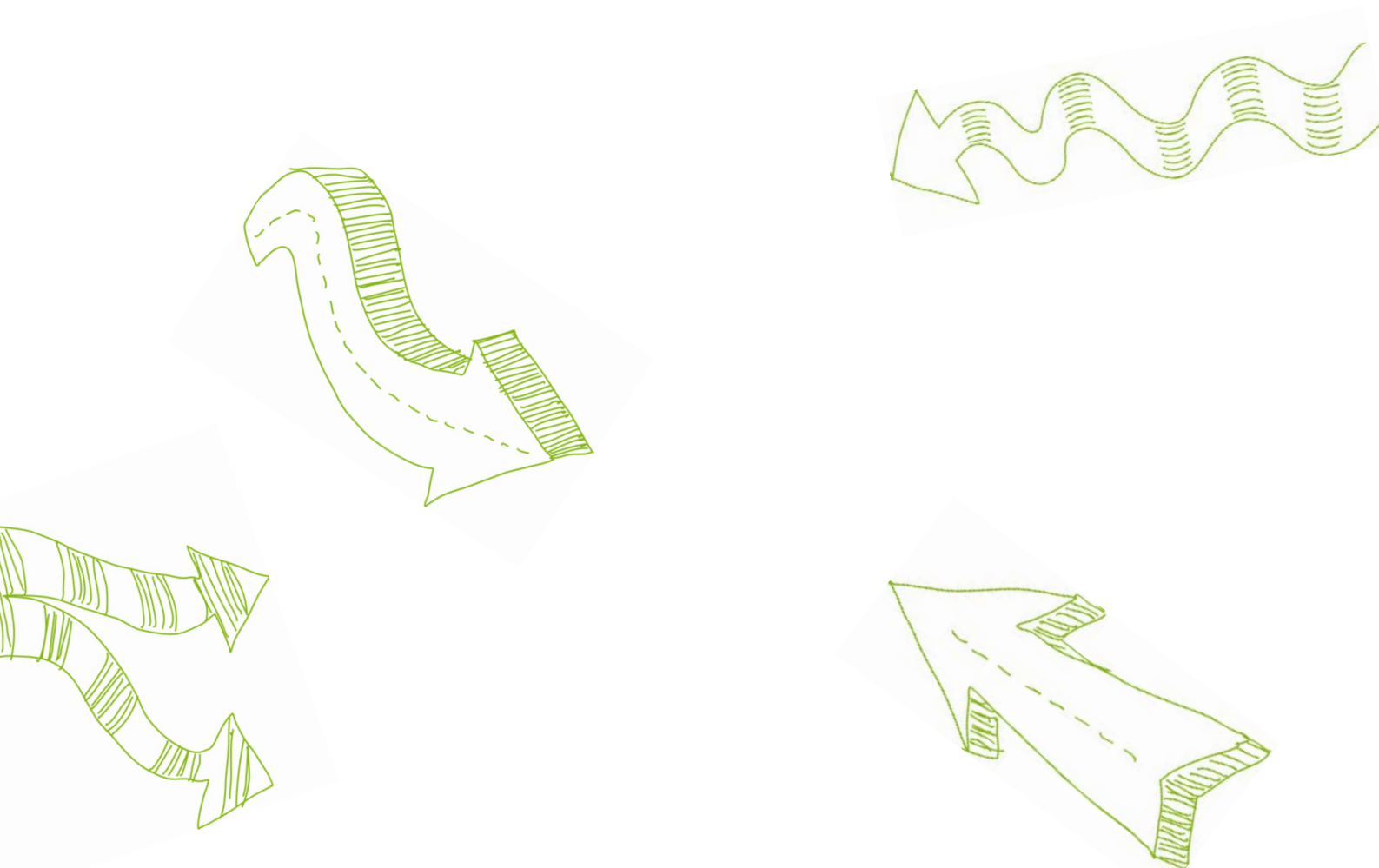


# EVALUATION OF CAMPAIGNS AND EVENTS

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Photos from the annual event at the shopping area Giraffen in 2014

## INTRODUCTION

During the years of the ABC project, 2011-2014, a number of cycling events and campaigns has been carried out. The quantity has increased over the years and the quality has improved since 2011, mainly because of the development and implementation of the Kalmar Cycling City communication plan in 2012, which explains when and how to carry out cycling events. The ABC-project in Kalmar is integrated in the overall Kalmar Cycling City project. That means that all events and campaigns under ABC are following the communication plan. The communication plan comprises 30 pages and contains information about background, purpose, aim, vision, core values, target groups and design for communication activities. The target group is always cyclists or people who can easily be convinced to be cyclists and are over 18 years old. The message is either "Thank you for cycling!", "Freedom all seasons" or "I bike KLR". The goal of the events and campaigns is almost always that cyclists should feel appreciated, which will encourage them to continue cycling and will be an inspiration for others to start cycling.

A quantitative objective for all activities around "Kalmar Bicycle City" is increasing the cycling by 15 % from 2012 to 2015. The promotion of cycling also serves to another political target: "The Kalmar County works on becoming fossil fuel free by 2030, which places great demands on the reduction of car use and on increasing the use of other means of transportation".

The long term plan is that all small events throughout the years are linked together in a string of actions with the same message. The repetition is the key to success. Another key to success is that Kalmar Cycling City involves several departments at the municipality, making it sound and have a great acceptance in the municipality. It also gives it flexibility when it comes to founding and budget. Involved stakeholders are parts of the municipality, retail sector and/or NGO:s. The project planning is constantly ongoing, as the end of this campaign series is 2015 at the earliest.

The working group for “Kalmar Bicycle City” has planned and implemented numerous activities as soft measures to promote cycling.

The aim of the events and campaigns is determined by what type of activity it is:

- Event depot small, medium or large, meaning the size and length of the activity. A beach flag, cargo bike and/or an event tent are used to mark where the activity happens. The aim is to encourage cyclists and spreading the message by media.
- Guerilla action is of total surprise and aim at spreading the cycling message through social media, which is hard to measure. Example: handing out bike maps by tying a map and a balloon to parked bicycles.
- Collaboration with other organizations. When the event is hosted by someone else and the Kalmar municipality is only participating. The aim can also be traffic security combined with encouraging cyclists.

The 20-25 events and campaigns carried out between 2011- 2014 could be seen as pilot events. Those events carried out in the first years before the implementation of the communication plan, were the first pilot events, which has evolved by the communication plan and the purchase of professional event products. Most events and campaigns have been successful and appreciated by the cyclists. However, questions about which events were most successful, how many cyclists were reached and how does events and campaigns affect cyclists in Kalmar, are re-occurring.

By evaluating the cycling campaigns and cycling events carried out in the recent years, we can hopefully give an answer to some of these questions. The sources used in this evaluation are personal experiences, media clipping and cycling measurements.

The evaluation will be an important appendix and supplement to the communication plan, describing which types of communication tools that pays off. The evaluation will also contribute to even clearer and more efficient events and campaigns and conclude how to continue the communication work of events and campaigns to reach even more cyclist and potential cyclists.

## 1. LESSONS LEARNED

The number of cycling events and campaigns has increased from 5 in 2011 to 8 in 2012 and 12 in 2013. Almost 50 % of the events and campaign has been held outdoors in the summer (June-August) and about one quarter in the spring and one quarter in the autumn. This pattern coincides quite well with the annual amount of cyclists, which are the highest during summer and the least during the winter months. If we want to reach as many cyclists as possible, it is clearly a relatively optimal distribution of events and campaigns during the year. But if the intention is to increase cycling in autumn, winter and spring, we should consider carrying out more events during these seasons.

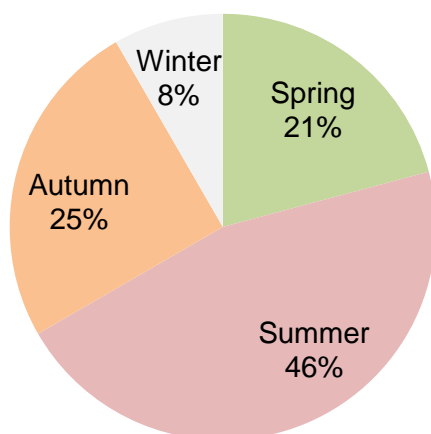


Diagram 1. The seasonal distribution of cycling events and campaigns in Kalmar

The different types of events carried out are often connected to the marketing of improvements for cyclists, like distributing bike maps at bicycle paths, student events and at shopping areas or openings of new bicycle paths, the Hansa Bridge and a new bicycle parking. We have often participated at bigger events like the Kalmar City Fest or Kalmar Grand Prix. In addition, we have also joined other events visiting Kalmar, like the Cycling Samba in 2011 and Race for the Baltic in 2013. During most events, a simpler kind of bicycle service, with pumping of tires and oiling of chains, has been offered to cyclists.

Campaigns have often concerned traffic security and have been carried out in cooperation with other organizations, for example the Traffic Council, the National

Society for Road Safety or the Police in Kalmar.

In June 2012, a new kind of marketing concept was tested and the first so-called guerilla action was carried out, meaning promoting towards a target group in an unexpected and surprising way, in this case by tying helium balloons and bike maps onto parked bicycles. Since then, the concept of guerilla actions has been used in other ways, like handing out goodie bags with sandwiches, bike maps and giveaways to cyclists in the morning or distributing bicycle seat covers, water bottles or basket covers onto parked bicycles.

To evaluate what we have learned about organizing cycling events and carrying out cycling campaigns during the years 2011-2014, those four persons most involved in this types of marketing and communication in Kalmar Cycling City and ABC has been interviewed by the lead partner of ABC. There has also been a separate discussion workshop in the work group of Kalmar Cycling City.

## 1.1. INTERVIEW

These four persons has been most active in the event and campaign work of Kalmar Cycling City and ABC 2011-2014 and was interviewed by Thomas Möller and Adelwin Südmersen, on February 27<sup>th</sup>, 2014:

- Sofie Backman: ABC-project manager 2014, planning, coordination, implementation, controlling (and planning, coordination and implementation of all events in 2013)
- Renate Foks: ABC-project manager 2013, implementation
- Karin Nilsson: ABC-project manager 2011-2012 planning, coordination, implementation
- Thomas Eidrup: communication manager in Kalmar Cycling City, planning, implementation

The following text is a selection of the lessons learned document derived from the interview.

## **SUCCESSFUL MEASURES:**

### *Duration and repetition*

The implementation of activities took place throughout the whole year. On the one hand to achieve a repeat effect. On the other hand, to show that cycling is possible all year round. The long term plan is that all small events throughout the years are linked together in a string of actions with the same message. The repetition is a key to success.

### *Equipment for high visibility*

The project team made use of a cargo bike, a tent, reflective vests with slogan etc. With this equipment the team was very visible during their activities.

### *Involving different departments*

Another key to success is that “Kalmar Bicycle City” involves several departments at the municipality, making it sound and have a great acceptance in the municipality. It also gives it flexibility when it comes to funding and budget.

### *Appreciation as message*

It is highly recommended to transfer the idea of unexpected appreciation for cyclists. The message “Thank you for cycling” has got very positive reactions and is useful to enhance the traffic behavior. In general it is recommended to use a positive message.

### *Guerilla activities*

Guerilla activity is of total surprise and aim at spreading the message through social media. The guerilla activities are easily to organize and make cyclists happy. It's nice to be surprised and to receive a gift. The red balloons, a badge of the activities, made a good visual view in public and in addition images could also be used for media work.

### *Collaboration with other organizations and participation at events*

To link cycling actions with other community events has proven to be successful. The event is hosted by someone else and the Kalmar municipality is only participating.

### *Involving bicycle shops*

The implementation of joint events with bicycle shops has been very successful. On three occasions, a public guerilla action was carried out during the morning rush hour. Bicycle maps and goodie bags were handed out and a simple kind of cycle service was offered by a local bike shop. The shops were able to cooperate because the activities were early in the morning before the shops opened. As a side effect, there was a good exchange between the municipality and bicycle shop staff that is helpful for future collaborations.

### *Public relations adjusted to activities*

Larger events were announced in the press well in advance. The guerilla actions were carried out without prior information. The resulting photos were spread through social media. At some occasions journalist wrote about the event afterwards. Overall, Kalmar Cycling City has a good relation with the media. The journalists have recognized the efforts to improve cycling by the municipality.

## **SHORTCOMINGS**

### *Late start of cooperation*

In the beginning phase of the project, the project team did not cooperate with as many organizations as they did later on. It is recommended to start building cooperative relations at an early stage.

### *Events with high effort*

At some smaller events, not as many cyclists showed up as expected. As a result, the municipality would not offer big events that could occur with unrealizable expectations.

## **DRIVERS:**

### *Political support*

The city council has decided to increase the cycling share in Kalmar. This authorizes the campaign-team to do the project work. The political goal has played a subordinate role in the direct implementation.



### *European funding*

Another driving force has been the funding and the frame of the European project which forces to deliver soft measures. The project's agenda has supported and pushed the municipality to plan and implement soft measures for cycling promotion.

### *Infrastructure investments*

A combination of soft measures and investments has proven to be an advantage.

## **BARRIERS:**

### *Missing partnership with cycling NGO*

There isn't a good contact with the local cycling NGO. The activities of the municipality are unfortunately criticized instead of recognizing the efforts.

### *Requiring human resources*

Several different departments were engaged in the campaign activities. Especially at the beginning, it was difficult to coordinate everything and to explain why so many employees should be involved in the campaign. What was difficult at the beginning, has later been shown to be driving force behind the activities. The involvement of employees from different departments and with different professions has improved the quality of work and led to a broad identification with the goals in the municipality.

## **APPROCHES AND RESOURCES**

### *Involvement of organizations and stakeholders*

The project team has involved several organizations and stakeholder like the Linnaeus University, schools, the police department, a traffic safety NGO, sport organizers, local retailers and all three shopping area managers of Hansa City, Giraffen and Kvarnholmen.

### *Dialog with the public*

The public participated in dialogs during the events and campaigns, when they gave a lot of feedback, but also by calling or writing to the municipality about cycling related issues, or participating in dialogues in social media and

commenting of press articles. The municipality responded to them and took up good proposals in their work.

#### *External expertise and support*

For the preparation and implementation of the campaign, the municipality hired students to strengthen the team and attract young people. A student supported the team in developing the communication plan. A designer was engaged to create a professional bicycle icon, initially for the bicycle signposts.

#### *Dedicated staff and involvement of volunteers*

The number of working hours from staff members has differed depending on the event. Preparing the biggest event, the inauguration of the new cycle bridge, required a full time person for one month.

The team worked with several volunteers, like young students from a local football club who distributed saddle protectors. Unemployed persons were also involved as volunteers in the activities of the campaign.

#### *Question of outsourcing*

Completely outsourcing of campaign tasks is difficult because the municipality has to represent the activities of Kalmar Cycling City.

## **IMPACT INFORMATION AND EVALUATION**

#### *Survey of different sources*

A target group analysis provided information about the mobility behavior of consumers in Kalmar. In addition, the team used an external survey which measures the satisfaction of inhabitants on the services provided by the municipality, in which questions about cycling were asked too. Furthermore a national report of Swedish cities with a population more than 40.000 inhabitants, showed a modal share of cycling of 21% in Kalmar.

#### *Annual cycling report*

The city's annual cycling report contains many issues e.g. length of new cycling routes and amount of lighting equipment along cycling routes. It is helpful in getting a good overview, to promote the work towards the political level and get

even more written in the newspapers. The annual report is also part of the evaluation and planning process.

#### *Media analysis*

The campaign team has made a basic media analysis, which showed a significant increase of articles for cycling. The coverage was very positive and benevolent.

#### *Counting cyclists*

Kalmar has nine permanent monitoring facilities for cyclists and one of them is the new cycling monitor. Due to varying weather conditions (winter with or without much snow), it has been found out that the second and the third quarter is best suited to measure and compare the share of cycling.

#### *Expert interviews*

The student who helped to prepare the marketing plan also interviewed stakeholder in different departments of the municipality, politicians, students and retailer about their perception of “Kalmar bicycle city”. By this some misperceptions were discovered and the plan could be optimized.

## 1.2. WORKSHOP

Lessons learned were also discussed during a workshop in May 8<sup>th</sup> 2014 with participants from the work group of Kalmar Cycling City 2011-2014 and members from the Traffic Council.

- Sofie Backman: ABC-project manager 2014, planning, coordination, implementation, controlling (and planning, coordination and implementation of all events in 2013).
- Renate Foks: ABC-project manager 2013, implementation.
- Karin Nilsson: ABC-project manager 2011-2012 planning, coordination and implementation.
- Thomas Eidrup: communication manager in Kalmar Cycling City and member of the Traffic Council, planning and implementation.
- Anders Håkman: Traffic planner and member of the Traffic Council, planning and implementation of some traffic safety campaigns.



giveaway and don't catch the cycling message, the loss is ok if it attracts a lot of other interested visitors catching message.

Simple and straightforward competitions have been appreciated and appealing many visitors, for example quizzes, bicycle balancing, quickest packing of our cargo bike with parcels and throwing balls in a bicycle basket (for kids). These kinds of activities give a positive and fun response and give a great opportunity for photographing for social media, press releases and for picking up a bike chat.

### *Cooperating and combining*

Cooperation with other organizations has proven to be successful as well as participating at existing or visiting events that attract numerous people. It gives strength to the message which is also spread to more people. Combining marketing of cycling measures and investments with events has also been successful, for example the inauguration of the new cycling bridge, which had over 1000 visitors.

To reach more people, it is better to go for bigger events, but a successful cooperation can also be as simple as for example handing out Fairtrade bananas or coffee and chocolate in cooperation with Kalmar Fairtrade City. As said before, giving out something for free always creates a positive response. If carrying out smaller events, it is better to do something extraordinary, to get the attention of media, which can spread the message.

All activities carried out in cooperation with the National Society for Road Safety have been positive and has engaged the media, reporting in both local newspapers and local radio.

The bike light campaign in cooperation with the Police in Kalmar was also very successful and the only one we can evaluate with measurements. It is a very good example of turning something negative into something positive; by giving people bike lights instead of a police ticket the response was positive in almost every meeting and probably much more efficient. It was also unexpected, almost like a guerilla action. Cooperating with a well-known and respected organization in an event or campaign about both traffic security and the marketing of a new good cycling measure is a good combination for spreading the message by media and reaching a lot of people.

If possible, Kalmar Cycling City should always be participating when something bicycle related happens in the region, to be recognized as a reoccurring, sustainable and dedicated municipal project.

#### *Successful or unsuccessful events*

The effect of cycling events and campaigns are hard to measure. A positive feeling during and after an event gives a successful touch, but an event or campaign can mainly be evaluated as successful if it gets attention in the local and social media and/or if we have reached many people during the activity. Events considered unsuccessful because of bad weather or few visitors, could still be affecting many people if there was media reporting and updates of the municipal social media.

The annual municipal cycling report gives a summary of the cycling activities and also gives a general impression and evaluation of the events and campaigns.

It is a good idea to find new ways to promote events and campaigns to the public, like handing out flyers to households or put them on cars, to also reach those who are not necessarily cyclists yet. This disassociates a bit from the target group described in the communication plan, but to reach the objectives of another 15 % increase of cycling, Kalmar Cycling City might have to expand the target group.

#### *Work effort and considerations*

It is also important to evaluate the successfulness of the event/ campaign in relation to the work effort and to consider how an event can be as successful as possible.

Participating at existing events will lower the amount of preparation and planning work and is preferable when budget limits are low and there are few personnel. To decrease the work effort of preparation, planning and purchases, the same type of event can also be used several times, but at different locations. It is also a good idea to collect and concentrate several cycling activities in one day, for example doing a cycle auction in the same day as a student event.

More advanced actions, like using helium balloons in a guerilla action, gives a cool photographic effect and are often appreciated, but could also mean more work and more time and the outcome must be worth the extra effort.

It is important to take important aspects as week day, time of day and the possible number of cyclists into account to reach as many cyclists as planned. Data from the radar measurements stations have been used to find the days and hours most suitable for events on the most frequented bicycle paths. The weather is also important but can be very hard to predict and take into account, since it is often hard to change a planned activity.

It is important that one person from the municipality with a lot of knowledge of the cycling work is a part of the event crew. It could be negative if for example two persons new to the project or volunteers are working alone in an event when meeting and talking to a lot of people. If someone of the crew can answer most of the possible questions and is dedicated to the project, it will likely be considered much more positive and serious.

#### *Keeping the interest of media*

The reporting of media is crucial to the success of events and campaigns to reach as many as possible in our target group. Unsuccessful events have only occurred with bad weather or bad timing, for example when it was raining and very windy or just after the morning rush of commuters. But as long as the media were reporting the event were still considered relatively successful. If the weather is bad it is possible to decrease the time frame for media and only carry through the event at that specific time and with the main intention to spread the message by media. Another solution is to schedule openings and other event activities meant to draw attention to new cycling measures, to the occasions of other types of official event that attracts many people. For example spreading a new bike map at sports events like Ironman Kalmar or Kalmar Grand Prix. It is also very important to write interesting and extraordinary information or fun facts in press releases to attract medias interest in reporting the event or campaign. In general, we need to be better at inviting journalists to our events and campaigns.

The bike light campaign was the only measurable campaign since it was annual for three years and the media kept the interest over the years. Because it was something unexpected and unusual, the media interest was highest the first year. Even though the numbers of articles decreased the second and third year, the significantly positive result of the campaign after three years was a good media message. The volunteers participating in the third year, increasing the number of campaign crew also gave a positive impression. Even though this was a very successful campaign it is best to evolve or change the communication approach after a few years if it is important to maintain the media interest.



Photo 2. Media reporting from one of the events in 2013.

Evidently, it is important to renew the events, campaigns, activities and giveaways and to find new marketing ideas as well as copy successful ideas from other cities and countries. The local media needs to be surprised to keep the interest in our cycling measures. To carry out an activity which is fun to photograph can attract the media, but the best way to keep the interest of media is probably to renew as well as cooperate with other organizations and combine the marketing of hard measures with soft measures.



## 2. MEDIA CLIPPING

As written before, the number of events has increased consistently between 2011 and 2013 and meanwhile the sending of press releases and articles in social media has also increased consistently.

If counting the quantity of local newspaper articles, as well as radio and tv clips, reporting about these events and campaigns, there is a small decrease in number, see diagram 2. This is especially obvious for the annual bike light campaign in cooperation with the Police in Kalmar between 2011- 2013. The decreasing in number of media clipping, in relation to the increasing amount of events and campaigns can have many different reasons. In 2011, the municipal cycling work was something relatively new and unusual for the media to report about and it was more newsworthy. Since then, the media could have gotten accustomed and/or grow a bit tired causing a drop of interest in reporting about cycling events. That is why it is of great importance to write press releases that really catch an interest and tends to give unusual information with a twist.

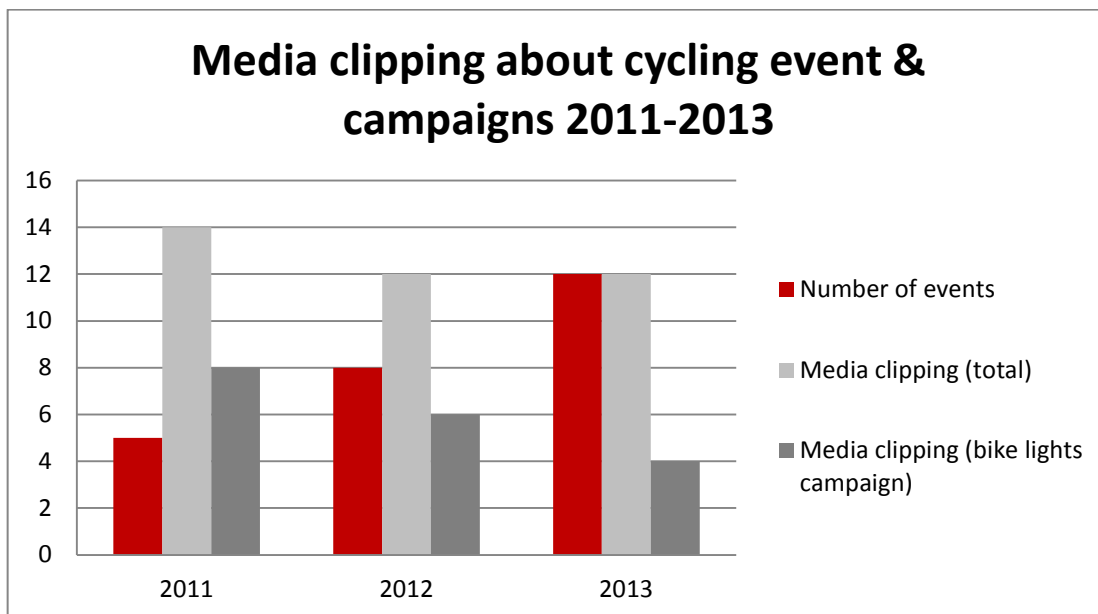


Diagram 2. Number of events and media clipping 2011-2013.

The bike light campaign has been performed in the same way during the three years and the high interest from media the first years has cooled down. At that time the concept of handing out bike lights one week, followed by handing out tickets the next week was something new. To vary and find new concepts for campaigns and events can therefore also be important to keep the interest of media.

During 2012 and 2013, two and four guerilla actions were carried out respectively. The concept of guerilla actions are supposed to be surprising and that is why no press releases has been send in advance and hence the media probably has missed the event. That is why it is also important to take photos of the guerilla action and send photos to the media after the end of the event, to spread the message of the event even through media.



Photo 3. Guerilla action in 2012.

However, it is important to notice that the total amount of media clipping, when counting also smaller press items concerning cycling, has increased during these years (not visible in diagram 2). Even if many of these smaller press items do not bring up the work of Kalmar Cyling City or ABC, the increasing of media clipping can be interpreted as a positive effect of the work of marketing and communicating cycling in Kalmar. The increase of media reporting about cycling related news can be seen as a overall increse of interest in cycling issues in Kalmar.

### 3. MEASUREMENTS



Photo 4. One out of eight radar stations in Kalmar.

The cycling traffic is measured by the eight radar measurement stations installed at central locations of Kalmar during 2012, as well as by the public cycling monitor installed at the Hansa Bridge in June 2013.

These measurement stations are counting the number of bicycle passages 24 hours a day, all year round. A compilation of the performed measurements in 2013 can be viewed in diagram 3.

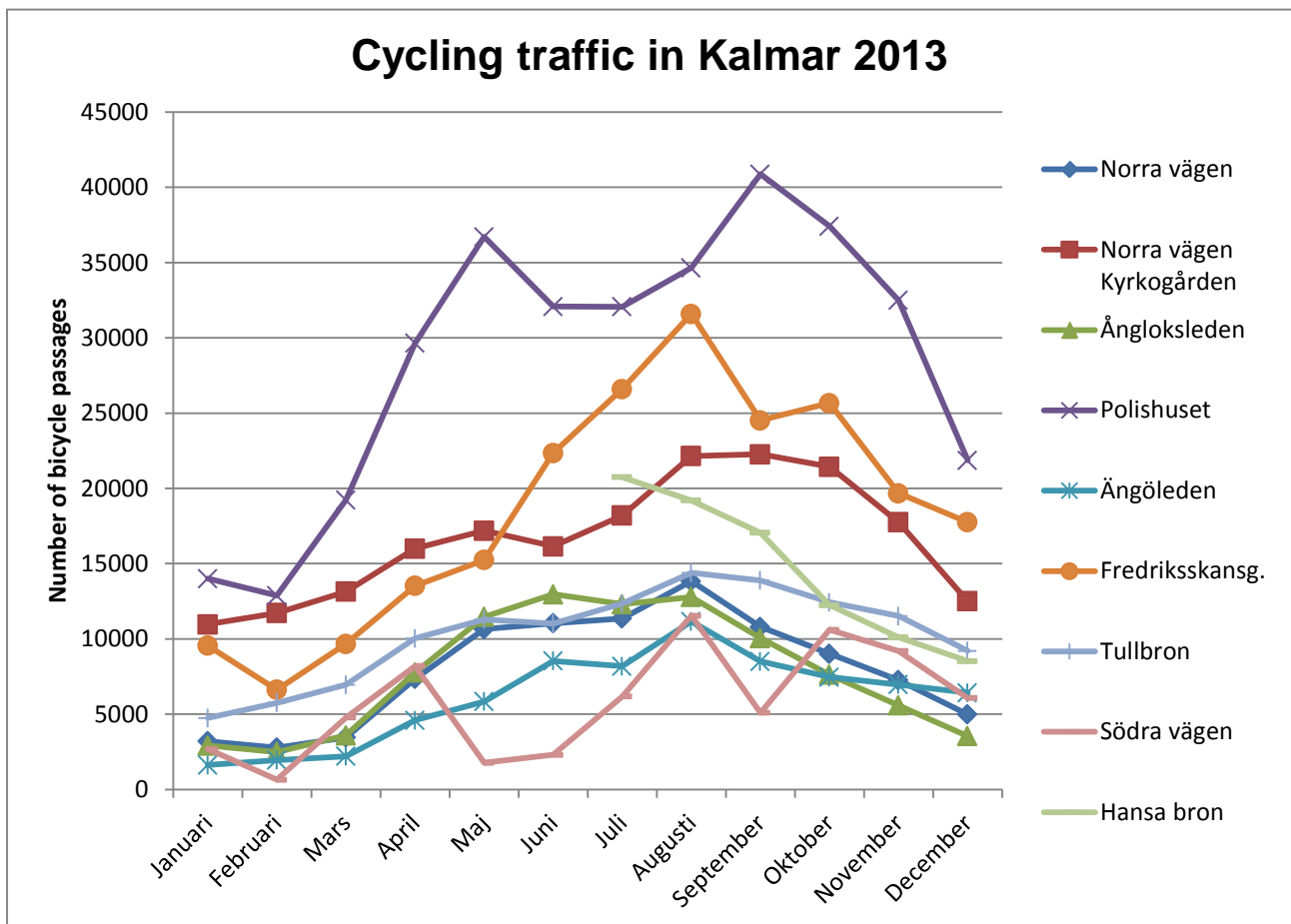


Diagram 3. The total number of bicycle passages per month and measurement station in Kalmar in 2013.

In diagram 4, the data from 2012 and 2013 are presented. (The measurements from the public cycling monitor are not presented in the diagram as it was installed as late as in June 2013). Comparable data for the radar stations are available between week numbers 17 and 52. When comparing data from 2012 and 2013 (weeks 17-52), the total number of bicycle passages has increased by 13 percent.

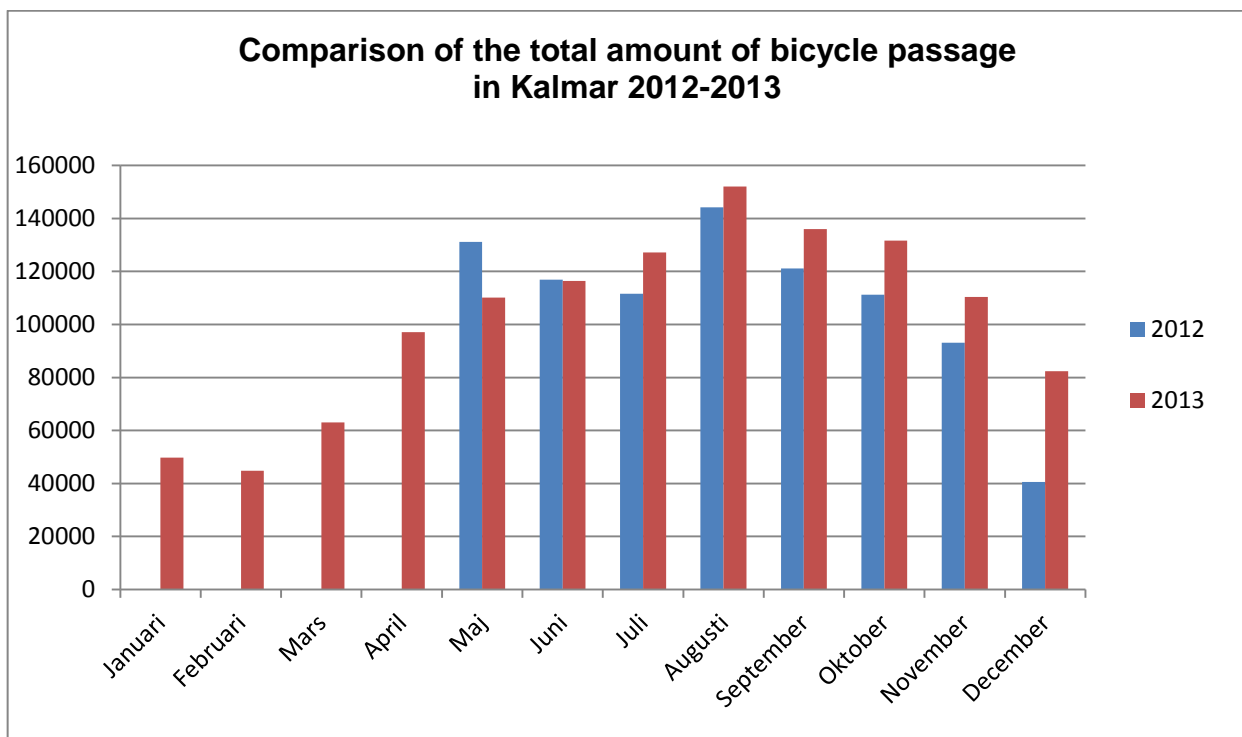


Diagram 4. Comparison of the total amount of bicycle passages per month between 2012 and 2013 in Kalmar.

A more fair comparison would be between the third quarters (July-September), when the weather conditions in Kalmar are quite similar between the years. The last three winter months in 2013 was significantly milder compare to the same period in 2012, which is obvious in the cycling statistics. A comparison between the third quarter in 2012 and 2013 shows that the cycling traffic in Kalmar has increases by about 10 percent, see diagram 5. However, to be able to state a trend, there is a need for statistics from several years.

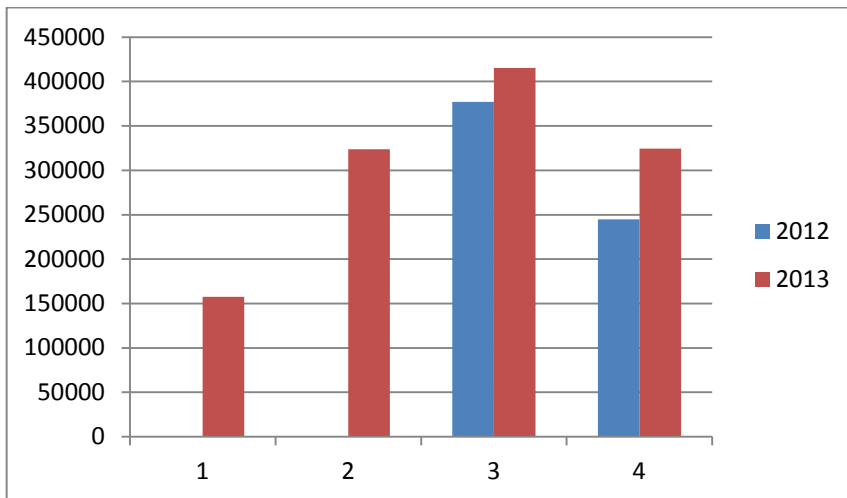


Diagram 5. Comparison of bicycle traffic in Kalmar between the third and fourth quarters of 2012 and 2013.

The measurements of cycling traffic made 2011-2012, before the radar stations were installed, were only spot checks at the bridges of Kvarnholmen and limited both in time and space. Since those measurements were not significantly correct, they are also not relevant to use as an evaluation instrument. However, the measurements did show clear signs of more cyclists after 2008. In 2011 it was as much as 60 percent more cyclists over the bridges to Kvarnholmen than counted in 2008. Together with the significant results from the radar measurement stations 2012-2013, it shows an evident increase in cycling in Kalmar since the beginning of the ABC project.

There is a clear correlation between the number of events and campaigns per year and the increase of cycling traffic during these years, but it is both hard and irrelevant to try and prove any relation.

Instead, it is all the measures and effort, to make Kalmar a better cycling city, that together probably have contributed to the increasing number of cyclists in Kalmar.

## 4. CONCLUSIONS

Even though it is still hard to answer the question of how many cyclist are reached by the cycling messages in the events and campaigns of ABC and Kalmar Cycling City, this evaluation can conclude that careful planning and promotion is the key to success. By considering the season, day, time and place the amount of cyclist can be anticipated and by promoting and making interesting press releases, the number of visitors can increase as well as the number of reporting journalists. Attention through local media and social media is the key of reaching out to as many people as possible in the target group.

By cooperating with well-known organisations and participating at bigger existing events that attracts numerous people, the message is strengthened and wider spread. It is also easier to catch attention from media and the planning and preparing work load are lowered. In times of low budget for soft measures it is therefore a good idea to spread our message by free riding on other big events.

By combining marketing of cycling measures and investments or traffic safety campaigns with soft measures like events, the message “Thank you for cycling“ and the goal of improving Kalmar as a cycling city is spread to more people, since it is easier to get the attention of media.

To keep the important attention of media, it is important to renew the events, campaigns, activities and give aways. The inspiration can come from successful ideas in other cities or countries.

Usable giveaways for cyclists or simpler gifts like fruit has been appreciated and gives a positiv feeling and ambience during the events and campaigns. It is also important that the working crew of an event or campaign has knowledge of the project, to be able to give answers to cycling related questions or respond to feedback. The aim is always to show appreciation to the cyclist of Kalmar, but also to appreciate which measures need to be done to make Kalmar an even better cycling city.