstede Centre (n.d.). *Cultural Dimensions.* Retrieved March 06, 2017 from https://geert-hofstede.com/cultural-dimensions.html

The Home Depot (2017). *XT Series One Size Green Adult Rain Poncho Forest.* Retrieved May 08, 2017 from http://www.homedepot.com/p/Mossi-XT-Series-One-Size-Green-Adult-Rain-Poncho-Forest-51-114FG/203646777

Toerisme Groningen (2017). Studentenstadt. *Über Groningen.* Retrieved February 10, 2017 from https://toerisme.groningen.nl/de/ueber-groningen/stadt-groningen/studentenstadt

University of Groningen (2016). *Groningen attractive to international students*. Retrieved April 18, 2017 from http://www.rug.nl/news/2016/11/groningen-aantrekkelijk-voor-internationale-studenten?lang=en

University of Southampton (n.d.). *Selecting the right Communication Channel or Medium.* Retrieved April 30, 2017 from http://www.southampton.ac.uk/assets/sharepoint/intranet/hr/How%20to/Selecting%20the%20right%20communication%20channel%20or%20medium.pdf

Vakratsas, D., & Ambler, T. (1999). How Advertising Works: What Do We Really Know*? Journal of Marketing.* 63(1), 26-43

Verschuren, P. & Doorewaard, H. (2010). *Designing a research project.* The Hague: Eleven International Publishing.

Wiersma, W. (2013). *The validity of surveys: Online and offline*. Retrieved 05 April, 2017 from http://papers.wybowiersma.net/abstracts/Wiersma,Wybo,The_validity_of_surveys_online_and_offline.pdf

Wilson, L. & Odgen, J. (2014). *Strategic Communications Planning for Public Relations and Marketing*. Dubuque, IA: Kendall Hunt Publishing Group.

WWF (2007). Resources for Implementing the WWF Project & Programme Standards Conservation Strategies: Awareness & Communications. *How we do this.* Retrieved April 28, 2017 from http://wwf.panda.org/what_we_do/how_we_work/programme_standards/

Appendix

Stakeholder analysis

The project group around BikeShare within the 'Change Agency: Mobility' at EnTranCe came up with a stakeholder inventory. Examined were the stakeholders of the service, their needs and values, the relationship to the service and their instruments. The detailed analysis can be found in the table below:

Stakeholder	Needs and Values	Relationship	Instruments
Groningen Bereikbaar	- Smart transportation solutions - Sustainable city Groningen	Pilot – Owner	Expertise, money
Stichting WerkPro	- Jobs/purposeful occupation for reintegration - Earn money	Formal Contract	Workforce, expertise about bikes
Gemeente Groningen / Province Groningen	- Sustainable city/image - Attractive for tourists, students and professionals - Solution transportation problem	Sponsor and facilitator	Money and sponsored bikes Regulations and framework
Hanze Hogeschool/Alfa College/ Noorderport	- Good facilities for students and employees	Sponsor and facilitator	Money and sponsored bikes Feedback
Tourist office	- Extra service for tourists - Better image/more attractive for visitors	Communicator of service to tourists	Marketing
EnTranCe/Change Agency Mobility	- Develop ways to master a sustainable energy transition - Community-based working and learning	Initiator _ owner of different projects for the BikeShare service	Expertise Network Workforce
Tourists	- Easy access to transportation - Global payment methods	Informal user	Money Feedback Reputation (e.g. TripAdvisor)
Students	- Cheap/healthy/convenient transportation - International students: no OV-card – independency - Bike cannot get stolen and less repair costs	Informal user or formal contract (abo)	Money Feedback
Stadjers	- Bike cannot get stolen and less repair costs - Easy access and convenient transportation	Informal user or formal contract (abo)	Money Feedback
Commuters	- Less traffic jam – faster - Easy access and convenient transportation	Informal user or formal contract (abo)	Money Feedback
Groningen-based companies	- Sustainable image - Extra service to offer - Improvement of employees' health	Possible clients	Money Reputation Distribution Network

Bike-repair shops	- Adopt BikeShare bikes for customers whose bikes get repaired - Integrated in repairmen process	Possible clients	Expertise

Table 12: Stakeholder Analysis of Bikeshare050

BikeShare050 Target Groups

Previous research by EnTranCe determined a set of target groups for BikeShare050.

These are:

1. Stadjers
2. Commuters
3. Students
4. International students
5. Tourists

(de Boer, personal communication, 2017)

Background Knowledge

Bike City Groningen – Problem

The Dutch people love biking. 84% of all Dutch people own one or more bikes and on average every person rides the bike for 2,5 km per day (Fietsen123, 2011). Biking is a sustainable and environmental friendly form of transport. If all work-related car rides up to 7,5 km would be substituted by bike rides, 1.700 kilotons CO_2 – emission can be prevented (Hendriksen & Gijlswijk, 2010). The problem is that bikes are not always available when they are needed. This results in emerging sharing economies – initiatives to sharing systems like BikeShare050.

The problem is that there are too many bikes in the city of Groningen: 200.000 inhabitants own 375.000 bikes – that is nearly 2 bikes per person. Jaap Velkma from the Gemeente Groningen says that he is very proud of the big percentage of bike use in the city, but that it also inherits problems. The city of Groningen already started 35 years ago to make the city more bike-friendly and less car-friendly (Dambeck, 2013).

Problems caused by too many bikes in the city (Dambeck, 2013 & de Boers, personal communication, 2017)

1. Parking spots in the city center are rare
2. More students equal more bikes (e.g. at the central station: a few years ago, 3.000 bikes – now 10.000 and the tendency is rising)
3. Need to invest in more bike infrastructure (parking lots, biking paths etc.)
4. Many abandoned or broken bikes in the city, who occupy parking spots
5. Bikes get stolen frequently
6. Low quality bikes are bought for a short amount of time and then dumped

EnTranCe

EnTranCe is the Energy Transition Centre in Groningen. Its main aim is to speed up innovation needed for the transition in energy to achieve a sustainable society. Students, researchers, professionals, lecturers, companies and governments work together on projects concerning smart

energy solutions and a smooth energy transition and discover new business opportunities. The approach is to integrate experts from all different disciplines likes technology, ICT, communication, economics, arts, law, management and environment (Hanze University, n.d.).

At EnTranCe various master programs are offered for students and there is the Energy Transition Community consisting of students writing their bachelor or master thesis for EnTranCe, engaging in co-learning, co-working and project work with tutors, lecturers and businesses (Hanze University, n.d.).

EnTranCe is the outlet of the Hanze University and falls under the Energy Academy Europe. EnTranCe is namely the field lab for education and research and focuses on facilities (Hanze University, n.d).

The research at EnTranCe is based on the following starting principles:

1. Open innovation
2. Interdisciplinary research
3. Applied research and innovation
4. Entrepreneurship
5. Energy transition community
6. Connection to the region
7. Upscaling of research results
8. Energy efficiency

(Hanze University, n.d.)

Sharing economy
Sharing is a phenomenon as old as the humanity itself. Sharing economy and shared consumption on the other hand are business models emerging mainly through the internet and during the last few years (Belk, 2013).

Sharing economy became a trend during the last few years and is possible because of ICT and the more conscious society when it comes to environmental issues (Hamari & Sjöklint & Ukkonen, 2015).

The definition of a sharing economy is: the phenomenon that consumers let each other use their unused consumer goods, sometimes by asking for a user-fee. (Frenken, 2015). The system of sharing works via the internet, e.g. on platforms. Examples are Airbnb and BlaBlaCar.

Mobility
The sharing economy can offer (as in the BikeShare system) innovative ways of mobility. Mobility in this case means the way someone is going from A to B. This means a sharing economy of cars, busses, bikes etc. In mobility, the Dutch author Frenken (2015) distinguishes between four various kinds of sharing economy:

i. Tweedhands-economie: Secondhand economy, people sell goods they used before like their old cars.
ii. Op-afroep economie: on – call economy, people offer a service and users can call them to use it e.g. Uber
iii. Product-dienst combinaties: product-service combinations, people can rent instead of buy a certain product e.g. BikeShare050
iv. Deeleconomie: sharing economy, the "purest" form of a sharing economy in mobility, people share e.g. a car ride.

Sub-questions per research action and knowledge type

Sub question	Type of knowledge	Research action
How can the content of the campaign message be composed in order to contribute to raise awareness for BikeShare 050 for the target group?	Descriptive	Desk research, expert interviews, online survey
How does the choice of communication channels contribute to make a target group aware of BikeShare050's campaign message?	Descriptive	Desk research, online survey
Who could be the message source of the communication campaign in order to contribute to raise awareness for BikeShare050?	Descriptive	Desk research, expert interviews, online survey
Which demographics define the target group?	Descriptive	Desk research, online survey
What communication channels are frequently used by the target group and are applicable for BikeShare050?	Descriptive	Desk research, online survey, expert interviews
Which "P" of the marketing mix has most influence on the target group's purchase decision?	Explanatory	Desk research, online survey
Why does the target group uses specific means of transportation in Groningen?	Explanatory	Desk research, online survey
In what situations would the target group use the service BikeShare050?	Descriptive	Online Survey, expert Interviews
Which cultural dimensions need to be considered when developing a communication campaign for international students in Groningen?	Descriptive	Desk research, online survey
Which basic need should be approached when persuading the target group to use the service BikeShare050?	Descriptive	Desk research, expert interviews, online survey
Which persuasion techniques according to Andrews, van Leeuwen and van Baaren (2013) are most promising to convince the target group to use the service BikeShare050?	Descriptive	Desk research, online survey, expert interviews

Table 13: Sub-questions per research action and knowledge type

Case Study Strategy

The case study strategy inherits certain advantages:

   i.   General overview
   ii. Flexibility
   iii. Research results more likely to be accepted by involved individuals

(Verschuren & Dooreward, 2010)

The **general overview** of characteristics of international students in Groningen needs to be gained to create a tailored communication campaign. Further, **flexibility** inherited in the research strategy is necessary within this project, since it is conducted within a limited time frame, a limited scope and in the environment of a new startup – which naturally contains change. Moreover, the case study strategy has the advantage that results are likely to be **accepted by involved individuals**, which is favorable for this research because the results aka the advice should be acceptable for the client.

Validity and Reliability

The structured online survey has been created with special attention to internal and external validity. "External validity refers to the validity of the survey beyond the study: its generalizability, both to the population, and across contexts. Internal validity, for surveys, refers to the rigour of measurement: that the concepts one sets out to measure, are actually measured (and completely)." (Wiersma, 2013 p.x).

Table 8: *Overview of threats to the validity of surveys. External: coverage (C), lack of a frame (F) and low response rates (R). Internal: Access (A), interviewer effects (I), and display effect (D) (lowercase letters indicate modest threats).*

Moment	Person	Phone	Mail	E-mail	Web
Solicitation		fr	a	CFRa	CFRa
Delivery	I	I		Cd	Cd

Figure 19: Overview of threats to the validity (Wiersma, 2013).

In table xx, threats to external and internal validity are presented ranked according to their medium of distribution and split up between solicitation and delivery of survey. The capital letters indicate a big threat to validity, while the lowercase letters indicate a modest threat. Threats are **coverage**, **lack of frame**, a low **response rate**, **access**, **interviewer effects** and **display effects**. The survey conducted for this research is web based and therefore is vulnerable for the threats coverage, lack of frame and a low response rate. A minor threat could also be access and display effect. However, all international students in Groningen have access to internet – either at home or in university. So, there is no threat of limited **coverage** in this case. Also, the **lack of frame** was avoided because a random sample was established. The random sample is crucial to avoid biases, but most of the time it is hard to reach such a sample. However, due to Wiersma (2013) a random sample is easier if the target group is a closed entity e.g. students at a particular university (Wiersma, 2013). In this case,

the random sample was taken from students from two universities, making the framing easy. Also, the **low response rate** has been solved by using response boosting activities resulting in a sample of 156 students indicating a margin of error of 6.5%.

To ensure reliability of survey these points need to be considered as proposed by Tung-Zong and Vowles (2013):

1. eliminating unwanted responses
2. maintaining data consistency
3. retaining valid data, and
4. enhancing overall data reliability

This has been achieved in the research report at hand by the following actions.

- Sample population specification: international students at RUG or Hanze
- Sample screening: to ensure the "right" respondents aka international students in Groningen, questions like "at which university do you study", "where do you come from" are asked to see if any invalid entries are made e.g. Dutch students or not from Groningen.
- Verification that no IP addresses are used repetitive: pursued at first, to ensure reliability – but respondents had to sign in with their google account first, which was too much of a barrier, so the response rate was low. To get more data this restriction has been cancelled resulting in more respondents but harming the reliability in that case that it could not be ensured that people fill in the survey multiple times
- Removal of invalid responses: once responses were tracked as invalid (e.g. by seeing that respondents did not study in Groningen or are no international students: their entry has been deleted from the system, to not distort the analysis of the results)

Survey

BikeShare050

Fill in this survey and win a €20,- Amazon coupon!!

I am Katharina, 22 and currently writing my Bachelor thesis for the project BikeShare050 which is initiated by the Energy Transition Center Groningen. If you are an international student in Groningen, it would be really nice if you could fill out this survey - it only takes a few minutes and would help me a lot. The anonymity of the respondents is ensured and information are treated confidentially! If you like, you can submit your e-mail address in the end, in order to win a €20,- Amazon coupon. The winner will be randomly chosen from all participants who submit their e-mail address!

NEXT

BikeShare050

Communication

Do you prefer online or offline communication channels? *

○ Online

○ Offline

○ Both

Via which channels would you like to receive information from companies? *
(multiple answers are possible)

☐ Online: Social Media

☐ Online: Search Engines

☐ Online: E-Mail Advertisments

☐ Online: Company Website

☐ Online: Newsletter

☐ Online: Blogs

☐ Offline: Print Advertisment

☐ Offline: Display Advertisment

☐ Offline: Newspaper or magazines

☐ Offline: Word of mouth e.g. from friends, family

☐ Other: _____

How often do you use certain Social Media platforms? *

Please rank: 1= never, 2= rarely, 3= once a week, 4= multiple days a week, 5= once a day, 6= multiple times a day

	1	2	3	4	5	6
Facebook	○	○	○	○	○	○
Instagram	○	○	○	○	○	○
Snapchat	○	○	○	○	○	○
LinkedIn	○	○	○	○	○	○
Twitter	○	○	○	○	○	○
Google+	○	○	○	○	○	○

Do you use any other Social Media platforms than the ones mentioned above? If yes, please state which ones.

Your answer

Which aspects of an advertisment do you pay most attention to? *

○ Visual appeals of the advertisment

○ Rational information (e.g. price, benefits etc.)

○ Emotions triggered by the advertisment

What do you think is most important when you make a purchase? *

(Please rank from 1 to 5. 1= Not important, 5= Highly important)

	1	2	3	4	5
Price	○	○	○	○	○
Place (way to purchase it)	○	○	○	○	○
Advertisments	○	○	○	○	○
Quality of the product	○	○	○	○	○
The company advertising	○	○	○	○	○

Do you think an advertisement triggers your attention more, when you are familiar with the product/service? *

○ Yes

○ No

○ I don't know

○ Other: _____

Are you more likely to purchase a product/service when you like the advertisment? *

○ Yes

○ No

○ I don't know

○ Other: _____

Means of transportation

What means of transportation do you use in Groningen most of the time? *
(Please select your two most used transportation means)

☐ Bike

☐ Public transport

☐ I walk

☐ Car

☐ Motorcycle

☐ Scooter, Moped

☐ Other: _____

How often do you use the bike in Groningen? *

○ Every day

○ 4-6 times a week

○ 2-3 times a week

○ Once a week

○ Less than once a week

○ Other: _____

Why do or don't you choose to ride the bike in Groningen? *
(multiple answers possible)

☐ I can't ride a bike

☐ I don't like to ride the bike

☐ I don't have a bike

☐ I'm afraid to ride a bike

☐ Depending on the weather

☐ I like to ride the bike

☐ I think it is healthy

☐ It is cheap

☐ It is the fastest transportation method

☐ Because all my friends do it

☐ Because it is part of the Dutch culture

☐ Because of the infrastructure in Groningen

☐ Other: _____

Do you know what a bike sharing service is? *

○ Yes

○ No

○ Not sure

Have you heard of BikeShare050 before? *

○ Yes

○ No

BikeShare050

BikeShare050 is a bike sharing service that will be offered to the inhabitants of Groningen. The system will work as follows: the bikes are spread randomly around the city, equipped with a smart-lock and GPS transmitter controllable via smartphone app. The user can locate, reserve and unlock bikes by using the app, which also shows what kind of bikes are available. After he/she used the bike, he/she can drop the bike in the center again and log off the system - then another user can ride it. The service is currently in the test phase with 20 bikes offered. Soon, there should be a couple of hundred bikes available.

Would you use such a service in the city of Groningen *

○ Definitely yes

○ Probably yes

○ Indifferent

○ Probably no

○ Definitely no

Please explain your answer! *

Your answer

If you ticked yes: in what situations would you use the service?
(multiple answers are possible)

☐ For myself

☐ For visitors

☐ When my bike is broken

☐ When my bike is stolen

☐ For commuting

☐ Other:

Purchase behavior

Where do you normally buy bikes? *
(multiple answers possible)

☐ Social Media platforms

☐ Bike shop

☐ Black market

☐ From friends

☐ Other:

Do you use the OV-fiets? *

○ Yes

○ No, because I don't have an OV-card

○ No, but I have an OV-card

Would you be more likely to use the service of BikeShare050 when you frequently see it on the streets of Groningen? *

○ Definitely yes

○ Probably yes

○ Indifferent

○ Probably no

○ Definitely no

Your opinion

What do you want to know about BikeShare050? *

Your answer

What would make BikeShare050 interesting for you? *

Your answer

How would you like to hear about BikeShare050? *

Your answer

From who would you like to get information about the BikeShare service? *
(multiple answers are possible)

☐ University

☐ Gemeente Groningen

☐ From fellow students, friends etc.

☐ Online, e.g. from Blogger

☐ BikeShare as a company

☐ Other:

General information

What country do you come from? *

Your answer

Which city do you come from? *

Your answer

At which university do you study? *

○ Hanze University of Applied Sciences

○ Rijksuniversiteit Groningen

○ Other: _____

Are you an exchange or full-time student in Groningen? *

○ Full-time Bachelor

○ Full-time Master

○ Exchange student

○ Other: _____

What do you study? *

Your answer

How old are you? *

○ 17-20

○ 21-23

○ 24-26

○ 27+

○ Other: _____

What is your gender? *

○ Male

○ Female

○ Other: _____

If you like to win a €20,- Amazon coupon, please fill in your e-mail address here!

Your answer

Survey results

Do you prefer online or offline communication channels? (156 responses)

- ● Online
- ● Offline
- ● Both

51.9%

41.7%

Via which channels would you like to receive information from companies?
(156 responses)

Channel	Value
Online: Social…	108 (69.2%)
Online: Searc…	53 (34%)
Online: E-Mai…	21 (13.5%)
Online: Comp…	99 (63.5%)
Online: Newsl…	32 (20.5%)
Online: Blogs	39 (25%)
Offline: Print…	34 (21.8%)
Offline: Displ…	39 (25%)
Offline: News…	43 (27.6%)
Offline: Word…	105 (67.3%)
Other	0 (0%)

Online: Social Media; Online: Search Engines; Online: E-Mail; Online: Company website; Online: Newsletter; Online: Blogs; Offline: Print advertisement; Offline: Display advertisement; Offline: Newspaper; Offline: Word of mouth, e.g. from friends, family; Other

How often do you use certain Social Media platforms?

Do you use any other Social Media platforms than the ones mentioned above? If yes, please state which ones.
Tumblr
Tumblr
Tumblr
Tumblr
Tumblr
Tumblr
Xing
Xing
Xing
Xing
Xing
Pinterest
Pinterest
Pinterest
Whatsapp

Whatsapp
No
No
-
-
VK
VK
YouTube
Pinterest
Youtube (even if it is different fron those, and we make a different use of it, I think it's a good place for companies)
Kik
Jodel
QQ
Untapped
Blogs
Facebook and Instagram
Reddit
Twitter, WhatApp
Tumblr, Pinterest
Zalo
Whatsapp
Behance
Tumblr
Discord, skype, whatsapp, wechat, line
9gag

Listed according to Social Media platforms quantity

Which aspects of an advertisment do you pay most attention to? (156 responses)

- Visual appeals of the advertisment
- Rational information (e.g. price, benefits etc.)
- Emotions triggered by the advertisment

42.3%

10.3%

47.4%

What do you think is most important when you make a purchase?

Do you think an advertisment triggers your attention more, when you are familiar with the product/service?
(156 responses)

- Yes
- No
- I don't know
- Other

Are you more likely to purchase a product/service when you like the advertisment?
(156 responses)

- Yes
- No
- I don't know
- Other

What means of transportation do you use in Groningen most of the time?
(156 responses)

Bike	147 (94.2%)
Public transp…	27 (17.3%)
I walk	63 (40.4%)
Car	9 (5.8%)
Motorcycle	0 (0%)
Scooter, Mo…	0 (0%)
Other	0 (0%)

Bike; Public Transportation; I walk; Car; Motorcycle; Scooter, Moped; Other

How often do you use the bike in Groningen? (156 responses)

- Every day
- 4-6 times a week
- 2-3 times a week
- Once a week
- Less than once a week
- Other

77.6%

12.2%

Why do or don't you choose to ride the bike in Groningen? (156 responses)

Category	Value
I can't ride a bike	5 (3.2%)
I don't like to ri…	4 (2.6%)
I don't have a b…	1 (0.6%)
I'm afraid to rid…	4 (2.6%)
Depending on t…	45 (28.8%)
I like to ride the…	85 (54.5%)
I think it is heal…	84 (53.8%)
It is cheap	125 (80.1%)
It is the fastest…	116 (74.4%)
Because all my…	21 (13.5%)
Because it is p…	49 (31.4%)
Because of the…	96 (61.5%)
Other	5 (3.2%)

I can't ride a bike; I don't like to ride a bike; I don't have a bike; I'm afraid to ride a bike; Depending on the weather; I like to ride the bike; I think it is healthy; It is cheap; It is the fastest transportation method; Because all my friends do it; Because it is part of the Dutch culture; Because of the infrastructure in Groningen; Other

Do you know what a bike sharing service is? (156 responses)

Legend:
- Yes — 42.9%
- No — 41%
- Not sure — 16%

Have you heard of BikeShare050 before? (156 responses)

Legend:
- Yes
- No

92.3%
7.7%

Would you use such a service in the city of Groningen (156 responses)

Legend:
- Definitely yes
- Probably yes
- Indifferent
- Probably no
- Definitely no

14.1%
17.3%
45.5%
19.9%

Please explain your answer!
Depends on how well the system works for me
Depends on how well the system works for me
Depends on how well the system works for me
It's convenient
It's convenient
Interesting concept and good for tourists
Interesting concept and good for tourists
I think it is very convenient, you don't need to borrow bikes from friends for visitors anymore
It is very convenient if friends visit you who have no bikes.
Depending on the circumstances, it can be useful for guests or emergencies. However if the effort to get a bike is too high or the risk of it to get stolen, than I will most likely not use it.
I have my own bike. If I could not use it for whatever reason, I would probably borrow one from a friend as many of them have two bikes.
useful for guests I have
It depends on more than one factor. E.g. if I already have a bike, what would be the point in using the service? I would recommend it to people who do not have a bike (mostly internationals would probably be the target audience)
I think it is a great idea, since I have not used the service myself, I am not sure how well it is organised and how good the bikes are. I am wondering whether these bikes are regularly checked so that no one gives back bikes with flat tires or some other issues. I am also curious about the cost of this service.
I have my own bike and don't need it
If my bike breaks or gets stolen its a perfect option, especially if i dont wanna invest in buying a new one. Already gone thru 3 bikes! Also perfect for family visiting
It is a great opportunity to have a bike in Groningen (when you don't have a bike or yours get stolen). In addition, friends and family can use a bike when they come to Groningen.
Because i have my own bike
Because it is convinient
it's useful to use because bikes get stolen or break down on a regular basis - bikeshare would be an ideal alternative in these cases / visitors would have easy and (hopefully cheaper) access to bikes
I would maybe use it for guests, but I already own a bike
If there was some reason I couldn't use my bike then I wold consider it
no
It would be useful because one does not have to plan too far and still would always have a bike in the near.
I have an own bike, but i think if my bike would be stolen, or I used public transportation and then would like to switch to a bike, i would use such a service. As long as I know there are multiple stations around the city to bring it back to.
I don't ride a bike :)
Probably yes, but if i have my own bike, I would use is just when I don't take mine and then I regret, or other exceptional cases
I will use it if i am somewhere in the city by bus and I want to ride somewhere else. Or if someone is visiting me.
I have my own bike, which I use. No need for an extra one
I think it would be very useful if friends of mine or family come to visit who do not own a bike.
I own a bike so I would only use it for visitors or if my bike was stolen.
I don't bike

would benefit if your bike was stolen and you cant afford the bus sometimes
if my bike broke down and i need a quick bike rental
Because I have my own bike
-
I don't have enough information about that
I think it is a super efficient way of quick transportation, the similar idea with cars had a huge success in my home country
Don't quite know how it would work.
Now that you explain, I do know from other cities like Barcelona and Taipei (maybe reference examples) and I liked it, especially for exchange students who are only in town for a few month (good target group). Only problem, the popular bike stations are often full and then you cannot get rid off the bike at the train station or the center, etc. A solution for that problem would be great.
In case bike breaks down or get stolen. Also if theres guests
Great idea
Only if needed
The service is convenient.
It would have multiple advantages regarding costs for e.g
If a friend came over to visit me it might make sense
I don't bike
I have my own bike, it's not necessary to rent one
I don't have use for it myself
I have my own bike. Would only use if I my bike would break down and is at the store to get fixed. Nice service for friends/family who come for a visit.
because i have my own bike
Sometimes i need to go only one way and it will be very convenient, you take it from A and park it on B.
If your bike is broken ir stolen and you need immediately one
My bike got stolen for the 9th time now. I don't want to get into the vicious circle of bike stealing (buying cheap from bike dealers), andi don't want to spend 100,00 € per month on average on this, so I started to rent a bike at swapfiets, which will be one of your main competitors I guess. Another main "competitor" could be the cheap fietsverkoop at the politie twice a month. I like your idea, it's already doing very well in Hamburg for example and I'd like to support you.
Currently I am not seeking opportunities to ride a bike.
It seems very useful and could be handy when my own bike is broken or I have friends/family visiting that domt have a bike
Sounds easy to use
I already own a bike, but if friends or family came to visit I would use it
it is very handy and environmentally friendly
because its easier and faster to have an own bike
It's convenient if you don't own one
I like to have my own bike
In case your bike got stolen it is the best way to still be mobile
im sure it would come in handy at certain points when i dont have a bike or need an extra one.
It would be convenient to find a bike everywhere and to use it!
I already have a bike.
when friends come to visit me could be a good solution instead of walking with them they would bike with me
I have a bike
I'll probably not use it for myself but it is a great way to get a bike for someone who

visits you!
Would rather my own bike
You don't have to spent money on your own bike
Depends of the price
I first need to learn how to ride a bike and maybe after I'll be interested
I already have a bike but in case it gets broken I'd use it
If friends or family are visiting, it would be useful
Sometimes I don't feel like taking the bike but when I am going home I regret not taking it .. this would be much easier and I wouldn't be afraid for my bike getting stolen
Since I own a bike, I don't need the service
I have a bike of my own, so I don't see why I would need to borrow a bike. But maybe because it's something new I would try it out once. Maybe i could use it when friends and family are visiting me.
I have my own bike
Not sure, need to see some advertising first...
Not mandatory because I always leave my home with my bike
depending on the status of my bike (broken or stolen)
i have a bike, but if I have a friend visiting or i loose my bike I would use it.
I think is useful when someone comes to visit and I don't have a bike for that person. Also, if there's any problem with my own bike I have this alternative.
If this were available I would be more apt to do a combination of walking and biking. Walking both ways somewhere is often too much, but a combo would be nice sometimes! Also it would be a cheaper alternative for times when I need to use a bus because I can't leave my bike or need to leave my bike
Depends on the costs, but I still prefer to have my own.
Gh
I might use it should my own bike break or should a friend of mine visit that doesn't have a bike. Otherwise I don't see the point in doing it if I have my own bike.
It seems easy and convenient! And often my bike breaks or is stolen, so I'd love something like this.
It would be helpful if you don't want to purchase a bike or any friend came to visit.
Its convenient and is a great idea and way to get people to share services, which is better for the environment
I don't have a smart phone, therefore cannot use the app. I also have 2 bikes.
If you don't have a bike it is really useful!
Depends on whether its convinient for me to have to return the bike, so if I don't want walk a lot from the place where I have to return it to my house I probably won't bother with it. But if I could return it close to where I live I would use it.
I don't want to depend upon social media and smart phones. I try to use technology as less as possible in my everyday life.
Don't have to buy a bike and keep an eyes on it all the time
I own a bike, what's the point.
I would use it with guests. I already own a bike.
I have my own bike, but it's a great idea when someone comes to groningen for a trip or something
I already have my own bike
Very convenient way of using bikes, since I also don't cycle very often
I'm not sure what the benefits are, is it just much simpler to own your bike yourself?
I have an own bike
Ideal for visiting friends
I already own a bike, so I would probably use it if I have visitors over. Or when my

bike is not available immediately.

Well it is convenient, because bikes are located everywhere around the city

It depends whether this service is more or less expensive for me than owning my own bike, and whether there will be such a station near my home.

.

It's very convenient, especially if the prices are low. Many international students here leave after one semester and sell their bikes.

first of all sometimes i use the random transportation to go to my destination with out my bike so it would be useful if i take the bike from the center of the city and buy what i need and do what i want then i will drop it back and take the tram again to reach my flat
second if a friend of my come to visit me from aboard and i want to give him a tour around the city with a bike it would be so useful too

I have my own bike. But I would use it during a visit to a different city

I think it's great for visitors who would like to get around the city without having to buy or rent a bike! Also for emergencies, for example when one's bike is stolen or broken but needs to go somewhere in a hurry.

Just because I've got a bike already

Not sure

I live away from the centrum and have to use a car. it would be great if I could ride in the centrum without carrying my bike with the car.

Depends on the price

Surely convenient

Bikes are pretty cheap & you can get them easily, so i dont see the need to share a bike

I have my own bike but when I have family and friends visit it would be a good service for them to use.

have my own bike, but i would use it if my bike is stolen or broken

I already have my own bike at disposal which is of high quality and price

Because I have a bike already which I use for everything

The service would be very handy if I only want to go one way with the bike, when I have visitors over that don't have a bike in Groningen or when my bike is broken.

Only if my bike would break down or something

Good for fellow friends that want to visit you since I just have one bike and prefer it over public transport.

Convenient

The risk of your bike getting stolen is lower and therefore biking becomes more attractive, also I don't have to remember where I placed my bike cause I'm forgetful

Easy and helpful

I own a bike already but I would use it if I have visitors

I might not use it so often for myself Since I already have a bike But maybe for When My family or friends from abroad come to visit me in Groningen. This would be a really convenient way to move around together

Sometimes I prefer to walk however it might be that something unexpected happens and that I need to get somewhere quickly, so then it's rather convenient that I could use such a service.

I like to have my own bike, for I can equipp it in my personal style. Moreover I like to do longer bicycle tours. But a sharing service would be cool for friends who visit me.

It is useful

Seems to be very cool and easy. Especially when I came new to town and wouldn't have a bike on my own yet.

I have a bike. I would only resort to bike sharing if my bike is broken, provided the

use of bike sharing is not too expensive - considering a student's budget.
I already have my own bike and rarely need another one.
when some friends or family members will come over for a visit it would be nice to have a bike for them to explore with them the city of Groningen.
Not for myself, because I have my own bike, but for friends and family who come to visit
Would be very beneficial if my friends come to visit, this way everyone could have a bike
I have my own bike
Groningen inhabitants have their own bike, I bought mine for 20 euros so buying a bike is not expensive at all and you are more free with your own bike. I could use a car sharing, for special situation, since having the own car is expensive here.
for friends visiting
I have my own bike so it is unlikely, but I suppose if my bike broke unexpectedly I might or when I have friends staying without a bike
I would use the service when my bike brokes
I already own a bike, but I would recommend it to my friends who don't.
…
Convenient but not always because you have to pick it up.
Depending on the amount of money we need to pay, I would consider if I have not bought any bike.
As long as it works and is cheaper than owning a bike
Since, I am a student in Groningen I own two bikes. However, I think it is a nice idea for tourists.
With all of the bikes that get stolen in Groningen, I believe such a bike sharing project would drastically help prevent this whilst still providing all of the students and inhabitants of Groningen with a means of transportation that many of us feel we can't live without.
I have two bikes
depends on price and how easy it is to use it.
I dont like when things are too much connected. I feel like people know my location whenever i go.
Being an international student, when my friends or family visit me they do no have bikes. A service such as this one would help outsiders explore the city of Groningen more. It would also be very convenient if you want to take bike between certain locations, but you do not want to worry about returning to the location you have parked your bike at, in case you have wandered too far away. In this case, it would be very beneficial to be able to pick up a bike at your new location.
I would use this service if my own bike was broken or when my friends were visiting me.

Similar answers are grouped together

If you ticked yes: in what situations would you use the service? (125 responses)

For myself — 51 (40.8%)
For visitors — 123 (98.4%)
When my bik… — 92 (73.6%)
When my bik… — 79 (63.2%)
For commuting — 13 (10.4%)
Other — 1 (0.8%)

For myself; For visitors; When my bike is broken; When my bike is stolen; For Commuting; Others

Where do you normally buy bikes? (156 responses)

Social Media… — 84 (53.8%)
Bike shop — 86 (55.1%)
Black market — 27 (17.3%)
From friends — 40 (25.6%)
Other — 11 (7.1%)

Do you use the OV-fiets? (156 responses)

- Yes
- No, because I don't have an OV-card
- No, but I have an OV-card

37.2%
6.4%
56.4%

Would you be more likely to use the service of BikeShare050 when you frequently see it on the streets of Groningen?
(156 responses)

- Definitely yes
- Probably yes
- Indifferent
- Probably no
- Definitely no

16%
9.6%
46.8%
25%

What do you want to know about BikeShare050?
Price
Price
Price
Price
Price
Price
Price
Price
Price
Price
Price
Price
Price

Price
-
-
-
-
-
-
Nothing
Nothing
Nothing
Nothing
Nothing
How much does it cost?
How much does it cost?
How much does it cost?
Costs
Costs
Costs
The price
The price
The price
It said you can only drop them or in the city center, no where else?
It said you can only drop them or in the city center, no where else?
It said you can only drop them or in the city center, no where else?
nothing
nothing
Prices
Prices
How it works
How it works
Price, how to subscribe
so far nothing
Price, Location, Practicality, Safety (do I get in trouble if it gets stolen?)
How much does it cost and how does payment work?
What is the added value they bring?
Cost, efficiency, types of bikes, conditions
Price
Costs? Can you easily adjust the seat??? (Im much shorter than Dutch people)
BikeShare050 is unknown for me and it would be nice to get to know more about it, such as their product and service.
How does it work, how to use it
Price for a ride
prices, locations
How affordable it is
Does it cost anything?
Where to get it? How much is it? where to bring it back to?
The price, more info on how it works.
A map to know where can I get and place bikes and price.
Where the places are to find a bike.
Benefits of usage
How is the pricing of the service? How reliable is the app? I can see it malfunctioning and then you can't use a bike

What kind of bikes they have
how much does it cost you
Price of rental per day, price packages
I like the idea but I would not use it because of my own bike but its good for tourists
what it is, why to use it
Everything
Never heard of them
The price and conditions of the bikes
The fares, what kind of bikes are used, how the system works, how the app works
The price of the service.
How can I use it?
(How exactly one can participate, where to download the app etc)
Where is it located, what is it
Price, insurance (if bike gets stolen while I am using it, if something breaks), rental period (max. and min.), brand of the bikes, also bakfiets?
paying methods of it
If it is an easy system
Fee?
Is it free?
Price, quality of bikes
When will it be available and how much will the use cost?
how many bikes are there
I think it seems to be a good opportunity, but what do you do when no bike is around and you need one as you don't own one anymore ?
Which colors of bikes do you offer?
What are your plans regarding expanding?
how exactly it works, how much it costs, where can i find the bikes exactly, how long i would be able to use the bikes, what happens if the bike gets stolen - probably some other questions as well, but these are the ones I can think of from the top of my head
I never heard of it before
Price, if it really works
price and place where you can find them
what would be the price, where can I get a bike and where can I drop it off
WHat would be the price
/
The places where you can use it
When will it start
The price and why it is offered in the Netherlands where everyone seems to have a bike.
How much would it cost
How expensive it is
Benefits
Prices
some customers review
How much is it?
The location of the bikes, the price and the time you can use them.
How much does it cost
The pricing
The price
When will the project come true?
How to use the service

Will you have "depots" further outside of the city to encourage people to visit other places, e.g. Haren or Beijum?
Price and availability of bikes
How much it costs
Is that currently available or just an idea?
How much it would cost
How do people pay for it?
price.
The extent of the locations of the services offered. Like where all you can check bikes out from.
The fee, how can I know if there is bike available
How are prices calculated? Is my movement being screened? Where will bikes be located around the city?
Good price and location
Pricing scheme
is it for free ? what kind of bike you will use ? is there any sponsor for your project like a bike company ? what the main porpoise of your project ? in the app are you aiming to put any commercial advertisement to make some profit?
If it's going to be in different cities?
How to make sure the bicycles are well-maintained and not stolen?
How much will it cost.
How it works
Prices and availability
When is it gonna launch
How does the principle work?
The cost, how to use the service
how much it costs
Tariffs, availability, growth ambitions, vision
how the concept was developed/ the background story
How the price is calculated and how I can pay and where information on how to use it with the app
Price range of service
The prices and the concept
The cost
When Will the testing period finish and more such bikes will be available around the city?
How does the system work, and what happens if the borrowed bike gets stolen?
How much are the monthly costs? What's in case of a damage/accident?
How does it work? Where can I register?
Cost
prices, where to find the bikes
conditions, easy facts, information
Locations of the bikes, is there a time limit to use a bike, could I drop it off anywhere in the city or would they need to be dropped off at a specific location
cost
How much it'd be and how the bikes were looked after - e.g how do you ensure they're always working and I'm not paying to use a broken bike
How much it will cost
…

How many pick up/drop off stations are there and is there a time limit for use
the cost of rental
General information
i dont know
who?why? a good story is always important
What phone operating systems is the app available on?
What are the costs and/or risks involved

What would make BikeShare050 interesting for you?
-
-
-
Cheap
Cheap
Cheap
Cheap
The lending possibility for my visitors
The lending possibility for my visitors
The lending possibility for my visitors
Reasonable prices and easy accessibility
Reasonable prices and easy accessibility
Cheap price
Cheap price
Availability
Availability
Easy accessibility of service
Quality and price
cheap, easy, safe
Very low prices, high accessibility, uncomplicated use of the app, safe payment
If they had something for people who already have bikes.
If it would be a reliable and flexible way of renting a bike according to my needs.
Prices and bikes
Low cost alternative
It would be interesting, when price/performance ratio of the service is applicable.
If there were stations of it close to my house
If i could participate in it
many stations for pick up and drop off (also in areas like vinkhuizen)
cheap prices
If it was cheaper than ov fiets
Spontaneity and the back up in case of a stolen or broken bike
Good price and multiple (loads of) stations to pick it up and bring it back to
If its worth the price
And app to know about how many bikes are where
If there are always bikes available and you know if you need one, there is one
Price
A fair price and a wide availability, easy of use of the app and good quality bikes
If my good friends find it good (WoM)
the price and the availability
flexible affordable student price package
Not for me in groiningen but I like the idea in general
video that consist information

Good marketing tools, distinct attention to the customers
Cheap, reliable and easy bike rent service
An affordable price, the possibility to use the card/abonnenment with several people, so transferable usage, space available in drop of stations
Low fares
All the posibilities
Low price
Convenient and easy to use service.
The price!
The fact that it is easy to get a bike for a visitor/when my bike is broken/etc
nothing
New life style.
I would see friends use it
The reasons I would use it for, e.g. visitors.
it is effective , especially for a visitor from outside Groningen who don't have a bike but wants to strolling around Groningen in a cheap and easy way
i used this system already and i like it!
Good service
Cheap
Cool and fast bikes
Low price, availability
It is new on the market, handy if visitors come over or if the own Bike is out of order
only interesting if there are many bikes available
That friends could use it when they visit me
If I didn't have to use OV.
A large network of places to pick a bike or bring it back
well bike sharing is already an interesting concept thats being tested out around the world, I feel like Groningen as a student city which has bicycles as the number one means of transport should not lag behind this trend.
To be free
If it's really cheap and have a lot of bikes available
a place where take it and give it back not too far from my house
nothing, I have a bike and I dont need it
If I could get a bike anywhere, even near my house
If it was quick to use if people who visit don't have bikes
When it's cheap and easy to handle
if it was for free (for all students for example)
an attractive price
/
The availability of bikes and the price
Cheap price and cool bikes
information about the purpose
If it was a free or low price service
If it is cheap and good working
Cheap and flexible
Cheap price and availability
customers approval
If it is cheap and the quality of the bikes is good.
Cheap price, easy accesibility and not too short time for using the service.
Cheap/free service, conveniently placed bikes
Membership package with bike insurance against theft
Gps

If it had a free tryout
Its availability all over the city.
That the bikes can be adjusted in height and have hand brakes
Bicycles tailored for Asian frames
If they othered discount group rate, or bike tours to unknown areas of the city.
The quality of the bikes
If it was easy and cheap to use
The whole idea itself is not interesting for me.
Convenience
Making it cheap and close to where i live.
Price, app - easy to use
Accessibility
Price and convenience
if its cheap and accesible.
Lost of my bike
the price
If it was part of a celebration, say like the Kings day festival. Or if it is part of tour groups and such in the city.
It is cheap, convenient, and is garuantee, my bike won't be stolen because I don'n need to have them
No screening (which is unlikely), high reliability
Good price and location
cheap prices, availability of bike parks across the city
the quality of the service !
If it would be somewhere else (where i don't have my own bike)
The concept itself is already very interesting.
Fair price, fari bikes and a lot of stations to get and drop the bike.
To be a part of the sustainability of the city
cheap price
Ease
A competitive price and easy to use
cheap and easy to use
Smart technology use (e.g. internet of things). Good quality racing/mountain bikes available on offer
if the bikes were placed at the Hanze and if there were many stations to leave them again for the next person to use
It would have to be really easy to use and not so expensive
Cheap prices, great availability
If you can leave the bike where ever you want in Groningen (flexibility)
Fast rental bikes
The availability of bikes throughout the city
Own Plattform
Cheap price and availability
If it is for free and the app is easy and secure to use.
The conveniency of the system
Low costs, wide spread availability, good working bikes/new models
availability of the bikes around the city
If it's cheap and working really good
Cost, ease of access, pickup places
not having my own bike
an other method to hire a bike
Season Card

Many locations where a bike could be picked up (not only the city center), maybe also some fun competitions once in awhile, like who could draw a funniest picture on the city map with a bike route (since the bikes are connected to GPS, you could see the route a bike took)
Many bikes with good quality and a low price
if it's a free service or very cheap. If it could be used by visitors without registration or credit card need
The price
Price
Price versus OV-fiets
…
low/No cost
when I can have a reach of it anytime, anywhere (even I am out of groningen)
GPS, good locks, usable bikes everywhere
If they offer bikes for tourists
If it was truly widespread across Groningen
i dont know
transparency, active customer care, treats when using bike eg, chocolate
Nothing
The fact that you do not have to pay in order to use the bikes.
Convenience

How would you like to hear about BikeShare050?
Social media
Social media
Social media
Social media
Social Media
Social Media
Social Media
Social Media
Social media
Social media
Social media
Social media
Social media
Social media
Social media
Social media
Social media
Social media
Social media
Social media
-
-
-
Email
Email
Email
Email
Online

Online
Social media, friends
Social media, friends
Facebook
Facebook
From friends
From friends
Facebook
Facebook
Social Media and from friends who have good experiences with it
From friends and appealing visual advertisements
if its good, yes
Newsletters, usually
Social media, email, local advertisements.
Social Media
Email, social media
Over Social Media and friends.
Yes
University or social media (in english)
Social Media/ Email from an University Person (Credibility)
facebook, flyer, posters
University and Social Media
Posters all around the city. Direct Mail based on target group. Social media, but not in form of ads more like videos by people who tried it, or someone who shows you a day with BikeShare050
social media, word of mouth
Idk
I think i would like to have an information stand in the city for a weekend
website
Via FB, friends, seeing them in the streets
Through personal network
through friends feedback or maybe a nice ad
social media, email newsletter
Facebook, Instragram and AD at the Hanze
from friends
Probably online
Email Ads, Social Media, Blogs
facebook, university presentation, free visitor coupon
posters, online (perhaps also social media)
Social media advertisment
Online ad/ Uni
Via social media.
Social media, ads in the city
wouldn't
So so
Flyer, printed media on the streets
Intro video, vlog, testimonial,
from social media campaign
Social media, posters
Dont know
Friends / lecturers / university ads / social media
See them in the city

See it in the streets
Viral trending in my social media, so that I don´t have to like their page or join a newsletter (as I already receive enough regular input)
Social media, Radio, word of mouth
facebook
Friends
Through friends
BikeShare050 becomes the most used transportation service among visitors of Groningen
pretty much any way of promoting it, I dont really have much of a preference.
From University, on FB, on Emails
Social Media, offline ads
facebook, advertising in the University
I would like not to
social media like Facebook
Internet
Social Media, other kind of advertisement in englisch
idk
postmail, adverts
Online probably
Bike drops in the center and a lot of people using them
emails
via email
Experience
yes
FaceBook or email via the university
Cheap
Social media.
Posters in the streets.
Radio or posters in town.
I think more information should be available in social media
Just by seeing it on the streets I would be interested
Doesn't matter how.
Website
From people who use it
social media e.g. facebook
online
Social media, email.
on facebook
Small amounts of carefully designed and placed advertisements around the city.
Facebook, Ads
social media
advertisement on the YouTube
News
social media, i.e. facebook
.
Advertisiments on social media, videos etc.
Social media and advertising around centrum
uni ads
Facebook advert, email
social media, university
Tariffs, availability, growth ambitions, vision

via facebook and from fellow students
From friends and peers or from university
Fb, entourage, website
Social media like Facebook
Social media ads, spotify ads posters in gyms and in uni's for instance
Via own Plattform
Via advertisements around the city and on campus. Maybe also via my student email.
Social media, or a newsletter
Social media, advertisement at train/bus stations, university display
adds
Friends and Uni
By internet
online, when searching for information myself
via advertisement
Social media and through university
Friends, recommendations
advertisment on fb
The price
Ja..
e-mail
Blog
Social media and advertisments across town
see below
email, if i subscribe , otherwise perhaps from hanze or advertisements in the university
Maybe more in the future
Ads on social media, as information provided by the university or the city hall as help for new students
On Social media or website

From who would you like to get information about the BikeShare service?
(156 responses)

University; Geemente Groningen; From fellow students; Online, e.g. from Blogger; BikeShare050 as a company; Other

What country and which city do you come from?			
Country	**Number**	**City**	Number
Germany	71	Hamburg	7
		Oldenburg	6
		Münster	4
		Bremen	4
		Kaarst	3
		Dortmund	2
		Wolfsburg	2
		Vechta	2
		Hagen	2
		Cologne	2
		Freiburg	2
		Leer	2
		Berlin	3
		Sassenberg	1
		Wilhelmshaven	1
		Emsdetten	1
		Wildeshausen	1
		Mainz	1
		Diepholz	1
		Achim	1
		Düsseldorf	1
		Haren	1
		Meppen	1
		Delmenhorst	1
		Trier	1
		Werlte	1
		Stuttgart	2
		Kiel	1
		Aurich	1
		Essen	1
		Lathen	1
		Gronau	1
		Wuppertal	1
		Munich	1
		Darmstadt	1
		Hannover	1
		Norden	1
		Frankfurt	1
		Schwerin	1
		Recklinghausen	1
		Weilburg	1
		Bamberg	1
Spain	7	Donostia – San Sebastian	1
		Sitges	1
		Sanxenxo	1
		Madrid	1
		Valencia	1
		Barcelona	1
		Florence	1

Romania	5	Bucharest	2
		Drobeta Turnu Severin	1
		Constanta	1
		Iasi	1
Italy	5	Salo	1
		Rome	1
		Venice	1
		Caligari	1
		Padua	1
Bulgaria	5	Sofia	4
		Pleven	1
Estonia	5	Tallinn	3
		-	1
		Võru	1
United States	4	Prescott	1
		Washington DC	1
		Portland	1
		Santa Cruz	1
Finland	4	Helsinki	3
United Kingdom	4	London	3
		Staffordshire	1
Lithuania	3	Vilnius	2
		Gargzdai	1
Brazil	3	Florianópolis	1
		Brasília	1
		Londrina	1
Ukraine	3	Vinnytsia	1
		Odessa	1
		Zaporizhya	1
Malaysia	3	Kuala Lumpur	1
		Johor Bahru	1
		Penang	1
Indonesia	2	Jakarta	1
		Batam	1
Aruba	2	Oranjestadt	2
Norway	2	Trondheim	1
		Bergen	1
Macedonia	2	Skopje	2
Vietnam	2	Ho Chi Minh City	1
Latvia	2	Riga	1
		Jelgava	1
France	2	Biarritz	1
		Paris	1
Mexico	2	Queretaro	1
		Torreon	1
China	1	Shabi	1
Ireland	1	Laois	1
Saudi Arabia	1	Saihat	1
Moldova	1	Chisinau	1
Australia	1	Fremantle, Perth, WA.	1

Nepal	1	Don't want to say	1
Slovakia	1	Bratislava	1
El Salvador	1	San Salvador	1
Kazakhstan	1	Astana	1
India	1	Kochi, Kerala	1
Egypt	1	Cairo	1
Syria	1	Aleppo	1
Turkey	1	Istanbul	1
Russia	1	Moscow	1
Greece	1	Chania	1
Argentina	1	Buenos Aires	1
Trinidad	1	San Juan	1
DR Congo	1	Kinhasa	1

At which university do you study? (156 responses)

- Hanze University of Applied Sciences
- Rijksuniversiteit Groningen
- Other

42.3%
54.5%

Are you an exchange or full-time student in Groningen? (156 responses)

- Full-time Bachelor
- Full-time Master
- Exchange student
- Other

14.1%
9%
5.8%
71.2%

What do you study?	
Study program	**Number**
International Communication	42
Psychology	11
International Business and Management Studies	18
International Relations and Organizations	7
International Business	6
Medicine	5
Communication	3
Technology and Operation Management	3
Energy and Environmental Sciences	2
Marketing	2
Marketing Management	2
International Business and Languages	2
Public Affairs	2
Sports Management	2
Business	2
Sport	1
Does it really matter?	1
International Business Communication	1
Physiotherapy	1
I finished my bachelors in Public Relations, not in Groningen though	1
Euroculture	1
Media Studies	1
Classical singing at the Prince Claus Conservatorium	1
Business economics	1
Commerce	1
Arts, Culture and Media	1
LLM International Human Rights Law	1

English Language and Culture	1
Civil Engineering	1
Art	1
Mathematics; Stats and Econs track	1
Law	1
Ecology	1
Chemical Engineering	1
Design	1
Medical and Pharmaceutical Drug Innovation	1
Minorities and Multilingualism	1
Engineering	1
International Law	1
Bouwkunde	1
Mathematics	1
Open Innovation	1
Renewable Energy Development	1
International and European Law	1
Culture Studies	1
Biology	1
Molecular biology and biotechnology	1
PhD	1
Music	1
Medical Science on Oncology	1
Fine Arts	1
IEL	1
Artificial Intelligence	1
Biomedical Science	1

How old are you? (156 responses)

Legend:
- 17-20
- 21-23
- 24-26
- 27+
- Other

25%
9%
48.1%
17.9%

What is your gender? (156 responses)

- Male
- Female
- Other

69.2%

30.8%

Interview Transcripts and Nexus

To allow elaboration on the interviews, every expert interview has been recorded and entered into a standardized form as suggested by Schouten (2006).

Interview file nº: 01	**Date: 20.04.2017**
Year / Semester / block: 2017/ 2/ 4	**Time: 10:25**
Main Topic: Behavior towards new transportation	**Duration: 1:06h**
Place: Van Doorenveste, Zernikeplein 11	
Name of interviewer: Katharina Blenk, Jelmer Struijs, Sander Peeters	
Name of interviewee: Jos Vrieling	
Role of interviewee: Consultant/ Traffic psychologist	
Sub-topics: Attitude change, persuasion to use new transportation, adoption of new means of transportation, communication	

Interview Transcript

[Introduction projects: BikeShare050 & RideShare050]

How would a certain target group e.g. Millennials adopt to new ways of transportation? Do you think this group would adopt easily to new ways of transportation?

[Explanation Millennials]

Are they already living inside Groningen?
For my project, it is international students who are already in Groningen or who become international students, that are still in their home country.

The question why I asked that is, that this is really important to look at the people who are already living in Groningen and people who will be new in the city. Because from several projects I heard and it does not matter if riding a bike or making use of public transport, there is a very interesting example. If you build a new city and you already have the bus stop, you have nothing build but the bus stop is already there that people who get there and see the bus stop then they will be more likely to use the bus stop than if the city is being build and then the bus stop will be put there and then people will get to know: "Oh wow there is a bus stop, but I am used to travel by car or by bike, so why do I need to go by bus?". So, that is really important to focus on the new students and the facilities are there, then it is more likely that they will use it. And on the other hand, if you look at the people who already live there, then it is interesting to make a division of groups. If you have the car addicts, it is very hard to convince them that the bike is easier or cheaper. Because they have one thing in mind: going by car. That is the hardest group. You also have another group, the bike addicts. So, they think it is interesting, but I already drive every day to work or to school by bike. So, why do I need it? The groups in between, one group or two groups, or whatever you define – those are interesting, because maybe they travel a lot using their car but they are willing adapt their behavior. And the people who are usually drive a bike but sometimes take the car, they are also likely to use this new project. That is really interesting to look at what groups do you define and how you will

communicate with them.

[Sequence about RideShare050]

If we have this new transportation solutions, e.g. RideShare050 or BikeShare050 how do you change people's attitudes to use it? Are there things you have to pay special attention to? What is the most important thing? Because if international students always ride their own bikes and say "I don't need it, I have my own bike" how do you convince them that the bike share is much more convenient or better and how do they adopt to this?

Do you also want to persuade students to make use of this bike share and then they will not buy their own bike? I need to know what the project contains.

 [Explanation of the main problem – too many bikes in the city center]

If it comes to new students, just what I said before: I think it is important that facilities are there. So if the they visit the city for the first time that there are plenty of bikes. I heard that right now there are 20 for a test group. But if it will be introduced here in Groningen, you will have a couple of 100 bikes then the first time it needs to be clear that every time they need a bike that there will be one. So that is very important. And also, if there are e.g. flat tires or that they know when they travel from the station to Zernike that there is always enough space to stall the bikes. That is very important, for the new people. For the people who are already here, I think it will be harder, because probably they all already have a bike. If you have to convince them, that it is better – I think that is a hard one. Because then you need to convince them that they should sell the bike they bought for 20, 30 euros and then make use of this project. I think that is hard.

Sander: What I am hearing is that your problem is solved for the international students, because they will come and go. And every new group, as long as there are bikes and they will see it and get it – the existing facilities. They will probably use it, as longs as it is functioning correctly and existing international students will leave anyway and there will be a new group. So that works. And for the existing students I think it will prove itself useful as soon as there are enough bikes, working bikes because for most students bikes get stolen, bikes break down. And instead of buying a new one, they will probably use it.

Jos: Yes, especially if they heard from other students or maybe from friends, that is a perfect project. I have one example in my head: it has to do with Barcelona and Paris. Because there you have the tourist bikes. Everybody knows it, so if you want to visit the city, you just look around or go on the website or other places and then it is very easy to rent a bike. I think if it is a similar project, because this is an international example, so if you do it like that here in Groningen with the bikes – I think that both students and tourists will make use of those bikes. Especially if they are already here and the bike gets stolen or broken, then they are more likely to make use of it.

So, you say, the best way to promote the bike share right now is to keep good communication, good messages to show it works and to let people know it works?
Yes, right now you have with the cars, you have the private lease and people are getting more used to not having a transportation vehicle on your own, but that you rent it. And I think that if you, especially make a campaign here in university or high school that: why should you buy a new bike, when you can also rent it. Then it needs to really cheap, because otherwise they will not do it. Especially people who are here for nine months, they will not pay a lot. So, you make a price for people who are here for four months or also for four years. And it needs to be a good price. That can compete with buying an own bike. They need to see the advantage of it, so the bike is always in good condition, you have always a special place to park your bike. So, if you have a whole campaign with good communication, I think it could work.

[Sequence about RideShare050]

Do you think that for RideShare050 and BikeShare050 to make the payment very easily is necessary? How much does the payment method influences adoption to means of transportation?

Yes, but I think it is: the easier the better. Just like it is with Airbnb or Booking.com, it is just one push on the button. That is very easy, you just have to look for the website and to make a booking that is very easy, for a hotel or an Airbnb. I think it needs to be similar with that, so if you want to make use of a bike or a ride share, it is just one push on the button. And then it should be good. I think that is very important, but how much it will cost that is hard for me to say. People know how much they pay for a ticket with the bus, they mostly know what they have to pay if they go to their work with the car. So, people have certain prices in their head, but I do not know these prices. It needs to be, just what I said, especially if you use a bike as a student who are here for only a couple of months, it should not be too expensive. But also, the students who are here for years. That needs to be a good price and especially the facilities should be good. One push on the button.

[Sequence about RideShare050]

Paying extra for a bike or a rideshare, would keep people from doing it because they have to pay a bit more. But if they see the rush hours and that they are stuck every day, have to leave early, never find a parking spot either for bike or car – would that help us promote our projects? Or would that not have any impact?

Yes, I think so. It is true what you say that the traffic jams are just in fornt f Groningen. But on the other hand, Groningen is one of the cities where you have the most time in the traffic jam compared to the distance you have to travel. In that way, it is already a problem, because you have the traffic lights on the highway here in Groningen. Because of the road workds, the next few years will be even worse. So, people are willing to change their behavior and go by public transport or by bike. I think it is hard to, because on one hand you have the reward that people will not take their car during rush hour, so they want to be rewarded. On the other hand, they are willing to pay for a bike or public transport. It is hard. I think with the reward it is more important than the fact that they are in the traffic jam or cannot find a parking place.

The costs and rewards are more important than the inconvenience of using the, for them, better option?
That is what I think. Because people are used to be in the traffic jam for ten minutes or fifteen minutes and because of the road works it will be maybe twenty or twenty-five minutes or longer. We do not know that yet. But if there is no reward, people will still use their car.

If you think that people will take the bike and a lot of people get rewarded in the beginning, but after a while it is normal. And then they might think: it is not very busy on the roads, so I can take the car. And that is how it always going, traffic has its ups and downs. And if everybody thinks like that, it will be crowded again.

I understand what you mean. Well, the projects are mostly about half a year. So, people who are signing up for this project they will be adapting their behavior because they want this financial reward. And even if they see that there is enough space, still the reward is important.

But you have to keep promoting or keep the reward so the people will keep using it?

No, I think if you sign up for this project then you are obliged to adapt your behavior to get this reward. And it is not possible in between to do other things and drive.

How can we make that long term relevant then? How does it get "normal"?

There are a couple of projects, I can send it to you via e-mail, who are monitoring those projects and the behavior of people. And then you can see if the behavior is hold onto or if after the reward people show their normal behavior. But I do not know for sure what period you have for a sustainable behavior change.

If you do a communication campaign based on persuasion techniques that tap into the social need, like you belong to a group when you use this bike, is that a thing? Can you persuade people, if other people use it?

[Explanation basic, social and self needs in persuasion]

From psychological experiments and projects, you see that the social norm is very important. If your boss says to you: "you have to do this and that", but you also hear it from friends and family and other students, you are more willing to change your behavior than if you have just a marketing campaign. So the social is very important. But if you compare it to your self needs, it is very hard because people change their behavior rational. But most of the time you change your behavior and you are not aware of it, people will not sit in a chair and think "I have this, I have that". So the choices people make are mostly unaware. The social impact is I think more important than what you – what was the last need again?

[Explanation self needs in persuasion]

Well, I am a traffic psychologist and this has more to do with social psychology. One thing I know for sure is that social impact is very important. So like smoking cigarettes, now we have this campaign if you are pregnant the people around the woman should not smoke. That social impact is very important. Because if, the woman she wants to smoke but knows it is better for her that she should not smoke. But if the people around her keep smoking and offer her cigarettes, then she is more likely. But this is a hard one – I do not know for sure. If I am an environmental geek of whatever, then I will not use cars very easily or even never. And even if the people around me like the boss, or the family will say "use your car". Then the self needs will not be overruled.

[Sequence about RideShare050]

I cannot answer the question because it is too hard for me as a traffic psychologist. But I know the social impact is very important, but I do not know if it is more important than your self needs.

So, it has to do with the group pressure?

That is an important one!

[Closing]

1. Adoption
- Difference between students who are already in Groningen and new arriving students
- If facilities are already available, people much more likely adopt to it
- Divide people who are already here: car addicts, bike addicts, people in between
- People in between: most likely to adopt new transportation

2. Attitude change
- New students: facilities should be there – plenty of bikes
- Make sure there will be a bike every time they need one
- Change is harder for the people who are already here – maybe if you heard from friends and family that it works they might use it when their bike is broken or stolen
- Make the service cheap and have an effective communication campaign about it
- People need a reward for changing their attitude

3. Convenience of payment
- Make it as easy as possible: "one push of the button"

4. Persuasion
- Social impact is important
- Not sure if it is more important than self-need

AFS, 2006

Interview file nº: 02	Date: 21.04.2017
Year / Semester / block: 2017/ 2/ 4	Time: 12:55
Main Topic: Persuasion/ Persuasive communication	Duration: 1h 07min
Place: Oude Kijk in 't Jatstraat 26, Building 1312	
Name of interviewer: Katharina Blenk, Sander Peeters	
Name of interviewee: Prof. dr. John Hoek	
Role of interviewee: Professor Persuasive Communication, RUG	
Sub-topics: attitude change, awareness, target group, persuasion techniques, longitudinal change, prevention of risks, gamification	

Interview Transcript

[Introduction projects: BikeShare050 & RideShare050]

How do you change attitudes of certain target groups in order to adapt for example new ways of transportation, and what is the most important aspect: is it the message, the channel, the message source or exposure by the target group towards an information?

Well that is the big question: how to persuade people and what factors to take into account. There is a quite prominent model describing behaviour, that is the theory of reasoned action from Fischbein and Ajzen and it is a static description of what is important in predicting behaviour. So, I think it is pretty interesting as it gives us a list of elements that are useful to think about when doing the persuasion. You have the attitude part, the social norm and the self-control as it is called right now I think or self-advocacy. And those predict intention to behave and then intention predicts behaviour itself plus behaviour is also dependent on the actual obstacles that are there. So if there is no one there with a car, to share a ride with you will not do it. But also your own skills, your own practical skills to perform the behaviour. So, maybe you want to take someone in your car but you don't have a drivers license that is also a stopper, right?

Or you cannot ride a bike?

Yes sure, if you can't ride a bike, the bike sharing is also out of question. So that are basic concepts that are important to think about and I think the message from the TRA is that all of them [points at elements of TRA] are important. In some cases a little bit less important than in others but all of them are important. It is possible to do a two step approach and just first go to your target group, ask them what they think and what are their beliefs about the behaviour about sharing rides and sharing bikes. And then how they see the social norms, do they think their peers will applaud that they share rides and bikes? Or do they think "I am stupid" or whatever? And also what they themselves think they can manage to do. So can they go to this bike share point or can they unlock these bikes with blablabla. So in this case it might be not too important but those are the three important predictors. Well, it maybe worthwhile to just start with step one and go to your target group and ask them about these aspects, right?

[Sequence about RideShare050]

We rely on self-report of people and that may or may not be valid, so there might be also social desirability involved. People say: "Yes I am really into the sustainable and blablabla" but in fact their intention to perform this behaviour is a bit less than what they portray it to be. Social desirability always plays a role in self-report research and that is what we have to deal with but still there is a real connection between intention and behaviour. Of course, there are obstacles in between.

I first need to create awareness of the service and then try to persuade them. Because, so far it is not known. Do you think it makes sense to first raise awareness and then try to persuade them or do it like in one step?

You may do it in one step. If you say it is available, then at the same time you should make sure that people perceive it as desirable also. So that could be in one go, but you have different target audiences, right?

The bike share is for all kinds of target groups, but I am focusing on international students. For me it is basically people who come here to study either an exchange semester for a couple of months or longer up to several years like a Bachelor. And they fall of course into the age group of millennials. Do you think there is something I have to look out for when talking to that target group? Is it different to talk to millennials than it is for other target groups?

I don't know. I think it is just important to talk to them or a few of them. Maybe even before, like a qualitative study to get to know your target audience. Talk to people and ask them questions in this direction but also maybe even broader like "I am planning to do this: what do are your thoughts about it?" Maybe, even an unstructured interview could help to identify important aspects of it. And also, maybe because you are also interested in what are the channels that I can use to reach these students, ask those for the channels they are using. Ask if they look at their e-mail often or which e-mail. Is it their own Gmail or their student e-mail. And do they look at Nestor and do they look at I don't know. That maybe worthwhile to ask them, where do you get your information. That may be very different from the regular student perhaps – I don't know.

So, like the Chinese students use another messenger than Whatsapp?

Yes, that is very important to know. Well, if you know these media that are important, there are a few strategies that you can apply. So, one is more related to the social aspect of the whole thing. And I am more and more convinced that the social aspect of persuasion is really the most important. You can use arguments for something why it is good for you and blablabla. But most of the time the social arguments, the descriptive norms and the injunctive norms are the most important. And to make use of this social pressure to get people into one position or to do something, is to ask for assistance of important people in the network of the target group. These people are so to say, the opinion leaders in their network. I am not quite sure how to identify those people.

These might be different for every single person?

Yes sure, but in sub-cultures there might be people they get in touch with regularly.

So, let us say, international students in Groningen is a sub-culture?

Yes, but maybe also divided by nationality if that is possible. So it is possible also that international students have an international students organisation that you could target as a first group to transmit the information about the bike share to the members of the association. That always helps, if people they trust give them information then they pick it up more easily.

So, you say the social norm is the most important thing right now. What I found is that the social norm and evaluation of previous behaviour leads to the most stable attitude changes. What is your

thought about that?

So, you mean existing behaviour?

Yes, like today a lot of people cycle, so the switch there is to take a different kind of bike and instead of using their own bike, use a shared bike. And with ride share, the step to not drive by yourself but take a stranger with you – so this step. How do you see that in the model and the process?

It depends a bit whether the new behaviour is really like building on the old behaviour like the bike example or whether the behaviour is also involving other aspects like in your ride share. Because, riding your own car is like in your own safety and in your own social environment – but if you let someone in that gives rise to new things, new phenomena. Suppose you are a very shy person who doesn't like to be around people a lot or around all people. Then that is no problem if you just go and take your own car, but it maybe become a problem if you have someone you want to invite in, in your own car. It is not only an adition or a little change but also adds and extra dimension to the process. And people may react differently to that extra layer so to say. That really depends on individual preferences.

There is this model, Elaboration likelihood model. And I guess for Bikeshare as well as Rideshare we need to have like constant change. So, there is the peripheral and the central route. We basically think we want to achieve the central route right?

Yes.

Because it is like a change, you won't change in two weeks again. Isn't it?

Yes, it is a nice model. It is also an old model and still very useful to think about the whole process of processing a message. So this is all predicting [points at elements of TRA] behaviour, but processing a message comes before that. So you can link them both. So you give them a message and then either you go through with it like really argument by argument and thinking really deeply about it. Then you get a really strong attitude. Or you go like the peripheral route and see an expert says it or it's an attractive person on the bike, my favourite colour and then you get a more like weaker attitude. That is less resistant to counter persuasion. But it's also a model, and as I am thinking about it longer: the influence of the social norm is not really a central route thing, right? It is about "Oh all these people do it so I'll do it too". It's typical a peripheral route thing. But it seems to be the case that this descriptive norm is really doing things to people. Like if there is enough people riding your bike or sharing the rides then you create a tipping point and then everyone thinks: "Oh that is perfectly ok and we all should do it". And it is not because people process these arguments very deeply.

So, it is more the social norm that you see other people do it? And then it is not who is doing it, but the number of people who are doing it?

Yes. Sometimes also who is doing it.

If you connect that to the current hype culture [explanation of hype culture], but because there are so many hypes – people get a bit allergic to hypes. So, if they see: a lot of people are taking the bikes, then they will not take the bike because everyone is doing it. So, how does that influence that process?
I am not sure. I don't the real data for this but intuitively I would say that some hypes get like entrenched in our daily existence. And others go away.

Okay, so it's depending on the value for your daily life?

Yes, and some things really keep coming up again and again. For instance the emancipation, there is the change for women's rights so to say. Depending on the scale, that gone very quickly in a sense. That women got more rights and became in all senses equal to men. But also when I was a farther for the first time, I was one of the very few men that went walking with their children in the daylight. In two hours walk I saw one man doing the same thing, but in the time after that it became explosevily more and now it is really normal. So you could say: is it a hype? No, I don't think it's a hype. It is a real substantial cultural change. I am not quite sure what differentiates the hype from the real cultural change. That is an interesting question.

[Sequence about RideShare050]

How do you prevent that kind of dip [of a hype]?

I think that is really difficult. It depends a bit on the perceivd benefit of the change. If they really feel: wow this is really cool, riding my bike in the city. I feel the wind and the sun and sometimes the rain, and I don't care. I feel good. If that's the effect they see, they experience, that can help to sustain the behaviour. But if they do it willy-nilly and just because they can't use that car, as soon as the car returns they are off their bikes. It depends a bit if the benefit is real. That is also with some diets, some diets are really popular sometime, but when people think: wow I list some weight but then gain again, then they quit.

So it is really important to let people see the actual benefits of keep doing it? Apart from the busy roads because of roadworks, but the actual benefit?

Yes. That the feel it.

So this would also be for Bikeshare with the city being crowded with bikes. So then foreign students they can use bikeshare. They also need to buy a bike, and if it's broken it is also a lot of repair costs and it gets stolen frequently. So, you could maybe say: use the bikeshare you always have a bike, right? That would be like a huge step forward. Because so often my bike was broken and then I had to take the bus, which was annoying.

Yes, and get these bikes maintenance every once in a while? So that they are repaired?

[Explanation repair system BikeShare050]

Has it been implemented in other cities already?

[Explanation other bikesharing concepts in different cities]

I think it might be that it is very dangerous to ride your bike in big cities but it is also difficult to ride your bike here in the Netherlands.

Yes, that might require some sort of training. Like social training. And also the "gelijk groen", so at a junction all the cyclists have green at the same time. There is some conversion to the bike has a precedence for the ride. So when people are in doubt, people take that.

[Discussion about "gelijk groen"]
How can we create awareness, especially for international students when they are riding those bikes that they can use it, that they are there and how to use them in traffic? Because nowadays, when an international student comes here, he or she has to choose himself to buy a bike and it's a conscious decision: "Ok, I know how to ride a bike so I can buy it". But if there is just a bike then you can just like: piep and you get it. Is there a difference in the decision to get the bike if it is your own or is you can just rent it? Knowing you can cycle or not?

I am not sure I understand your question. Can you say it again?

[Sander asking the question in Dutch]

Yes, I think so.

How can you prevent people from just getting a bike, without being able to cycle? That might be a big problem.

Yes, that is a big problem. Well, I am just freely associating but I think that could be done, but that's too big I think. Is like a sort of campaign for also the bikers that are already here and that can already bike very well: Please take into account that some people are here, some international students, that newly arrived – cannot bike as well as you. Please give them some attention, give them a break and don't be too hard on them. Or something like that.

So a bit like the campaign with the motorcycles in the traffic, that motorcyclists are more vulnerable?

Yes, something like that. But that is just a thought. I am not sure. Because if the international students who cannot bike very well go and massively use the share bikes, then we will get a lot of those people who go like this [makes swerving movement] on the streets. Other people will also be a bit annoyed by that, too.

And that would get a negative view on the bikeshare?

Yes, and there might also be semi-incidents. That's an important point, but I don't know how to solve that. Some kind of a training, but maybe a video clip showing the most important tricks for beginning cyclists. Like try to bike on the right side of the road, as far as you can. Try not to be in the middle, because then people may not know what direction you want to go. Yeah, I am not sure.

Awareness about cycling itself is an extra element for bikeshare I think, especially for international students. I made a survey, and I sent it out to international students and some said it would be nice to know how it works with the bikes and everything. Maybe you can make a YouTube video was one of the answers. So, you could not only do YouTube videos about how to use the bike in like how to unlock it, but also "how to survive in Dutch traffic".

Yes, and one of the issues could be the "gelijk groen" at crossings. Because if you get an accident, then you won't use the bike again I think. Because it might be too scary.
Or like the informal rules in the city centre? Because there are a lot of rules, but nobody follows them.

[Explanation informal biking rules in the centre]

So maybe something for first-time users of the app, like in the gym – you first need a training.

But also a bit fun, so not too serious.

But if there is a required training, then it's maybe a little bit too much of a barrier?

Yes. Instead a video could cover the basic do's and don'ts of using a bike in Groningen.

[Sequence about RideShare050]

I have one last question. It is just a really general one. Because I have to make a communication campaign plan, do you have any recommendations for cases I can look at. Any communication

campaigns that were really persuasive?

Well it is really difficult to know exactly what will hit the spot. Some things go viral in an instance and some things that are very similar, don't do anything. It is really hard, you have to be lucky sometimes. What is a good campaign? If your audience is pretty much internet based, then that would be like the social media thing the way to go. And then you can think of even of paid advertisements on Facebook or Instagram. That's closest to home I think.

Katharina: I think you can also geotag it, so the people who are in Groningen they will see the advertisement and not other people. So, if the app knows that I am in Groningen, it will show me the advertisement.

Sander: Or just combine it with apps like Google maps or other travel navigation apps. And if you're asking: I want to go from here to there, then not rideshare or bikeshare is an option.

[Discussion about how it is not feasible to alter Google Maps]

I also have another question: what is your idea about gamification in these projects?

Yes, I was thinking about games too, but I was not really sure and I am not really up to date with the effectiveness of games. I think it is very popular to use games for everything, but I am not sure whether people would want to play the games. You have to be lucky to have a game that people will think is really fun. Other games maybe boring and people don't want to do it.

Yes right. With gamification I also mean is more the fun element […] like that you are collecting points by driving together or something like that. So that kind of game elements.

Yes, I like that. Absolutely, that could be the reward for the driver if he takes someone, he collects five points.
And then maybe assign something to the rewards? Like you get something when achieving many points?
Yes. Yes!

Sander: And with the bikeshare?

Katharina: We already have the GPS tracking in the bike lock, so you could do the same. Because you are so healthy with it, the app could tell you "you cycled 20km today – I am so proud of you".

[Discussion/explanation about lock of the bike]

I think with the bike share you can like earn points, that would be also a good idea. And then you know: shall I take the bus? No when I take the bike, I will get my extra points and then I will get that blablabla.

I also think that fit and healthy is kind of "in" right now, so people might be able to also post it on social media. That might also help, like "I cycled 20km today". Because there are people who are running and every time they went running, they post from the app and share how long they ran and how fast.
Yes, that is definitely possible. Or they can with the points they earn, they can have some healthy thing.

Or after using the bike 10 times, the 11th time is for free?

Yes, that is also an example.

One last theory question. I found this "6 principles of influence" from Caldini. And you talked about the social proof, that people look at what peers are doing to guide their decisions, and that this is basically the most important, right?

Yes, I am converging on that.

So the more bikes you see in the city centre the more it will be used?

Yes, for sure.

[Sequence about RideShare050]
[CLOSING]

Description: summary of transcript and comments

1. Attitude change
- Theory of Reasoned Action (TRA) from Fishbein and Ajzen gives us a list of elements to think about when trying to persuade someone
- Attitude part, social norm and self-advocacy: predict intention to behave
- Intention predicts behavior
- Behavior is dependent on obstacles, e.g. if you cannot ride a bike
- All elements are important
- Three step approach: 1. Ask target group about beliefs towards bike sharing 2. Examine the social norm – will peers like that behavior 3. Ask them if they can operate the service
- BikeShare050 builds on old behavior, which is easier than facilitating new behavior

2. Awareness
- Awareness and persuasion should be done in one step
- When saying it is available, it should also be presented desirable

3. Target group
- Important to talk to them, maybe an unstructured interview
- Through which channels can the target group be reached: possible differences in cultures
- Audience internet based: social media

4. Persuasion techniques
- Convinced that social aspect of persuasion is the most important
- Social pressure: ask for assistance of opinion leaders in the network, e.g. international students association
- Elaboration Likelihood Model: comes before TRA
- Although social aspect is peripheral route, it is convincing people
- Either how many people do it (quantity) or who does it (quality)
- 6 principles of influence (Caldini): social proof is the most important

- The more bikes are seen in the city, the more it will be used

5. Longitudinal change
- Some hypes get entrenched into our daily existence
- Interesting question: what differentiates the hype from real cultural change
- If change is perceived as a real benefit
- Pleasant experience sustain behavior
- Benefit BikeShare050: always a bike at hand, no repair costs

6. Prevention of risks
- International students who might not be able to bike and use BikeShare050 could be a risk to themselves and to the reputation of the service
- Campaign idea: "Please watch out for each other" targeting experienced bikers
- Campaign idea. Training or training videos for beginning cyclists in Groningen, including a fun element too

7. Gamification
- Popular to use games
- Need to be lucky that game is successful
- Earn points for every kilometer you cycle, be able to share points on social media, reward could be free rides or coupons for healthy supplies

AFS, 2006

Interview file nº: 03	Date: 26.04.2017
Year / Semester / block: 2017/ 2/ 4	Time: 09:55
Main Topic: Behavior towards new transportation	Duration: 51 min.
Place: Heymansgebouw	
Name of interviewer: Katharina Blenk, Jelmer Struijs, Sander Peeters	
Name of interviewee: Karel Brookhuis	
Role of interviewee: Traffic psychologist	
Sub-topics: adaption, target group, motivational incentives, longitudinal change, campaign message, prevention of risks	

Interview Transcript

[Introduction BikeShare050 & RideShare050]

How would a certain target group e.g. Millenials adopt new ways of transportation? Do you think people are likely to use these services or do you think they will resent these offers?

Acceptance is of course dependent on how you present it. That is most of the times an open door. Second is if you talk about that target group to be through internet – that would be also an open door. You already know that. And to make it attractive, that is the third one – also an open door. You already know that. So, what I would suggest in this case is make some attractive app or something and try it out. That is the most – let's say – feasible way to study the chances you have. And that is quite difficult to do because some people are really good at making attractive apps that everybody uses. And some fail totally. It's not always easy to understand why. One is successful and the other one is failing – It's difficult most of the times, because it is quite unclear what is really attracting people. Making a lot of noise is mostly something that helps.

[Summary of previous interviews]

John Hoek said that if the bikes are frequently seen on the streets or if everyone does it, then people are more likely to adopt that behavior. Do you think so too?

Yes, that is one thing. Of course. If you see a lot of busses, you think busses are normal and probably a normal way of transport. If you see no busses and someone tells you "Go by bus", then you are like "A bus? What is a bus?". Of course, that is also an open door. That helps of course. But getting a start is most difficult mostly and probably the best thing you can do is to bring it to the people, tell them and give for it free. If it's not for free anyway?

Not really. Maybe like the first trial could be?

Yes, but not one trial. You should give someone a couple of trials. For free. That's the most successful way of introducing new ways of transport, because people are normally are not very keen on changing transport mode. Of course, that is also an open door. So, I'll explain a lot by open doors. And for instance, there is an example of that. In the south of the country there was a big renovation of one of the highways, I think the A2. The municipalities and the province tried to convince people to

take public transport and it turned out that the best way to do that was to give them free tickets to not one or two rides but for a couple of weeks. In order to get them accustomed to it and let them actually feel, let them be engaged in this and show them that it's comfortable. As soon as they feel it's comfortable, they are more likely to adopt this new way of transport. And the same would work here I guess. If you give them for some time a free ride, say for a couple of weeks. Two weeks maybe, I don't know. And it's easy and there are easily found and there are easily hired and easily got – then people find it attractive. Especially for international students. For whom transport by bike is not very usual.

And maybe if they come new here and they see "I can try out this BikeShare050 for like two weeks" then maybe they don't start buying their own bike?

Yes, that is one thing you should do. Together with the municipality we have these cycle tracks from the center to Zernike. We cooked that up, I was involved in that. We found that instead of one track through the Zonnelaan which was problematic, we found two other ones and now the distribution is going quite well. It's very successful actually, I think. And what we had to do is, and that would be my recommendation, what you should do is to inform the students with their first – let's say e-mail – they get: Welcome to the University of Groningen or Hanze Hogeschool. It will start in September. You get that in July or August, when you go by bicycle there are these transport modes blablablabla. Before they enter Groningen, and make decisions like buying a second-hand or third-hand bicycle. Given them that opportunity and make them accustomed to that before they come. That is really a pre-condition that helps.

That sound really good. If you already are a car-addict in RideShare050's case or a bike-addict in BikeShare050's case – can you change the current behavior of those people as well? So, if I have a lot of international students here, who already ride a bike, can you convince them somehow to use the BikeShare instead their own bikes?

That's difficult as I said before. When people are accustomed and adapted to their way of transport. That is for example a car: it is very convenient, it is very comfortable, you sit on your own and you can itch your nose and these kind of things. So, it is very private and that is of course one of the difficulties you have to overcome. As I said before, the one thing that only helps is to show people and let them feel that an alternative way of transport is a) possible b) can also be comfortable and has advantages. A second way of doing that if you have a peer group, you always have a peer group, some of the – let's say – leading fellows in the peer group. Take them out and convince him that he should give the example. Do that and others will follow.

[Sequence about RideShare050]

How do you facilitate long-term change? Even after let's say the "Ring Zuid" is done with construction? How do people for example stay ride-sharing?

Some changes, like changing transport mode completely like going out of the car and on the bike, that might work because there are other aspects. They are valuable, like health of course and the surroundings – air pollution. That kind of things. So, there should be real real real reasons why people might continue doing that. That is also working for individuals themselves.

So, they've seen the values and continue?

Yes, you should feel the value. For yourself. What is in it for me is always very important and you go back to the comfort of your own car if riding ridesharing is in a certain percentage at least uncomfortable.

[Sequence about RideShare050]

I know that you are not a communication expert.

Not at all.

Nevertheless, because I am at creating a communication campaign. I have one communication question – and maybe you can answer it. The thing I am struggling with right now the most, is to find a suitable message of the campaign. What do I tell people, so that they use this bike?

You're maybe talking about really the content, so how would you frame that? How should it look like?

Yes, exactly.

The one thing is to start, is a problem that we always face in traffic as well, is how can you attract attention to it in the first place. Because, for all kinds of messages that are relevant for them. You think at least are relevant for them or should be relevant for them, is how you could attract their attention in the first place? That is always difficult. Now in traffic for instance in science we know how to do that. By means of flashes or whatever, that is involuntary attracting somebodies attention – visual attention. And you need probably maybe in the first-place visual attention and then in the second place maybe auditory. Depends, I don't know. And about content, you should try to find out what the preferences of your target group are. What kind of things they like, what kind of singers they like, or what kind of melodies are popular in that moment. And what kind of pictures are popular in that moment. I have no idea, how that works. And that is something maybe you should do or you could go to the University of Tilburg, they are very good at that. In Tilburg they have people working on economic psychology actually. Those people work with advertismentsand such and know how to do that. I know they do research by means of eye-movements and fixation times and that kind of things. What colors are, what different types of pictures or icons or whatever attract attention. And the second thing is, what is also important, it should be something that appeals to people which also means it should probably be familiar in some way. That they should recognize it. Something that is belonging to them. So you first have to find out: what belongs to your target group? What kind of things do attract them? What kind of things are popular? That is the first thing: but that is also an open door of course. And how the content should look like? I have no idea.

In our last interview, we came to a point that especially with foreign students, a lot of them don't know how to ride a bike. So, they don't know how to cycle. Right now – if they want to ride a bike they have to buy a bike. So that is the step they have to take, being conscious that they don't know how to ride. But when you make BikeShare050 available, so taking a bike from the streets, without being able to ride. How do you see that?

You need to take care of that. And that there is some training facility. Well, let's put it this way: I told you what you should do with all these type of things like the paths we invented to the Hanze. The same applies to this ride facility. Bikes available for use, not owning this bike. But what you should do is tell them beforehand that this exists, how it works and of course offering a training facility. Because if Chinese people come here, then well they might have some training because in China a lot of cycling is done. But people from Spain or I guess from the Eastern Parts of Europe. They are not used to cycle at all. They have probably never done that. So you should take care that there is a training facility for them. They enter Groningen, they are interested in using a bike because it is cheap and if you have such a facility it is always available, and maybe not completely comfortable but in one way it is because you can get anywhere. If you convince that then the 5th thing you should offer is a training facility. And maybe you should do that with some student groups that are prepared to be there. In the whole circus that is now already in August before introducing, the KEI-week. What you should do, is to go to the organization of KEI-week and tell them that one of the things that they should organize is a training facility for this new project bike share.

That would be actually amazing. Just get a few BikeShare050 bikes and…

And let them try them. It's good for KEI-week, good for their advertisement, see how well we work – you should tell them of course of it works. And second, there are always volunteers, lots of volunteers for the KEI-week. And probably it is fairly easy to convince five of them or maybe even ten to let student from other countries try it out in the KEI-week. And have a training facility, take care that you have a training facility premise, where you could use that and practice. Because you should not practice in the city center just like that. But you can probably talk to the university and college van bestuur and Hanze Hogeschool college van bestuur and get some area where you can train.

Like in the summer the parking lots are empty at the Hanze?

Yes of course, that is the same with the university in August. All the parking lots are also empty. That would be feasible, but should go through the KEI-week organization I think. Convince them that this is a way to please the new students. To help the new students. And probably it works. Just like it works, what we saw with these new tracks that tell people this is the way to go to Hanze Hogeschool or to the whatever university at the campus.

Yeah it really works, right?

It works like hell. Already, the track from here [Heymansgebouw] that is really new with the red road, that all helped very much. And you see it is very well used. Very well used, there is only one critical point left and that is Eikelaan. Well, we are still talking about how to do that. And the municipality is now looking at the possibility to for some time at least, either make a traffic light or give the bicycles right of way.
Have you seen the cars there?

[Laughs] Yes, yes that is what I am thinking. I know I know. An extra traffic light is also a problem because there are on the Eikelaan three traffic lights already and they are reluctant to do a fourth one. But I said to them that there is a third one, in direction of the east is probably not very helpful if you cancel that one, well that's my idea. Well, it [routes to Zernike] is very successful and probably will be continued, I think that this type of start with new students, they are new here, that helps.

And then they don't have to buy a bike?

Yes, that is also another thing.

Yes, you don't have to pay for repairs and all that?

Yes, and they are not stolen. Because they are open in principle. And they are everywhere. And one of the problems that students have of course is that these cheap bikes are easily be stolen. Because, people don't feel really bad if they steal a very cheap bicycle.

[CLOSING]

1. Adaption
- Acceptance is dependent how service is presented
- Service should be made attractive to target group
- Making a lot of noise usually helps
- Seeing it on the streets frequently would help

2. Target group
- Internet based
- For new arriving students: send e-mail before they are arriving with information about BikeShare050, before they make the decision to buy a bike – *make the accustomed before they get here*
- For students who are already here: show advantages of the service and search for leaders in peer groups to lead an example

3. Motivational incentives
- Free trial period (e.g. two weeks) would facilitate that more people try out the service and probably stick to it after trial period
- Show that service is convenient

4. Longitudinal change
- There should be real reasons for longitudinal change
- People should feel the value for themselves
- For bikes e.g. health, air pollution etc.

5. Campaign message
- Attract attention
- First visual attention, second: auditory attention
- Content: find out what the interests of target group are
- Message should be appealing to target group: familiar, recognizable

6. Prevention of risks
- Training facility for inexperienced bikers
- Include in KEI-week
- Training facility premises on abandoned parking spots in the summer
- BikeShare050 could prevent many cheap bikes form getting stolen

AFS, 2006

Possible Student ambassadors

The following list is composed to give examples for possible student ambassadors. However, more student associations are thinkable and further research is encouraged. With buddy programs, students are meant that take along newly arriving students during their first days, pick them up at the airport, show them the university etc.

Media Tool 13: List with possible student ambassadors