



I-Travel York of York Council

Sustainable Travel Marketing and Communications

i-Travel York Marketing and Communications Plan 2012-2013



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10.0

1.0 Introduction

This Marketing Plan has been produced as an implementation plan to deliver year one of the i-Travel York Programme Marketing and Communications strategy. A separate Marketing Strategy and Situation Analysis have been produced to inform and support this plan. It is expected that the i-Travel York Marketing and Communications Team will use this plan to guide all activity between May 2012 and March 2013.

The overall modal targets for this programme are to have the following impacts on modal shares by 2016:

- A 20% increase in cycling trips (just under a 5% per annum growth)
- A 10% increase in walking trips (just under a 2.5% per annum growth)
- A 10% increase in bus use trips (just under a 2.5% per annum growth)
- A 2.5% increase in car occupancy
- A 2% reduction in car driver trips (compared to the base case of a 4.5% increase in car driver trips)

This will be supplemented by the work delivered as part of the Local Transport Plan 2011-2031. However, this programme is outcome focused and seeks to deliver the infrastructure (whether directly or indirectly through the LTP), information, awareness and opportunities for those living, working/visiting York to reconsider their travel options for the immediate and long term.

This i-Travel York Marketing and Communications Plan will contribute to achieving these targets in the following ways:

- Describing how we intend use marketing and communications techniques to achieve modal shift
- Outlining how all projects, events, and communications fit within this programme, showing commonality and unification of message
- Explaining how we will achieve our programme Vision
- Detailing campaigns designed to win hearts and minds – supported by the projects and capital schemes in place

A separate Communications strategy and plan has been developed by our City of York Council Marketing and Communications Team. This plan outlines how we intend to communicate the purpose and scope of the i-Travel York Programme for both stakeholders and customers (the public).

2.0 Our Vision

Our i-Travel York Vision is:

“The programme will contribute towards reducing congestion and emissions by reducing the impact of transport on the environment and so enhance the city’s prosperity and growth potential. It will deliver an integrated programme of personal, business and school travel planning combined with targeted infrastructure enhancements to increase people’s travel choices. The primary focus of infrastructure changes will be the Northern Quadrant of the city where there are high numbers of short car trips to employment and retail destinations.”

2.1 Our Mission Statement

Our Mission Statement for how we will achieve our Vision with our programme is:

“We will inspire people in York to help look after our city to keep it moving and keep the air clean, by considering their travel options before making a journey to make the right choice for them and York.”

This calls for a strategic targeted approach to our marketing and communications activity. We will design our activities to target specific segments of our customers rather than deliver mass communications which can reach a large proportion of people with messages too generic to have any significant impact upon an individual recipient.

2.2 The role of Communications and Marketing

The role of marketing and communications activities within the i-Travel York Programme is:

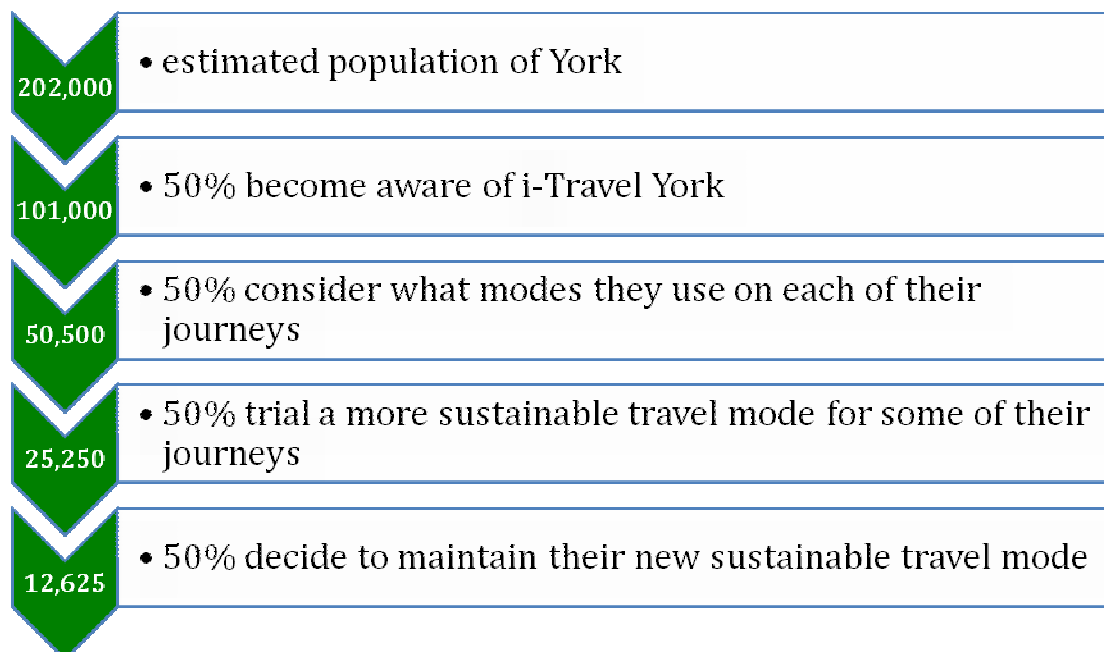
“To engage our customers with targeted communications which inform and influence, to increase the uptake of sustainable travel modes”

2.3 Marketing and Communications Aims

Our Marketing and Communication Aims to achieve by 31st March 2015 are:

1. To raise mass awareness of the programme – this will result in a 50% awareness measure of the campaign. For people to understand that it exists to help people make informed travel choices that are right for them and York.
2. To get 50% of people who are aware of the campaign to take the time to consider what modes they use on each of their journeys and to assess if there is a better option that could be of benefit to them and York.
3. To get 50% of people who consider what modes they use on each of their journeys to trail changing their travel mode from driving a car to a more sustainable option.
4. To get 50% of people who trail changing their travel mode from driving a car to a more sustainable option to continue travelling using a more sustainable travel mode.

Based on an estimated York population size of 202,000, this should result in the following by March 2015:



To achieve an awareness measure of 50% we will aim for the following trajectory:

- 25% by 31st March 2013 – resulting in 6,313 people changing their travel behaviour
- 40% by 31st March 2014 – resulting in an additional 3,787 people changing their travel behaviour (10,100 in total)
- 50% by 31st March 2015 – resulting in an additional 2,525 people changing their travel behaviour (12,625 in total)

We will measure this via annual surveys (either telephone, online or paper) that will be conducted at the end of March each year.

2.4 Our Marketing and Communications Objectives

To achieve our Marketing and Communications Aims we will achieve the following objectives to progress consistently towards our aims, maintaining momentum month on month:

1. Drive 2,000 unique users a month to the i-Travel York website (there will be a peak at the launch)
2. 1,000 users a month using the i-Travel York website journey planning tools
3. Increase the 'likes' on the i-Travel York Facebook page by 100 a month
4. To increase the number of Twitter 'followers' on the i-Travel York account by 50 a month
5. To obtain 100 new email addresses a month to include in database for email marketing (this could be more if we choose to build it into the online planning tool)
6. To engage with 5,000 people at face-to-face events by 31st March each year
7. To secure 4 pieces of positive press coverage per month

We will achieve our objectives by delivering all of the elements outlined in this Marketing Plan.

2.5 Our Marketing and Communication Process

To work towards achieving our Marketing and Communications aims and objectives we will follow this process:

1. To **understand** our customers and use this understanding to inform our activities
2. To provide our customers with accurate, targeted and accessible sustainable travel **information**
3. To actively **promote** sustainable travel modes as a viable and beneficial alternative to car travel

3.0 Our Identity

To ensure our programme is unified and our customers identify with it we have chosen to develop a brand and website. Our website will also act as our core communication tool to provide our customers with the information they need to be able to consider their travel options before making a journey to make the right choice for them and York.¹

3.1 Our Brand

Our customer-facing brand for this programme will be 'i-Travel York'. This was agreed following feedback from customer focus groups, by the i-Travel York Steering Group and Cabinet Member.

'i-Travel York' Brand



'i-Travel York' Sub Brands



¹ A survey undertaken with the Talkabout Panel in March/April 2012 indicated that 65% of our customers would use the internet via a computer to plan a new journey, we expect this figure to increase following publication of our website.

The brand communicates to our customers all of the primary sustainable travel modes that 'i-Travel York' promotes:

- Walking
- Cycling
- Buses
- Car sharing

With the added icon around travel planning and the 'i' included as an 'information i' to represent that the programme is about giving customers the information and tools to plan their journeys more effectively, considering all modes of travel. Secondly the 'i' reflects the 'individual' for example 'i' walk or bus etc.

3.1.1 Brand Positioning

i-Travel York is a trusted advisory service within York, providing customers with accurate useful multi mode travel information that empowers them to make the best value travel mode choices for them and York.

3.1.2 Brand Values

Our brand values incorporate the following traits:

1. Intelligent but approachable and welcoming
2. Supportive and reliable
3. Concise and informative
4. Convenient and non-onerous
5. Glad to help customers

3.1.3 Communicating Brand Values to Customers

To communicate the 'i-Travel York' brand values to the customer it is necessary to engage our customers strategically and effectively connecting with them across a variety of formats to inspire customers to change their behaviour.

'i-Travel York' will be the core brand promoted, supported by targeted promotion of the sub-brands, e.g. promotion of 'i Share' or 'i Bus' for commuters who are unable to walk or cycle to work, or promotion of 'i Walk' and 'i Cycle' for those able to switch from car use on the journey to school. Targeted promotion of the sub-brands is important, as it is an acknowledgment of the different travel needs of customers in York, but it is equally important that the sub-brands are seen as interconnecting and not as 'separate'.

3.1.4 Use of Logos

When promoting and communicating the i-Travel York brand to our customers it is important to use the logo throughout so that the 'core' logo should always be used, unless the promotional material is specifically targeted, when sub-brand logos should be used.

3.2 Our Website

Our website will be developed with an online travel plan service to provide customers with information on all the sustainable travel options available to them to enable them to make informed decisions on their travel mode for each journey.

This includes informing customers about the existence of sustainable travel services such as:

- Cycling routes
- Cycle clinics
- Pedestrian walking routes
- Bus services
- Car sharing schemes
- Park and Ride serves
- Travel planning services

Our research indicates that our customers would like our website to include information on the following²:

- Journey times
- Journey costs/ ticketing options
- Available routes
- Inter-mode interaction
- Journey planning tools, e.g. maps and apps
- Journey delays
- Service/ route disruption
- Fastest / shortest / quickest / places to avoid
- Events and how events might affect journey
- Maps
- Time-saving tips
- Blog / forum to post things
- Alternative routes

Alongside the following targeted Information:

Walking

- Shortcuts/ 'snickleways'
- Safe routes

Cycling

- Cycle paths including 'snickleways'
- Bike parking

Car

- Info on worst peak-times, hot-spots, road-works
- Amount of traffic lights and the expected queuing times
- Traffic info

Bus

- Departure and arrival locations
- New services
- Bus stops on different routes colour-coded
- Info as per CYC web – maps/content
- Links to York LIVE/ journey planners

² Please refer to our focus group report and creative workshop report.

The **accuracy** of this information is key; if customers receive incorrect information this will impact on their perception of the reliability of the travel mode and its appropriateness as a viable travel mode option.

We also need to ensure the information we provide is **accessible** to our customers, meaning:

- They know where to go for information
- They have the ability to access this information – be it on their mobile phone or on the internet
- They understand the information and can use it effectively

It is therefore essential that our website is promoted effectively to all residents and employees in York, so all are aware of it and value the information they can access on it. To ensure our website is used by car drivers (our main target for modal shift) it will need to contain information that will drive them to the site such as car parking places and costs, traffic delay information and eco driving. When they are on the site our information on alternative modes and their benefits can be promoted to them. Ideally we will have a comparison function which will tell customers the cost, time, and calories burnt of their different mode options for each journey.

3.2.1 Look and Feel of our Website

Our website should reflect the colours and values of our branding. This will ensure people identify it with the campaign materials. It will be 'clean' and uncluttered with obvious and easy to use navigation options. Each section that focuses on a sub-branding will reflect the colours of the sub-brand. We will look at how we can incorporate the hexagon matrix into the design to reflect how each of the options work alongside each other with the 'i' at the centre to demonstrate how you need the right information to make the best decision.

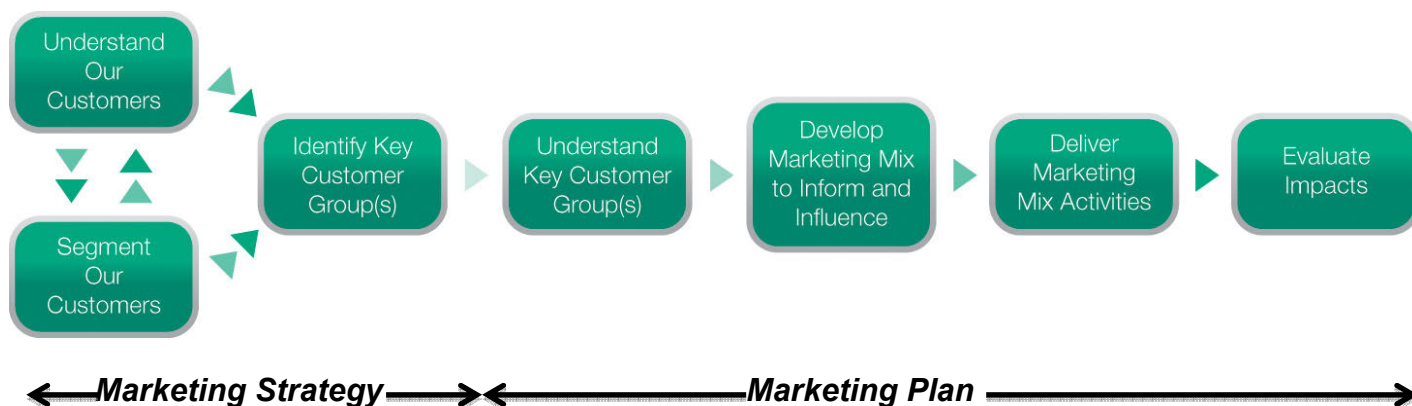
3.2.2 Promoting Our Website

As described above, it is essential we achieve mass awareness of our website and that it effectively delivers our brand values. In our Marketing Delivery Plan we have scheduled in a mass advertising campaign to coincide with when the website is launched. This will be the official launch of the i-Travel York programme because we cannot launch any activities until we have the information resource ready that will enable customers to plan to change their behaviour. Details on the launch campaign can be found in section 8.0.

All i-Travel York materials and promotions should include the website address as a relevant key call to action (that works in the context of each promotion), e.g. to find out more about your options so you can see what you could save or how many calories you could burn etc.

4.0 Our Strategic Approach

To strive towards our Vision and achieve our Aims outlined above we will adopt the following strategic approach:



This is our approach to the whole three-year strategy, it is an iterative process whereby each phase informs the next. This Marketing Plan outlines how we will implement our strategy in year one with indications of what activities will follow in years two and three but the outcomes and primary research commissioned during year one will impact on the activities of years two and three and will be incorporated at a later date.

The first three steps of our strategic approach were outlined in our Marketing Strategy, which identified our Key Customer Groups. This Marketing Plan details how we will:

1. **Understand** each Key Customer Group
2. **Develop** a marketing mix to inform and influence each Key Customer Group
3. **Deliver** coordinated marketing mix activities targeted at each Key Customer Group
4. **Evaluate** the impacts of our activities

5.0 Our Key Customer Groups

Our Marketing Strategy details who our Key Customer Groups are, how we have selected them and when we intend to target them. The key to our segmentation strategy is to target specific types of journeys people make, to get them to change their mode of travel on these journeys rather than to address their travel mode behaviour as a whole. This is a more tangible concept for people to understand which makes it easier to communicate the benefits of modal shift to more sustainable modes.

Our resources will not allow us to target all of our Key Customer Groups in year one (2012/13) so we have developed the Target Schedule to prioritise our Key Customer Groups below.

Key Target Group	Activity		
	Year One 2012-2013	Year Two 2013-2014	Year Three 2014-2015
School Journeys			
Parents of Primary school children and younger – single trips	Target	Follow-up	Follow-up
Parents of Primary school children and younger – multi-journeys without constraints	Target	Follow-up	Follow-up
Work Journeys			
9-5 City Centre Commuters	Target	Follow-up	Follow-up
9-5 Business Park Commuters	Target	Follow-up	Follow-up
Commuters to major employers in York	Prepare to target	Target	Follow-up
Commuters at out of town shopping centers	Prepare to target	Target	Follow-up
Leisure Journeys			
Leisure journeys into City Centre	Target	Follow-up	Follow-up
Short local one mile journeys to local shops etc.	Target	Follow-up	Follow-up
Leisure journeys to Monks Cross and Clifton Moor		Prepare to target	Target

The coding can be explained as follows:

- **Key Target** – This is a Key Customer Group that we will develop a Marketing Plan for and deliver the activities that calendar year
- **Prepare to target** – This is a Key Customer Group that we prepare to target the following year by conducting primary research required, incorporating ‘partners’ into a Customer Relationship Marketing (CRM) system and begin building relationships with ‘partners’
- **Follow-up** – This is a Key Customer Group that we target with a smaller follow-up campaign based on the evaluation impacts from the previous year

As we need to understand our customers to inform our activities we have selected to target the Key Customer Groups we already know the most about to target in year one and these are also the groups with the most immediate potential for change (i.e. alternative modes are readily available). The infrastructure (capital) work we will undertake as part of the programme will greatly impact our customers potential for

modal shift to more sustainable modes of travel. The above Target Schedule has taken this into consideration so we do not target Key Customer Groups before the infrastructure improvements have been complete.

5.1 What we know about our Key Customer Groups

The table below summaries the insights identified during the secondary and primary research that was undertaken to determine the approach and contents of our Marketing Strategy and Marketing Plan.

Key Customer Group	Description	Barriers to modal shift to sustainable modes	Motivators to modal shift to sustainable modes	Most likely modes to change to
School Journeys – Primary school and younger				
Parents of Primary school children and younger – single trips	Parents who take their children to school and return home (and vice-versa). Currently around 30% of trips to primary school are made by car.	<ul style="list-style-type: none"> -Cost of bus fare -Car thought to be faster -Concern about children crossing roads and being next to busy roads -Darkness in winter -Weather conditions 	<ul style="list-style-type: none"> -Important to teach children about sustainability -Health benefits of walking and cycling -Parking can be difficult -Congestion -Walking is seen as least stressful option 	<ul style="list-style-type: none"> -Walking – easy, as long as not too far away -Cycling – fun, as long as they have access to a bike
Parents of Primary school children and younger – multi-journeys without constraints	Parents who take their children to school and go on to work etc. (and vice-versa). Currently around 30% of trips to primary school are made by car.	<ul style="list-style-type: none"> -Cost of bus fare -Car thought to be faster -Concern about children crossing roads and being next to busy roads -Darkness in winter -Weather conditions -Journeys can be complicated and a car can be a more flexible option 	<ul style="list-style-type: none"> -Important to teach children about sustainability -Health benefits of walking and cycling -Parking can be difficult -Congestion -Walking is seen as least stressful option 	<ul style="list-style-type: none"> Walking – easy, as long as not too far away -Cycling – fun, as long as they have access to a bike
Work Journeys – During peak times				
9-5 City Centre Commuters	Commuters travelling to and from city centre to work during peak times. Most journeys are made by car or bus.	<ul style="list-style-type: none"> -Cars seen as reliable, convenient and flexible. -Car gives you more freedom at lunchtime and after work. -Difficult to link buses on same journey. -Safety is a concern when cycling. -Buses seen as unreliable. -Bus routes are not as direct as a car. -Bus times don't fit with when people finish work. 	<ul style="list-style-type: none"> -Parking availability and cost. -Cost of petrol. -Less stressful on bus. -Congestion. -Interest in car sharing. 	<ul style="list-style-type: none"> -Bus -Cycling -Car Share -Walk -Park and Ride
9-5 Business Park Commuters	Commuters travelling to and from business parks to work during peak times.	<ul style="list-style-type: none"> -Cars seen as reliable, convenient and flexible. -Car gives you more freedom at lunchtime and after work. -Difficult to link buses on same journey. -Safety is a concern when cycling. 	<ul style="list-style-type: none"> -Cost of petrol. -Less stressful on bus. -Congestion. -Interest in car sharing. 	<ul style="list-style-type: none"> -Bus -Cycling -Car Share

		<ul style="list-style-type: none"> -Buses seen as unreliable. -Bus routes are not as direct as a car. -Bus times don't fit with when people finish work. -Free parking. 		
Commuters to major employers in York	Commuters travelling to and from major out of centre companies to work during peak times.	<ul style="list-style-type: none"> -Cars seen as reliable, convenient and flexible. -Car gives you more freedom at lunchtime and after work. -Difficult to link buses on same journey. -Safety is a concern when cycling. -Buses seen as unreliable. -Bus routes are not as direct as a car. -Bus times don't fit with when people finish work. -Free parking. 	<ul style="list-style-type: none"> -Cost of petrol. -Less stressful on bus. -Congestion. -Interest in car sharing. 	<ul style="list-style-type: none"> -Bus -Cycling -Car Share
Commuters at out of town shopping centers	Retail and leisure workers at Monks Cross and Clifton Moor	<ul style="list-style-type: none"> -Cars seen as reliable, convenient and flexible. -Car gives you more freedom at lunchtime and after work. -Difficult to link buses on same journey. -Safety is a concern when cycling. -Buses seen as unreliable. -Bus routes are not as direct as a car. -Bus times don't fit with when people finish work. -Free car parking. -Limited car parking. 	<ul style="list-style-type: none"> -Cost of petrol. -Less stressful on bus. -Congestion. -Interest in car sharing. 	<ul style="list-style-type: none"> -Bus -Cycling -Car Share
Leisure Journeys				
Into City Centre	Residents travelling into city for leisure activities	<ul style="list-style-type: none"> -If under any time pressure car is go to option. -Walking and cycling seen and dangerous and taking a long time. -Buses are seen as expensive and taking a long time with all the stops they make. -Unfamiliar with bus routes. Unfamiliar with how Park and Ride works and where they are. -Bus facilities viewed as 'poor' -Concerns that buses don't run late enough for return journey. 	<ul style="list-style-type: none"> -Direct bus routes, easy. -Cycle routes and cycle parking. -Unable to consume alcohol when driving. - Cost of petrol and parking. -Can be difficult to find parking spaces. -Traffic and congestion. -Burning calories. 	<ul style="list-style-type: none"> -Bus -Cycling -Park and Ride

Short local one mile journeys to local shops etc.	Residents travelling locally to local shops, to visit family, to meet friends etc.	<ul style="list-style-type: none"> -Free resident parking after 6pm -Walking and cycling seen as not as fast as a car. -Lack of secure cycle park facilities. 	<ul style="list-style-type: none"> -Save money on petrol. -Parking can sometimes be difficult. -Unable to consume alcohol when driving. -Burning calories. -Opportunity to socialize with friends. 	<ul style="list-style-type: none"> -Walking -Cycling
To Monks Cross and Clifton Moor	Residents travelling to Monks Cross and Clifton Moor for shopping or leisure activities	<ul style="list-style-type: none"> -Limited bus routes – not direct for all journeys. -Free parking -Routes to them seen as dangerous and not fit for walking and cycling – car seen as only option. -Lack of secure cycle park facilities. 	<ul style="list-style-type: none"> -Finding a parking space at busy times can be difficult. -Cost of petrol. -Traffic and congestion. -Burning calories. 	Limited until infrastructure improvements are complete.

6.0 How to Apply our Strategic Approach

The sections below detail how we will target each of our Key Customer Groups using our strategic approach described above, our process will be as follows:

1. **Understand** our Key Customer Group
2. **Develop** a marketing mix to inform and influence our Key Customer Group
3. **Deliver** coordinate a marketing mix targeted at our Key Customer Group
4. **Evaluate** the impacts of our activities

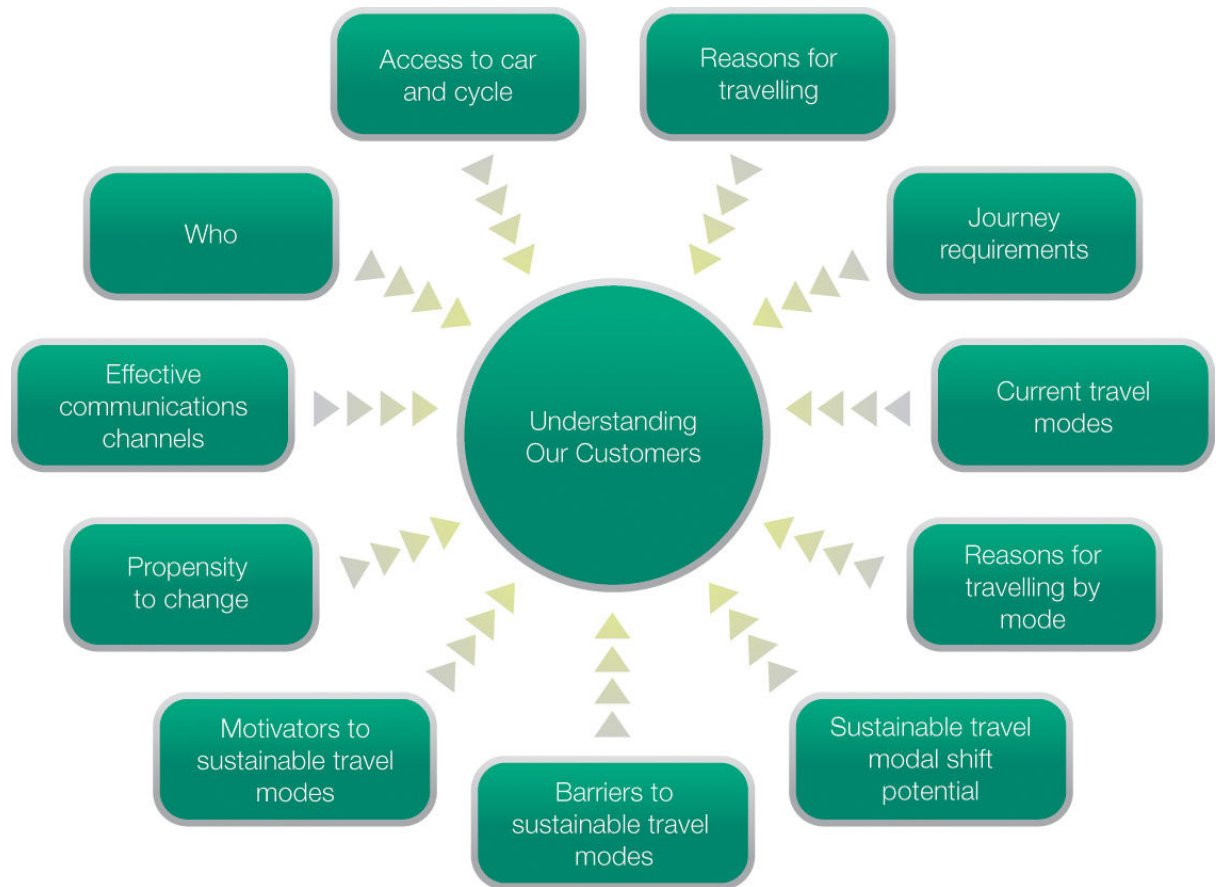
This is the step-by-step process we will undertake to target each of our key customer groups. This can be replicated across all the initiatives that support the i-Travel York Programme and the sections below can be used as a step-by-step toolkit to support this. A separate marketing mix plan will be developed to target each of our Key Customer Groups throughout our programme.

6.1 Understanding Our Key Customer Group

The first stage in targeting a Key Customer Group is understanding that group. By 'understanding' we mean **knowing**:

1. Who they are – demographic profile
2. Access to car – driver or passenger
3. Their reasons for travelling – work/education/training or leisure
4. Their journey requirements – distance and location
5. Their current travel modes – car or sustainable travel modes
6. Their reasons for travelling by these modes – convenience/time/cost/ journey experience
7. Their sustainable travel modal shift potential – which sustainable travel modes they could potentially switch to from car travel for each journey
8. Their barriers to sustainable travel modal shift – convenience / journey time / cost / safety/knowledge/access to information
9. Likely motivators to sustainable travel modal shift – health benefits / time / cost / journey experience / ability to consume alcohol / convenience and fun
10. Overall propensity to change – how likely they are to change from car/motorcycle travel to sustainable travel modes
11. Effective communications channels – how and where to target communications with them

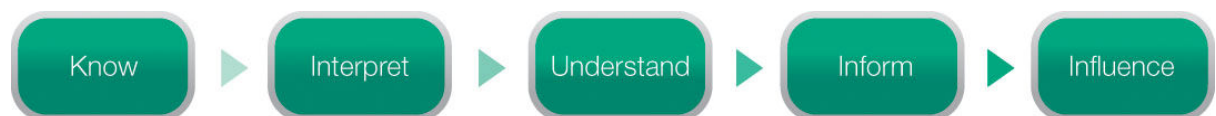
Information required to 'understand our customers'



We will gain this knowledge via primary and secondary research working alongside the Business Intelligence team. Quantitative research can be used to understand and gather information on a valid data sample to establish an understanding of the 'big picture'. This was undertaken as a basis for the development of this strategy and is available within the Situation Analysis document. Qualitative research with specific 'Key Customer Groups' will then provide us with the ability to interpret this data and answer the key questions of 'why?' and 'so what?'.

By **knowing** all of this information on our customers we are able to transfer this knowledge to **interpret** their view and experience of travel from their perspective. By looking at our proposition from their perspective we can **understand** what communications activities will help to **inform** and **influence** their travel mode choice. We can use this to design marketing and communications activities that will have a real impact on our customers travel behaviour.

How we understand our customers and use this understanding



6.1.1 Journey to School

Through undertaking our qualitative research we found many parents thought that travelling to and from school sustainably would often be impractical due to the complexities of the journeys that they were making.

Therefore we have decided to focus our activities on;

- Single trips, to and from school (Home – School – Home), less than 5 miles in total
- Multi-journeys without constraints (Home – School – Local Shop – Home), less than 5 miles in total

The table below summaries our initial understanding of what our marketing mix could consist of to instigate modal shift in the journey to school:

Key Concerns	Where	How	What	Incentives
Time	Schools	Direct engagement through school	Walking	Pedometers (promoting health benefits, could tie in with challenge /competition) Cycle and walking safety equipment (removing safety concern barriers) Walking and cycle health leaflet (promoting health benefits) Walking and cycle safety leaflet (removing safety concern barriers)
Safety	Leisure Activities	Direct engagement through after school activities	Cycling	
Convenience	Sports Activities	Advertisement at school/ leisure centres	Car Share	
	After School Clubs	Travel planning through school	Walking bus	
		Sustainability campaign focusing on benefits of sustainable travel/ challenge		
		Incentives		

6.1.2 Journey to work

With 65%³ of the population in York estimated to be at working age and with a number of key major employees distributed throughout York, this is an area where there is much potential to promote sustainable transport methods. A selection of organisations have been engaged already through our Cycling City York campaign.

Throughout the qualitative research many participants expressed that they choose to drive as it is the most convenient and time saving mode of travel for them, especially for those working shifts, late nights, or living in areas without bus routes, or bus routes that would 'take twice the amount of time' than driving.

Therefore a focus should be put on changing the behaviour of those who are;

- Commuters within a short distance of bus routes/ bus stops
- Commuters within a reasonable walking distance of work (less than two miles)
- Commuters within a reasonable cycle distance from work (less than five miles)
- Commuters with the potential to establish Car Share schemes

The table below summaries our initial understanding of what our marketing mix could consist of to instigate modal shift in the journey to work:

Concerns	Where	How	What	Incentives
Convenience	Business park workers	Advertising	Walking	Pedometers
Flexibility	Retail park workers	Direct engagement	Cycling	Cycling equipment
Time		Third party engagement	Car share	Cycle Training
Reliability	City center workers	Incentive based engagement	Bus	Free bus trial
	Large local employer workers	Media	Park and ride	Map of safe/scenic routes throughout city
	Leisure activities	Social media	i-Travel York Website	Participation – feeling that they are joining in

Campaign suggestions include:

- Examples of employer best practice on i-Travel York website – highlighting benefits to employer and employees
- Email campaigns
- Bike tour - someone shows them safest, easiest and quickest routes. Service may exist but
 - Needs to be affordable
 - Needs to be promoted

³ Nomsis (2006) York Nomsis profile [Online] Available: <https://www.nomisweb.co.uk/Default.asp>

- Information at work
- Business networks focussing in the first year on core businesses in the city centre, business park at Monks Cross and large local employers
- Animated video highlighting benefits of sustainable travel cost vs. time vs. calories → could make this interactive
- Speed dating for car sharing
 - Match people face to face
 - Match by business
 - Promote car share website as a tool
- Incentives such as training, bikes, and safety gear, or pedometers
- Team challenges with awards – sustainable prize
- Social media – Facebook

6.1.3 Leisure Journeys

Monks Cross and Clifton Moor are two shopping centres located within the Northern Quadrant. There are also a range of leisure and entertainment services and facilities available throughout the city.

Monks Cross and Clifton Moor are accessible by car, and also by bus. Monks Cross also has a Park and Ride facility. There is also access to both sites by foot, and by bike, although participants within the qualitative research groups expressed safety and practicality concerns around accessing these areas by foot, or by bike. Another concern was that participants felt that although there are bus routes running from the city centre, they felt that if the starting point of your journey was not in the city centre then public transport would not be a convenient option.

Leisure journeys can be described as the following:

- Shopping trips
- Entertainment activities (cinema, bowling etc.)
- Socialising activities (restaurants, pubs etc.)
- Sports activities and clubs (sport centres, athletics ground, gyms, swimming pools etc.)

The table below summaries our initial understanding of what our marketing mix could consist of to instigate modal shift in these types of leisure journeys:

Concerns	Where	How	What	Incentives
Cost Convenience Flexibility Time	<p>City Centre Theatres Cinema Pubs Football stadiums Bars, restaurants Snooker halls Museums Parks Museum Gardens Art Gallery National Railway Museum Railway Station Shops</p> <p>Northern Quadrant Northern Quadrant Retail parks (Monks Cross and Clifton Moor) Gyms Swimming Pools Shops</p> <p>City Wide Pubs Racecourse Gyms Tennis clubs Swimming pool York events</p>	<p>Advertising</p> <p>Direct engagement at events</p> <p>Direct engagement at leisure locations</p> <p>Third Party Engagement</p> <p>Proactive PR</p> <p>Social Media</p> <p>Media</p>	<p>Walking</p> <p>Cycling</p> <p>Bus</p> <p>Park and Ride</p> <p>i-Travel York website</p>	<p>Cycle Route map</p> <p>Walking route map</p> <p>Pedometer</p>

Campaign suggestions include:

- Advertisements on council owned roundabouts
- Advertisement in car parks for journey to centre
- Case study advertisements
- Short animated videos promoting benefits of different travel options to be used on TV loops, website, and promoted through social media
- TV loops in gyms/ other locations
- Go for BIG IMPACT – billboards / electric billboard rather than having more small advertisements

6.2 Developing a Marketing Mix

To provide accurate, targeted and accessible information we have to first understand our Key Customer Group to know how to make the information we provide accurate, targeted and accessible. The understanding achieved in our first stage (described above) forms the basis of all our information provision and promotion activities. This stage is about putting together a targeted marketing mix for our Key Customer Group, deciding upon the following elements:

- **Product** – what we will ‘sell’ to the Key Customer Group – which mode, what benefit and our website to help them plan (if required). What are the features, advantages and benefits of this for them?
- **Price** – what will they need to sacrifice to opt for our product offering – their time (if it takes longer), flexibility (if they are leaving their car at home) or their money (for bus fare). This can be compared back to what price they were paying before to drive their car.
- **Place** – where will be the best place to get them to reconsider their options – when already on a journey (so you can highlight the drawbacks they are experiencing and promote the benefits of another mode while they are frustrated), when they are at home or work planning a journey, or when they are at their journey destination.
- **Promotion** – how are we going to communicate our product and price offering to them at the place we have selected. The promotion method decided upon will be heavily influenced by these factors.

By ‘**promoting**’ we mean **persuading** our customers **why** they should choose sustainable travel modes and **influencing** them to choose sustainable travel modes. Again an understanding of our customers is key to inform:

- What promotional activity will influence which customers
- What messages will resonate with which customers
- What communications channels will reach which customers
- What modal switches to sustainable travel modes are appropriate to promote to which customers

Our promotional activity can take many forms. Channel targeting is how we are going to ensure our messages reach our Key Customer Groups. It is the mechanism of ensuring we convey our message at the right time, to the right people in the right way. An understanding of our target audience is key to identify the most appropriate communications channels for each campaign.

The list below is an overview of the different communication channels we will consider for each promotion campaign for each Key Customer Group:

6.2.1 Advertising

Advertising can be used communicate the i-Travel York brand and campaign messages to our target audiences through the most appropriate channels. As the core tool for travel planning will be the i-Travel York website there will be two key strategic forms of advertising:

1. To generate awareness for the website before the launch, and on an on-going basis over the next three years
2. To raise brand awareness and raise customer engagement with targeted sustainable travel interventions on a broader scale

Below is a list of advertising platforms that can be considered for each campaign:

Advertising using print and broad cast media		
Medium	Details	Cost (est.)
Roundabouts	12 month contract	From £400 per month + VAT
Petrol pumps	4 weeks	From £660
Lamp posts banners	Prices are based upon a minimum of 10 banners. 1 double sided banner 2 weeks 4 weeks 6 weeks 8 weeks	£130 £260 £375 £500
Billboard	48 sheet media rate per panel per 2 weeks Production of 1 poster	£350 £110
Street furniture – Sainsbury's	6 sheet per panel per 2 weeks Production of 1 poster	£400 £22
Bus Shelter Posters	Rental: 6 sheet Production: For a one off x30	£120 + VAT £35 + VAT £10 each
Bus advertising – Passenger Panels	Rental: minimum quantity 50 for 4 weeks Production: x50 x150	£11 each £567 £977
Bus advertising – Bus Rears	Rental: minimum of 10 multiples thereof Production: x10 x20	£110 each £318 £324
Bus advertising – Bus Sides	Rental: for 2 weeks Production: x13	£700 £617
Bus advertising – Mega rears	3 buses available for treatment Print and media combined 52 weeks x 1 Print and media combined 52 weeks x 3	£5460 £10,000
Clean advertising	Travel costs to York 20 impressions	£80 £400
Telephone box posters	Rental cost per week from Production costs Discounts for quantity	£85 + VAT £70 + VAT each
Bike Advertising	Single day: 8hrs/ bike 2-4 days: 8hrs/ bike 5-7 days: 8hrs/ bike 8+ days: 8hrs/ bike Poster production per poster – 2 required	£310 £300 £290 £280 £55
Radio advertising	TBC	TBC

There are also various local magazines where adverts can be placed including One and All, Families and Raring to Go.

6.2.2 Events

Attending and hosting events to promote cycling was a very successful element in the Cycling City York programme and this can be replicated in the i-Travel York programme. There are a wide variety of events in York, which the i-Travel York brand and key messages could potentially be promoted at. Events taking place in areas

accessible by public transport such as the City Centre and Knavesmire will provide a good opportunity to raise the brand profile and engage directly with customers.

Below is a full list of events for 2012/2013 which can be considered within each Key Customer Group campaign:

Event	Date	Location
Portrait of a city from 1610	1 Apr – 31 Aug	Fairfax House
Bride's fair	1 Apr	Racecourse
York's chocolate festival	6 Apr – 9 Apr	I-Travel York wide
York Model railway show	7 Apr – 9 Apr	Racecourse
The Making of the City	7 Apr	Yorkshire Museum
Car boot sale	7 Apr	Bustardthorpe
Postcard fair	13 Apr	Racecourse
York Theatre Royal Youth Theatre present Missing Mysteries	11 Apr - 12 Apr	6 York churches
Car boot sale	14 Apr	Bustardthorpe
Military vehicles display	15 Apr	Eye of York
Car boot sale	21 Apr	Bustardthorpe
Health and Healing festival	21 Apr – 22 Apr	Racecourse
Car boot sale	28 Apr	Bustardthorpe
Festival of vintage	28 Apr – 29 Apr	Racecourse
The Baedeker Raids	28 Apr	Yorkshire Air Museum Elvington
York Ladies Circle Picnic	29 Apr	Rowntree Park
York Science and Innovation Grand Tour	1 May – 31 Jul	City Wide
Alumni Run	2 May	Knavesmire
Ebor day lecture	2 May	York minster
Car boot sale	5 May	Bustardthorpe
Multiple Scierosis Trust Cycle Ride	6 May	Riverside
Hamilton Panthers Football Gala	7 May	Little Knavesmire
Toy Fair	9 May – 13 May	Racecourse
Adult Learners week	12 May – 16 May	
Spring Festival of New Music	12 May	University of York
Car boot sale	13 May	Bustardthorpe
Colitis and crohns walk	16 May -18 May	Rowntree Park
Racing	19 May	Racecourse
Car boot sale	19 May	Bustardthorpe
Mayor making ceremony	24 May	city centre
Merry Wives of Windsor	25 May – 5 Jun	Rowntree Park
Car boot sale	26 May	Bustardthorpe
Model boat club regatta	27 May	Rowntree Park
Stroke awareness association	30 May	Rowntree Park
Fashion show- york college	31 May	Racecourse
Car boot sale	2 Jun	Bustardthorpe
Railfest	2 Jun	NRM
Jubilee street party	3 Jun	Acomb green
Diamond jubilee	4 Jun – 5 Jun	Citywide
Takeover 2012 Theatre royal	9 Jun	Rowntree park
Car boot sale	9 Jun	Bustardthorpe
Dolls house and miniatures fair	10 Jun	Racecourse
Tennis tournament	12 Jun -15 Jun	Rowntree park
Racing	15 Jun – 16 Jun	Racecourse
Festival of ideas	16 Jun – 30 Jun	Citywide
Carnival	16 Jun	City centre
Tennis tournament	16 Jun -17 Jun	Rowntree park
Prostate cancer run	17 Jun	Rowntree park
Barrio Festival	17 Jun	Rowntree park
Torch relay	19 Jun	City wide
Sporting giants event	19 Jun	-----
Olympic torch departure	20 Jun	Duncombe place
car boot sale	23 Jun	Bustardthorpe
CTC rally	23 Jun – 24 Jun	Knavesmire
Ink for heroes	23 Jun – 24 Jun	Racecourse
Race for life	27 Jun	Knavesmire
Car boot sale	30 Jun	Bustardthorpe
Brassed on	30 Jun – 1 Jul	Museum gardens
Yorkshire family history fair	30 Jun	Racecourse
Musical festival	30 Jun	Barbican centre
Early Music festival	6 Jul – 14 Jul	EMC
Tofts fair	7 Jul	Priory street
Flotilla	7 Jul	River ouse

York festival of the rivers	7 Jul	Riverside
Car Boot sale	7 Jul – 22 Jul	Bustardthorpe
Dragon boat races	7 Jul	River ouse
Charter day	8 Jul	City wide
Ebor vox	9 Jul	Eye of York
Racing	9 Jul	Racecourse
Church choir	13 Jul – 14 Jul	Tower gardens
Summer fair	14 Jul	Rowntree park
Yayas walk	14 Jul	Minster close
Car boot sale	14 Jul	Bustardthorpe
Stamp and coin fair	20 Jul -21 Jul	Racecourse
Friends of York walks fair	21 Jul	Red tower
Festival of rivers canoe race	21 Jul	Rowntree park
Car boot sale	21 Jul	Racecourse
York model boat club regatta	22 Jul	Rowntree park
Racing	27 Jul- 28 Jul	Racecourse
Mystery plays	1 Aug	Museum gardens
Car boot sale	4 Aug	Bustardthorpe
Medieval festival	4 Aug	Citywide
Jane Tomlinson run for all	5 Aug	City centre Knavesmire
Extreme stunt show	8 Aug	Knavesmire
Car boot sale	11 Aug	Bustardthorpe
Toy fair	12 Aug	Racecourse
Car boot sale	18 Aug	Bustardthorpe
Racing	22 Aug	Racecourse
Acomb green summer fair	25 Aug	Acomb green
Car boot sale	1 Sep	Bustardthorpe
It's a knockout	2 Sep	Knavesmire
York festival of traditional dance	7 Sep- 9 Sep	City centre
Festival of writing	7 Sep – 9 Sep	Citywide
Festival of Cycling	8 th – 9 th Sept	Citywide
Car boot sale	8 Sep	Bustardthorpe
Racing	9 Sep	Racecourse
PBFA book fair	14 Sep – 15 Sep	Racecourse
Car boot sale	15 Sep	Bustardthorpe
Just 30 fair	15 Sep	Rowntree park
Camra beer festival	20 Sep – 22 Sep	Knavesmire
Car boot sale	22 Sep	Bustardthorpe
Big gorilla run	23 Sep	Knavesmire
York historic vehicles	23 Sep	Bustardthorpe
Alzheimer's memory walk	23 Sep	Bustardthorpe
Car boot sale	29 Sep	Bustardthorpe
Rock gem and bead show	6 Oct	Racecourse
Car boot sale	6 Oct	Bustardthorpe
Racing	12 Oct – 13 Oct.	Racecourse
Bride's fair	21 Oct.	Racecourse
Illuminating York	24 Oct. – 27 Oct	Citywide
Toy Fair	28 Oct	Racecourse
St Nicholas Fair	29 Nov – 2 Dec	City centre
Dolls house and Miniatures Fair	2 Dec	Racecourse
Toy Fair	9 Dec	Racecourse
Festival of Angels	16 Dec	Minster quarter

6.2.3 Integrated Communications

By the term 'integrated communications' we mean working together proactively with other City of York Council departments to ensure:

- We are making the best of City of York Council's resources – avoiding any duplication
- Activities are appropriate for the target audience
- We are fully utilising the channel opportunities to provide the right mix of communications

Opportunities to collaborate and use resources effectively can be considered in the development of each marketing mix to maximise the impact of activities.

6.2.4 Engaging Stakeholders

In addition to building business networks to promote sustainable travel and the i-Travel York brand, engaging with key stakeholders can also be a pivotal way of gaining brand awareness. The Situation Analysis holds a list of key stakeholders within York. For this project schools and businesses will be a major part of engagement. Key stakeholders include:

- Businesses
- Hospitals and NHS Trust
- Public Transport Providers
- Schools and colleges

Stakeholder engagement and endorsement can provide very effective communications channels to reach our Key Customer Groups.

6.2.5 Proactive PR

It is important for us to capitalise on possible PR opportunities by developing a proactive PR strategy, which is a key 'added value' element to the promotional campaigns. To ensure we fully maximise our impact we will proactively promote the i-Travel York messages and campaigns through a variety of media channels to create awareness of the brand on a general scale, but also on a more strategic level to reach our target audiences.

We will invest time building relationships with the key media contacts whilst also using localised databases in the short-term to carefully manage these relationships in an effective manner.

Our communications channels can include:

- Social Media
- Press Media
- Targeted publications
- Targeted blogs
- Radio

York Media List

Below is a list of media outlets that can be engaged in promotion activities if suitable for our Key Customer Group:

Outlets	Media
104.7 Minster FM	Radio
University Radio York	Radio
BBC Radio York	Radio
York Hospital Radio	Radio
Capital	Radio
Vixen	Radio
Stayfm	Radio
The Press	Local newspaper
Yorkshire Post	Local newspaper

The Northern Echo	Local newspaper
The star (York and Selby)	Local newspaper
Gazette & Herald	Local newspaper
Nouse (University of York student newspaper)	Local newspaper
Yorkshire Evening Post	Local newspaper
nouse.co.uk	Student news website
Sustrans	Website/ Publications
The Student Review	Website
Act Travel Wise	Website
Transport Extra (Local Transport Today)	Website
York Green Neighbourhood Challenge	Website/ Blog
Sustainable travel solutions	Website/ Blog
Tree Hugger	Website
Sustainable travel international	Website/ e-newsletter
City Fix	Website
Defra	Website
Better Transport	Website/ Blog
Living Streets	Website

Sustainable travel press releases should be issued to coincide with the following events:

National Events	Dates
Walk to Work Week	14-18 May
Walk to School Week	21-25 May
The Big Pedal	5 - 23 Mar Sustrans
Green Transport Week	16-24 Jun
Bike Week	17-23 Jun
National Ride to work day	18-Jun
Car Free Day (In town w/o my car)	22-Sep
National Liftshare Week	1-5 Oct
International Walk to School Month	1-26 Oct
National Commute Smart Week	14 - 18 Nov
UK Road Safety Week	19-25 Nov
Local Events	
York Races	May - Sep 2012
York Science and Innovation Grand Tour	May - Sep 2012
Diamond Jubilee Celebrations	4 Jun - 5 Jun
York Race for life	27-Jun
Dragon Boat races	07-Jul
Jane Tomlinson Run for All	05-Aug
Medieval Festival	04-Aug
Mystery plays	2 - 27 Aug
Illuminating York	24 - 27 Oct
St Nicholas Fair	29 Nov - 2 Dec

York Social Media List

Below is a list of social media outlets that can be engaged in promotion activities if suitable for our Key Customer Group:

Page name	Network	Details
York UK	Facebook	General page for York
York Business Services Online	Facebook	Promote your business with an advert or link to you Business here for free.
York Green Streets Challenge	Facebook	Working with streets in York to reduce their carbon footprint.
York and North Yorkshire Green Neighbourhood Challenge	Facebook	Working with streets in York to reduce their carbon footprint.
Sustrans	Facebook	Sustrans is the charity that's enabling people to travel by foot, bike or public transport for more of the journeys we make every day.
The Press (York)	Facebook	A dynamic membership organisation for York-based businesses, providing high quality professional services to clients in the city and beyond.
York Professionals	Facebook	A dynamic membership organisation for York-based businesses, providing high quality professional services to clients in the city and beyond.
Act Travelwise	Facebook	A society in which people and organisations can meet their travel needs in ways that protect and enhance the environment, improve public health and support community well being.
Sustrans	Twitter	Sustrans is the charity that's enabling people to travel by foot, bike or public transport for more of the journeys we make every day
Travel News Feeds	Twitter	Tweets about all types of travel news.
Green Print 2020	Twitter	We are a group of 4,500 young people creatively working together to achieve our Greenprint 2020 vision of a sustainable future.
University Radio York	Twitter	Student Radio for York Uni from the UK's Oldest Legal Independent Radio Station.
York Minster FM	Twitter	104.7 Minster FM - playing more of North Yorkshire's favourite music. Radio station covering York and North Yorkshire.
Tree Hugger	Twitter	Links, Ideas and Conversation from the TreeHugger hive mind, the latest in modern green.
The Peoples Green Watchdog	Twitter	Follow for live tweets about next steps with the Peoples Sustainable Development Commission idea.
Living Streets	Twitter	Living Streets is the national charity that stands up for pedestrians. With our supporters we work to create safe, attractive streets where people want to walk.

Yorkshire Post	Twitter	News, sport, business and more from Yorkshire's national newspaper. Curated by David Behrens, Digital Editor
Sustainable North York Moors	Blog	Celebrating, supporting and encouraging green initiatives in the North York Moors area plus news from the world of sustainability. If you're thinking about making some changes to reduce your environmental impact, take a look around this website and be inspired.
York Green Neighbourhood Challenge	Blog	York Green Neighbourhood Challenge is a yearlong campaign to encourage York neighbourhoods to cut their carbon emissions by 10% in 2010.
Sustainable Travel Solutions	Blog	We lease high quality electric bikes which will help your business reduce travel costs, lower carbon emissions, promote an active and healthy workforce and protect your company against rising fuel costs.
Better Transport	Blog	Our vision is a country where communities have affordable transport that improves quality of life and protects the environment.

6.2.7 Partnerships

Developing partnerships with key stakeholders such as schools, businesses and leisure operators can hold many benefits for different initiatives including:

- Targeted communications for specific journey type
- Direct communication channel to key customer group
- Can tap into existing communication channels between customer groups (intranet, email, databases, new starter induction packs)
- Can tap into existing groups i.e. Car pools, walk to school initiatives

It is recommended that while we engage with our target audience we also create and maintaining a 'partnership' database for our Key Customer Groups.

6.3 Delivering Coordinated Marketing Mix Activities and Evaluating Impacts

After understanding our Key Customer Group and developing an appropriate marketing mix plan we will the deliver our activities via designated project leads, working in partnership with external organisations. The following section details the projects we will undertake and how they will be planned.

7.0 Our Year One Marketing and Communications Plan

Our year one marketing and communication plan consists of the following categories:

- Overarching core elements which are critical to the mass delivery of the programme across York
- Campaigns targeted at Key Customer Groups
- Targeted school and work travel initiatives

Each of the core elements, campaigns, and initiatives will require an individual marketing plan which will be based on the strategic approach and tools outlined in section 6.0. A template has been developed to streamline this process below:

Campaign	Insert title
Who	<ul style="list-style-type: none"> • Who are the target audience(s)? • What do they already know, feel, believe about i-Travel York and sustainable travel? • What do they know, feel, believe about driving their car? • What sort of people are they? How do we describe/identify them?
What	<ul style="list-style-type: none"> • What response do we wish to evoke from the target audience(s)? • What are the specific communication objectives? • What do we want to 'say', make them 'feel', 'believe', 'understand', 'know' about sustainable travel and i-Travel York? • What are we offering? • What do we not want to convey? • What are the priorities of importance of our objectives?
How	<ul style="list-style-type: none"> • How are our objectives to be embodied in an appealing form? • What is our creative strategy/platform? • What evidence do we have that this is acceptable and appropriate to our audience(s)?
Where	<ul style="list-style-type: none"> • Where is/are the most cost effective place(s) to expose our communications? • Where is/are the most beneficial place(s) for our communications?
When	<ul style="list-style-type: none"> • When are our communications to be displayed/conveyed to our audience? • What is the reasoning for our scheduling of advertisements / communications over time? • What constraints limit our freedom of choice? • Do we have to fit in with other promotional activity in CYC? Partner promotions? Seasonal trends? Special events?
Result	<ul style="list-style-type: none"> • What results do we expect? • How will we measure results? • Do we intend to measure results and, if so, do we need anything beforehand? • If we cannot say how we would measure precise results, then maybe our objectives are not sufficiently specific or are not communications objectives? • How are we going to judge the relative success of our communications activities (good/bad/indifferent)?
Budget	<ul style="list-style-type: none"> • How much money do the intended activities need? • How much money is going to be made available?
Schedule	<ul style="list-style-type: none"> • Who is going to do what and when? • What is being spent on what, where and when?

It is expected that each core element, campaign and initiative included in this Marketing Plan will have a separate short plan developed using the template above. Each of these plans will be required to be submitted to Robert Walker, Sustainable Travel Events and Marketing Officer for approval before work is undertaken. This will ensure consistency of message and integrated communications.

The following sections detail what we will deliver during year one of the programme. Activities in years two and three will be determined following our strategy schedule and by evaluating the successes of our year one activities.

7.1 Overarching i-Travel York Core Elements

This category consists of core elements that are central to our programme for all Key Customer groups as their main function is to raise awareness of and gain support for the programme. These include the tangible ‘products’ of i-Travel York and will support the delivery of our brand and objectives. They will also all feature in our targeted campaigns and initiatives where appropriate.

Core Element	Objective	Strategies	Action	Responsibility
Partnerships	Develop mutually beneficial partnerships with key stakeholders who can act as intermediaries to influence travel behaviour	Develop partnerships with schools, businesses, shops, bus companies, relevant suppliers etc.	<ul style="list-style-type: none"> • Create partnership database and maintain • Initiate contact with each partner and scope relationship potential • Establish partnership and maintain • Share communications with partners to distribute 	Schools – Christine Packer Businesses – David Short and Linda Capel Others – including Economic Development Unit and Environment Protection Unit
Website	Provide accurate sustainable travel info and get customers to reconsider travel options – drive people to plan sustainable journeys	Includes a travel planner comparison. Will act as a info hub to drive traffic and programme engagement	<ul style="list-style-type: none"> • Develop i-Travel York website • Pre-test i-Travel York website • Launch i-Travel York website with official Programme launch 	Linda Capel, Castlegate and diva
Personal Travel Planning (PTP)	Provide bespoke travel planning to residents in northern quadrant	Door knock team and awareness campaign to raise awareness and anticipation of PTP to make people	<ul style="list-style-type: none"> • Appoint contractor to deliver PTP • Plan campaign to create a market for PTP in northern quadrant • Deliver campaign in northern quadrant • Develop PTP materials to give to customers • Launch PTP • Deliver PTP and monitor progress 	Linda Capel and JMP with some support from Robert Walker regarding campaigning
Events Schedule	Engage customers in sustainable travel and collect customer data	Attend pre established events	<ul style="list-style-type: none"> • Establish events calendar • Identify team to attend events • Produce literature and promotional products to distribute at events • Monitor impact of each event and calculate ‘reach’ 	Robert Walker
Social Media	Engage customers in sustainable travel and collect customer data	Use Facebook and Twitter with public and LinkedIn with businesses	<ul style="list-style-type: none"> • Create an i-Travel York Facebook page, Twitter Account, and LinkedIn profile • Agree social media strategy • Develop email strategy and templates • Deliver and manage e-marketing platforms 	Robert Walker
Proactive PR	Raise awareness and engage customers in sustainable	Engage media to educate public about programme and gain support.	<ul style="list-style-type: none"> • Develop a proactive PR plan – including social media, press, targeted publications 	Robert Walker

	travel programme	All related PR should pass through project lead.	<ul style="list-style-type: none"> • Deliver proactive PR • Monitor coverage and manage media relationships 	
Customer Relationship Management (CRM)	Collect data to use to develop relationship with customers – e-marketing	Use customer email addresses to deliver targeted e-marketing activity	<ul style="list-style-type: none"> • Establish the requirements for a CRM system • Establish an effective CRM system to collect customer details • Manage CRM system • Use these details for e-marketing and texting 	Graham Titchener
Journey Planning Tools	Creating tools that enable customers to plan sustainable journeys	By making it easier for people to plan and compare mode options, it is hoped many will appreciate the benefits of sustainable modes.	<ul style="list-style-type: none"> • Identify requirements and tools already produced • Unite tools and brand i-Travel York • Integrate tools into website (where applicable) • Integrate tools into wider communications activity 	Linda Capel
Integrated Communications	Proactively work together with other departments	Position i-Travel York as a key central project linked with many other core projects	<ul style="list-style-type: none"> • Embed our logos on all related materials and communications produced by City of York Council and update websites such as the job section on our CYC website • Share logos with key stakeholders to use • Share Key Customer Group segmentation and plans with stakeholders 	Graham Titchener & Robert Walker
Creative Development and Channel Targeting	Ensuring all outputs are right for the target audience, relaying our brand values, with a clear call to action.	All communications should be based on insight and pass through the lead for quality assurance.	<ul style="list-style-type: none"> • Base all creative development and channel selection on insights generated from research • Where possible, pre-test all creatives via discussion groups with each target audience • Develop posters and leaflets about i-Travel York to educate people what it is about and how they can get involved – drive traffic towards website • Develop distribution list for posters and leaflets • Develop targeted communications campaigns for journey planning tools • Deliver campaigns for journey planning tools 	Robert Walker
Data Collection	Collect customer data to enable e-marketing and texting as viable, cost effective communications channels. This will also aid relationship development.	Collect data at all possible opportunities via a structured template.	<ul style="list-style-type: none"> • Establish data collection templates that align to the CRM system requirements • Identify data collection opportunities and develop strategy • Collect data 	Robert Walker
Alignment with Complimentary Activities	Ensure i-Travel York is aligned strategically with complimentary activities.	Position i-Travel York as central to many programmes.	<ul style="list-style-type: none"> • Proactively register to receive this information and request all Council staff forward on relevant information in a timely fashion • Network with partner organisations and associates to uncover new alignment opportunities 	Graham Titchener
i-Travel York	Ensure high brand recognition	Ensure it is mass communicated and	<ul style="list-style-type: none"> • Develop programme launch 	Robert Walker

Brand	and understanding.	included in many materials.	<ul style="list-style-type: none"> Embed our logos on all related materials and communications produced by City of York Council Establish a yearly Brand Tracker to be a balance of quantitative and qualitative research to be delivered each March. 	
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7.1.1 Core Element Delivery Time Plan

Below is the schedule for when each of the Core Element actions will need to be delivered by:

Core Element	Action	2012-2013										
		June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Partnerships	Create partnership database and maintain											
	Initiate contact with each partner and scope relationship potential											
	Establish partnership and maintain											
	Share communications with partners to distribute											
Website	Develop i-Travel York website											
	Pre-test i-Travel York website											
	Launch i-Travel York website with official Programme launch											
Personal Travel Planning (PTP)	Appoint contractor to deliver PTP											
	Plan campaign to create a market for PTP in NQ											
	Deliver campaign in NQ											
	Develop PTP materials to give to customers											
	Launch PTP											
	Deliver PTP and monitor progress											
Events Schedule	Establish events calendar											
	Identify team to attend events											
	Produce literature and promotional products to distribute at events											
	Monitor impact of each event and calculate 'reach'											
Social Media	Create an i-Travel York Facebook page, Twitter Account, and LinkedIn profile											
	Agree social media strategy											
	Develop email strategy and templates											
	Deliver and manage e-marketing platforms											
Proactive PR	Develop a proactive PR plan – including social media, press, targeted publications											
	Deliver proactive PR											
	Monitor coverage and manage media relationships											
Customer Relationship Management (CRM)	Establish the requirements for a CRM system											
	Establish an effective CRM system to collect customer details											
	Manage CRM system											
	Use these details for e-marketing and texting											
Journey	Identify requirements and tools already produced											

Planning Tools	Unite tools and brand i-Travel York																			
	Integrate tools into website (where applicable)																			
	Develop targeted communications campaigns																			
	Deliver campaigns																			
	Integrate tools into wider communications activity																			
Integrated Communications	Embed our logos on all related materials and communications produced by City of York Council																			
	Share logos with key stakeholders to use																			
	Share Key Customer Group segmentation and plans with stakeholders																			
Creative Development and Channel Targeting	Base all creative development and channel selection on insights generated from research																			
	Where possible, pre-test all creatives via discussion groups with each target audience																			
	Develop posters and leaflets about i-Travel York to educate people what it is about and how they can get involved																			
	Develop distribution list for posters and leaflets																			
Data Collection	Establish data collection templates that align to the CRM system requirements																			
	Identify data collection opportunities and develop strategy																			
	Collect data																			
Alignment with Complimentary Activities	Proactively register to receive this information and request all Council staff forward on relevant information																			
	Network with partner organisations and associates to uncover new alignment opportunities																			
i-Travel York Brand	Develop programme launch																			
	Embed our logos on all related materials and communications produced by City of York Council																			
	Establish a yearly Brand Tracker to be a balance of quantitative and qualitative research to be delivered each March.																			

7.2 i-Travel York Targeted Campaigns – Year One 2012/2013

This category consists of the targeted campaigns we will deliver to our Key Customer groups and the campaigns that will launch some of the core elements of our programme to build our brand. These campaigns will define the identity of the programme and be our main tool for motivating our Key Customer Groups to change their travel behaviour, our core elements (outlined above) will help them change their behaviour but these campaigns need to work effectively to initially create a demand for them. Each will require a marketing plan that will focus on motivating behaviour change and triggering action in our Key Customer Groups.

Campaign	Target Audience	Messages to convey	Tactics	Channels	Responsibility	Timing	Budget
Programme launch - website promotion	All people who live or work in York	i-Travel York is a new programme launching in York to help people to look at their travel mode options to see if there is a better mode available to them that could save them time and money, help them loose weight easily, or improve their day-to-day experiences in York.	<p>The main focus is to spread awareness and build brand recognition in year 1 and drive traffic to website.</p> <p>We will develop an i-Travel York mascot who will be a central recognition point for the programme. The programme will launch with a roadshow activity with the mascot visiting various schools, shopping centres and businesses handing out i-Travel York promotional products and pointing people to the website. We will run a competition for people to name the mascot. This will be very visible, get people talking and give our programme an identity.</p> <p>This will also stimulate initial data collection activity. The competition will also create PR opportunities. The mascot will especially appeal to school children and present photo opportunities.</p>	<p>Bus advertising, Minster FM launch event, bus roadshow in city centre and key locations for 3 weeks, petrol pump advertising, bus shelter posters, proactive PR, vox pop on website, Twitter competition, Facebook competition, CYC publications (local link).</p> <p>Need to produce mascot, campaign concept, posters, leaflets, promo products, adverts for media, vox pop video, branding for bus.</p>	Robert Walker, Linda Capel and diva	August-September	TBC
Online website promotion	All people who live and work in York	To raise awareness of website and what 'products' and information it has on it.	<p>A targeted online advertising campaign to promote the products on the website to audiences who would be interested in them.</p> <p>This would need to be planned following confirmation on what information and products the website will contain to enable targeted advertising to be planned.</p>	Adverts placed on local websites for events, leisure facilities etc. Targeted Facebook campaign and Twitter promotion.	Robert Walker and diva	August-October and February-March	TBC

Moving home campaign	People who move into a new home in York	It's good to know all the travel options available in your new area so you can make informed travel decisions and save yourself time and money.	Producing leaflet information to go out with all new council tax letters to inform people about our website where they can find out their travel options in their new area. Offer option of PTP. Also, placing adverts on local estate agent websites to link to our website so they can find out more about the travel facilities in local area such as bus and cycle routes and snickleways.	Leaflets to go into council tax letters and adverts on estate agent websites.	Robert Walker and diva	August-September	TBC
Journey to school campaign	Parents of primary school children	Walking to school could be quicker than you think – why not try it on our York walk to school day. Your children will get some great exercise and fresh air, research has proved that this helps them learn more while at school. It can also develop your children's independence and social skills while being an enjoyable experience.	A significant barrier to walking to school is that parents perceived time of how long it will take is often over-estimated. Therefore the first step to behaviour change is to help them realise this by running a York walk to school day promotion. This will be run during the last week of September with the i-Travel York mascot featuring heavily in promotions. Following this all parents and children will be encouraged to send in photos of their walk to school to be included on our Facebook page, all those featured will win pedometers for the children to help them monitor their walking and encourage them. If successful a walk to school day can be hosted each term. We will need more information on how the current Walk With Wilf promotion is delivered to ensure the schemes compliment each other. This will need to compliment the walking challenge.	Via schools – handing out leaflets and letters for children to take home and texting parents to inform them. Facebook will be used to promote the activities to normalise them and reward those who take part. Proactive PR to secure positive press coverage, photos and interviews.	Robert Walker, Christine Packer and diva	September	TBC
Leisure journeys into City Centre	People travelling into city centre to shop, eat, drink, or go to the theatre or cinema etc.	There are easier and cheaper ways to get into the city centre, which won't mean you need to find and pay for a parking spot. Check out our website to see how you could benefit.	Bus, walking and cycling are the key modes to promote. Bus is most realistic option for many, we could engage local shops to offer incentives such as free hot drinks for those who can show a valid bus ticket.	Adverts on relevant websites including cinema, theatre, museum etc., advert is 'whats on' section of local press,	Robert Walker and diva	September	TBC

Peak time commute campaign	9-5 workers	With petrol prices rising, have you considered how much money you could save by getting the bus to work or car sharing with a friend? Better still walking and cycling are free – what would you spend the money you'd save on?	<p>Prompting people to add up the money they'd save (and mentally weighing it against what they would be sacrificing such as flexibility and reliability which they associate with driving) and what they could ultimately buy with these savings – in some cases they could save enough for an extra holiday a year!</p> <p>This campaign could launch with a 'leave your car at home' day or 'save money travelling' day and asking people to all contribute the money they have saved on petrol and parking to a local charity which would be a great PR opportunity for the big businesses.</p>	Via businesses, targeted promotions, event with proactive PR, managed via Facebook page with photo entries etc.	Robert Walker and diva with support from , Linda Capel, David Short	March	TBC
Christmas shopping campaign	People travelling into city centre for Christmas shopping	<p>The bus could be an easy option to get in and out of the city centre to get your Christmas shopping done without the stress of parking.</p> <p>You could even treat yourself to a relaxing lunch with a few drinks to escape the busy shops!</p>	<p>The key modes to promote are the Park and Ride and buses. Most people habitually use their car for this type of trip so prompting them to consider that there are easier options which could make the experience a little less stressful and pointing them to the website where they can get further information on bus routes and park and ride services could work to prompt behaviour change.</p> <p>There is also potential to explore TV advertising opportunities with the designer outlet to promote the number 9 bus.</p>	<p>Bus backs, using social media channels, City Centre promotion activities on busy shopping days handing out bus maps and any special Christmas services.</p> <p>Possible TV advert.</p>	Robert Walker and diva	November-December	TBC
Leisure Journeys to local shops	All people who live in York	Walking and cycling are free and easy ways to slim down after the Christmas festivities. They can be integrated into your current routines.	Timing is key with this campaign as after Christmas many will feel a little guilty for indulging and have spent quite a lot over the festivities. This means many will be keen to lose weight and save money. A campaign that highlights how easy this could be by walking and cycling will therefore be well received.	Via local shopping centres, public engagement, posters, promotions	Robert Walker and diva with support from Sarah Prescott	January	TBC
New job campaign	People looking for new jobs and starting new jobs	Have you thought about how you are going to travel to your new job? Compare your options on our website and see how you can save time and money.	<p>This targets people at a time when they will be most open to sustainable travel options as they will not need to change a behaviour, they could start making a new regular journey with sustainable modes.</p> <p>We will engage with jobcentres, recruitment agencies and large employers and develop e-marketing templates and leaflets that they can share with new starters. We will also run an online advert on recruitment sites.</p>	Via key partners (CYC HR team, job centre, recruitment agencies and large employers), adverts on recruitment websites.	Robert Walker and diva with support from Linda Capel and David Short and others such as Future Prospects	February-March	TBC

Personal Travel Planning Promotion	All people who live or work in York	<p>As part of i-Travel York CYC is launching a personnel journey planning service to help residents in the Northern Quadrant look at they journeys they make and see if they could benefit from switching to more sustainable modes.</p> <p>A member of the i-Travel York team will be visiting you shortly to see if they can help you save money on your travel.</p>	<p>We need to raise awareness of this service and create demand by making people see the benefits of this so they want it. More research is required to understand the barriers and motivators to this service to promote it effectively.</p> <p>Suggestions include: The first barrier to overcome is trust - people will want to see what a personal travel plan is and who will be knocking their door so they trust them to come in. The PTP team will be called the i-Travel York team, all will need i-Travel York branded green t-shirts to aid this. They will be billed as working alongside the i-Travel York mascot to help York make better travel choices to benefit them. Posters will be produced with photographs of the i-Travel York team who will all be friendly and smiley.</p>	<p>More research is required but channels could include: CYC publications, Newspaper ads, Minster FM advert, proactive PR, Facebook advertising</p>	Linda Capel and diva	February	TBC
Commuter campaign delivered via business partners	9-5 works for large companies and business parks in York	<p>With petrol prices rising, have you considered how much money you could save by getting the bus to work or car sharing with a friend? Better still walking and cycling are free – what would you spend the money you'd save on?</p>	<p>Prompting people to add up the money they'd save (and mentally weighing it against what they would be sacrificing such as flexibility and reliability which they associate with driving) and what they could ultimately buy with these savings – in some cases they could save enough for an extra holiday a year!</p> <p>This campaign could launch with a leave your car at home day and asking people to all contribute the money they have saved on petrol and parking to a local charity which would be a great PR opportunity for the big businesses. This could be on a different day with each business park and large employer.</p> <p>This is dependent upon a business network being established by the sustainable travel team.</p>	Via businesses, targeted promotions, event with proactive PR, managed via Facebook page with photo entries etc.	Robert Walker, Linda Capel, David Short, and diva	October	TBC

7.2.1 Campaign Delivery Time Plan

Below is the schedule for when each of the Campaigns will be developed and delivered during 2012-2013:

Key campaigns	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Programme launch - website promotion											
Online website promotion											
Moving house campaign											
Journey to school campaign											
Leisure Journeys into City Centre											
Peak time commute campaign (general)											
Christmas shopping campaign											
Leisure travel to local shops campaign											
New job campaign											
Personal Travel Planning Promotion											
Commuter campaign (delivered via business partners)											

Key:	
Campaign development	
Campaign delivery	

7.2.2 Campaign Delivery Recommendations for Following Years

Following the delivery of our year one activities we will evaluate the impact of each campaign and decide which campaigns to run in subsequent years, in some instances these will be the same campaigns while in others we will target the same Key Customer Groups in different ways. Below are our current proposed schedules:

Key campaigns 2013-2014	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Online website promotion												
Commuter campaign (delivered via business partners)												
Moving house campaign												
Leisure Journeys into City Centre												
Peak time commute campaign (general)												
Personal Travel Planning Promotion												
Journey to school campaign												
Christmas shopping campaign												
Leisure travel to local shops campaign												
New job campaign												

Key campaigns 2014-2015	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Online website promotion												
Commuter campaign (delivered via business partners)												
Peak time commute campaign (general)												
Personal Travel Planning Promotion												
Leisure Journeys to Monks Cross and Clifton Moor												
Leisure Journeys into City Centre												
Moving house campaign												
Journey to school campaign												
Christmas shopping campaign												
Leisure travel to local shops campaign												
New job campaign												

7.3 Initiatives within the i-Travel York Programme

This category consists of initiatives targeted at either school or work journeys that have been commissioned under the i-Travel York programme. Each of these have been appointed a lead from within the Council who is responsible for the delivery of the initiative, including the marketing and communications aspect. These initiatives are both tangible elements and a platform for communicating our i-Travel York identity. They will act as both motivators for behaviour change as well as providing the tools for change. Each initiative will need to communicate our brand values and promote our website and where suitable our other core elements. Each will require a marketing plan that will focus on motivating behaviour change and triggering action. Each of the leads, for the initiatives listed below is required to complete a short marketing plan based on the template in section 7.0 which will be submitted to Robert Walker, Sustainable Travel Events and Marketing Officer for approval.

<INSERT UPDATED INFO WHEN COMPLETE>

Initiative	Target Audience	Objective	Action	Responsibility	Timing	Cost
School Engagement						
Female only cycle initiative (teenage to adult dealing with imbalance between male & female cyclists)						6000
Sustrans Bike It project						55000
York bespoke schools walking and cycling initiative. Walking with Wilf (WWW)	Primary school children	Increase sustainable travel to school and reduce dependency on car for travel	Promote to schools on an individual basis, with a view to promoting to all schools in summer term 2013 and 2014	School travel Advisor	As required/ summer terms	2500
Virtual races & school challenge events	All school pupils and their families	Increase sustainable travel to school and reduce dependency on car for travel	Use Sustrans Big Pedal for virtual bike race, running in spring term. Promote other challenges as they arise, such as Jack Archer Award in October	School travel Advisor	Spring and Autumn terms/as events arise	4000
Scooter training for Year 5 children and below who are too young for Bikeability						15000
						33800
Business engagement						

Sustainable transport business challenges & promotion - York Cycle Challenges					30000
Area based workplace travel planning (inc. education centres) - including sustainable travel tool kit for businesses					10000
Standalone website upgrade & improvements to become a one stop shop for sustainable travel information & tools.					3000
Incentives York Press Business Awards - Sustainable Travel Awards (business competition to promote and highlight private sectors work in sustainable transport usage)					4000
					33800
Education and Campaigns					
Marketing, events and publications.					100000
Travel training - adult pedestrian & cycle training					40000
Safer York Partnership support					5000
Personal Travel Planning - aimed at residents in the northern quadrant					100000
Road safety awareness and initiatives - Behaviour Change in Young Road Users					12000
Road safety awareness and initiatives - Road risk behaviour change in target area of deprivation					
Low Emission Strategy - promotion of measures to businesses & residents.					40000
					30550
					32000
Health and Leisure projects					
Just 30 guided leisure rides and led walks - funds towards printing & promotion of these					6000
Just 30 cycle and walk maps					5000
Walkit.com - establish website for York					
Development and promotion of Public Rights of Way maps					8000
					13000
Public transport Initiatives					
Timetable production					30000
Route promotion					

Online interactive bus mapping resource						2000
Improving the Lives of Older People - Pump-priming for a community transport scheme for the outer suburbs & villages of York to key destinations						7500
Extension of No. 20 to University						

8.0 Programme Launch Plan

The i-Travel York Brand and Website will be launched in August 2012, and to create maximum impact it is planned that both the brand and the website will be launched together as the i-Travel York website is central to providing our target audience with the information to make 'informed' choices. Any promotion or engagement needs to fully represent all travel methods, so that the i-Travel York brand is not just seen as something for bus users, or for cyclists.

The launch day could involve:

- Official launch event with support of Minster FM
- Roadshow activities in i-Travel York centre, Monks Cross and Clifton Moor
- Launch of street based advertising campaign
- PR coverage in local media
- Promotion online using key websites, Twitter, Facebook etc.

Promotion Suggestions for brand and website:

- Print - CYC publications
- Minster FM coverage - including 78 pre-promotional on air references, scripting and production of a pre-promotional trailer, 4 hour live outside broadcast with a mainline Minster FM presenter and promotional staffing
- Petrol Pump advertising
- Newspapers
- Youtube video
- Vox pop / Spokes person
- School engagement – case studies with schools and children
- Incentives and challenges
- Advertising
 - 6 sheets – town, targeted
 - Sports supermarkets local
 - Clean graffiti
- Roadshow Events – engagement at Monks cross, Clifton Moor and I-Travel York centre – using a branded bus with the Mascot at each event
 - Smoothie bike
 - On spot travel planning
- Media channels
- Active channels – those already engaged running clubs cycle clubs
- Twitter
- Facebook
- Local businesses

A more detailed plan and schedule will be developed separately.

9.0 Evaluation

Our activities will be continually monitored by the Programme lead, Graham Titchener to ensure we are on track to achieve our objectives:

1. Drive 2,000 unique users a month to the i-Travel York website (there will be a peak at the launch)
2. 1,000 users a month using the i-Travel York website journey planning tool
3. Increase the 'likes' on the i-Travel York Facebook page by 100 a month
4. To increase the number of Twitter 'followers' on the i-Travel York account by 50 a month
5. To obtain 100 new email addresses a month to include in database for email marketing (this could be more if we choose to build it into the online planning tool)
6. To engage with 5,000 people at face-to-face events by 31st March each year
7. To secure 4 pieces of positive press coverage per month

Each year we will also evaluate our progress on how far we are achieving our marketing and communication aims:

1. To raise mass awareness of the programme – this will result in a 50% awareness measure of the campaign. For people to understand that it exists to help people make informed travel choices that are right for them and York.
2. To get 50% of people who are aware of the campaign to take the time to consider what modes they use on each of their journeys and to assess if there is a better option that could be of benefit to them and York
3. To get 50% of people who consider what modes they use on each of their journeys to trail changing their travel mode from driving a car to a more sustainable option
4. To get 50% of people who trail changing their travel mode from driving a car to a more sustainable option to continue travelling using a more sustainable travel mode

To achieve an awareness measure of 50% we will aim for the following trajectory:

- 25% by 31st March 2013 – resulting in 6,313 people changing their travel behaviour
- 40% by 31st March 2014 – resulting in an additional 3,787 people changing their travel behaviour (10,100 in total)
- 50% by 31st March 2015 – resulting in an additional 2,525 people changing their travel behaviour (12,625 in total)

We will measure this via an annual survey each March, which will include brand tracker questions and be delivered working alongside our Business Intelligence team. We will also conduct a series of focus groups to gain more anecdotal qualitative insight into how the programme, brand and campaigns have been received and are perceived by our target audience. This will be measured against our brand values that we are aiming for.