Queensland Transport

Invitation to Offer Number CLK 100/05

TravelSmart Individualised Marketing – Brisbane North

FINAL REPORT

Brisbane North TravelSmart Communities

October 2007

Submitted by

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1 Executive Summary

In November 2005, Queensland Transport awarded Socialdata Australia the contract for the Invitation to Offer CLK 100/05 TravelSmart Individualised Marketing – Brisbane North.

As part of the Queensland TravelSmart program, this Brisbane North project used Individualised Marketing techniques to encourage people to reduce private vehicle travel in favour of shorter trips and more sustainable modes of walking, cycling, and public transport.

The primary objective was to apply this technique to 70,000 households in the Brisbane North project area and to demonstrate that travel behaviour change can be achieved at the household level in a metropolitan centre on a large scale. This is the largest project of its kind to be conducted in the world.

To measure the success of the project, travel surveys were conducted before and after TravelSmart Individualised Marketing with a random sample of the population within the defined geographical project area. The surveys measured the changes in travel patterns and are representative of the travel behaviour changes across the target area. A control group was used in both surveys to determine that the results were from Individualised Marketing and not from external influences.

The ‘before’ survey was conducted with a random sample of residents in March 2006, with 1,309 households responding, representing a response rate of 76 %. In-depth interviews were also conducted with 176 respondents to the travel survey to identify the awareness, perception and choice barriers preventing the use of sustainable modes, and for measuring the potentials for behaviour change.

Following the implementation of Individualised Marketing (IndiMark®), an ‘after’ survey was conducted in the same months in 2007 as the ‘before’ survey with both a new random sample and a control group outside the population area to measure change in behaviour not affected by the Brisbane North TravelSmart program. 1,381 persons from the target population and 823 from the control group responded, representing a high response rate of 79 %.
The IndiMark® technique was conducted across Brisbane North between April and December 2006, and was delivered in a number of phases as summarised following:

**Contact and Segmentation Phase:** The aim was to personally contact and segment at least 90% of households with a publicly listed telephone number within the Brisbane North target area. Of just under 75,000 households, 96% were successfully contacted, identifying those households that would be interested and who would benefit from TravelSmart from those who were not interested or unable to participate.

**Service Phase (Confirmation, Motivation and Information):** This phase rewarded households where at least one member regularly uses environmentally friendly modes of transport and offered residents the opportunity to order information and services and receive support and encouragement. Of the households who expressed an interest in participating in the TravelSmart project, 83% took an active part.

**Convincing Phase:** This phase provides cycling visits, walking home contacts, and public transport further services (to non-users only). A total of 8,458 further services were provided to households.

Due to the large-scale approach and intensity of the Brisbane North project, an enormous amount of interest and momentum was generated. As a visible reminder and reinforcement, bright orange and blue TravelSmart-branded backpacks served to generate interest and camaraderie amongst participants. Many people contacted Socialdata via phone, mail and electronic mail with thanks and feedback on the initiative, as well as providing many anecdotes and reporting numerous ‘TravelSmart bag sightings’ in Brisbane as well as globally.

TravelSmart information materials and services for the project were developed by the project working group which enabled residents to be provided with a comprehensive list of local and personalised resources from which to choose. These included five neighbourhood maps showing all the bus stops, train stations, cycling and walking paths; personalised public transport journey planners and timetables; stop specific timetables; cycling brochures and local walking information; and a range of health brochures individually targeting children, teenagers and adults.
In total, 41,378 households showed an interest in receiving TravelSmart information, with around 864,000 items of information personally delivered in 37,699 individualised information packages. This was followed by 951 further services for public transport, 490 cycling home visits, and 6,070 walking further services.

9,503 households who were not interested in environmentally friendly travel and who were most likely to benefit from information on driving their car in a more sustainable way received a package of appropriate brochures including their local TravelSmart Access Guide.

Quantitative feedback collected from households during the project was collated and forwarded to Queensland Transport to be distributed to the project stakeholders. Feedback on TravelSmart was collated from many sources: observations on transport related issues collected in the initial dialogue with households, follow-up phoning, comments upon delivery of the information to the households, questionnaires, and residents who contacted Socialdata Australia directly.

The results from the evaluation showed a 13% reduction in car as driver trips and increases in public transport use of 22%, walking 49%, and cycling 58%. Overall, the combined modal share of walking, cycling and public transport increased from 17% to 24%, and that of the car and other motorised private modes decreased from 83% to 76%. There was a reduction of 3.1 kilometres per car per day in the Brisbane North project area. This change amounts to a reduction of 114 million car kilometres per year (a 13% relative reduction) for the whole community. This equates to a reduction of 31,900 tons of CO₂ emissions per year (as measured by EU standards).

Further, the data indicates that these results were achieved without significantly affecting people’s mobility in terms of their activities outside the home, and number of trips made each day. The analysis showed that the small individual changes in travel behaviour resulted in significant aggregate effects.

The evaluation indicates strongly that the Brisbane North TravelSmart Communities project has been very successful in achieving significant changes in personal travel behaviour. The travel changes make a positive contribution to reducing CO₂ emissions and to reducing the impact of increasing petrol prices.
2 Introduction

This report provides a detailed account of the largest large-scale IndiMark® project ever undertaken; outlining the development and implementation of the project from its beginning in April 2006 to completion in December 2006.

Changing personal travel behaviour remains one of the greatest challenges in transport policy. The growth in private car use over the past few decades has radically altered the distances we travel on a daily basis.

In many countries worldwide, the car now accounts for a high percentage of all journeys, and with this increase, travel by walking, cycling and public transport has declined. Car use in Australian metropolitan areas is high by world standards, and our level of car reliance has serious and growing consequences for the environment, the economy, our health and social well-being.

The traditional approach to achieve modal shift has focused on hard policies such as the provision of transport services and infrastructure, pricing and longer-term land use policies. The value of system improvements can be maximised using a ‘soft policy’ approach. Soft policies are required to improve people’s perceptions of the infrastructure and knowledge of services available in order to realise the full potential for travel behaviour change.

For people to change their personal travel behaviour, they need to be aware that there are suitable alternatives to car travel. One might think that all essential information about alternatives – walking, cycling and public transport – is readily available. However, it does not necessarily reach the respective target group.

During the late 1980s, Socialdata developed the concept of Individualised Marketing (IndiMark®) to change personal travel behaviour. The technique was primarily to promote public transport; however it evolved in the 1990s to include the promotion of all environmentally friendly ways of travelling.

The IndiMark® process recognises that people’s reluctance to use alternatives to personal car use is largely due to a lack of information and motivation.
The key elements of the IndiMark® process are to:

- Personally contact all target households
- Motivate them to think about their travel behaviour
- Inform them about the alternatives in their travel mode choice

Through direct contact in an on-going communication process, people can be motivated more effectively to think about their daily travel. This personalised approach means that the information needs of people can be identified and provided in a very specific way. They receive only that information which they really need instead of a low-level “flood of material”. Providing information tailored to individual situations is far more convenient and motivating than having to filter through and select from multiple possibilities.
3 Individually Marketing for Brisbane North

3.1 Background

Australia led the way in voluntary travel behaviour change in 1997 by introducing the IndiMark® technique for all environmentally friendly modes (rather than just for public transport), in the City of South Perth pilot. Since then, Socialdata has used its Individualised Marketing technique to promote all green modes to more than a million people in Australia, the United States, Canada, France, Germany, Sweden, Austria and the United Kingdom.

In Brisbane, the first TravelSmart pilot project was conducted in the Grange in 2001. This achieved considerable success, reducing car as driver trips by 10% while increasing walking by 6%, cycling by 16% and public transport use by 33%. This success was followed by the first non-metropolitan project in Australia, the TravelSmart® Regional Suburbs Pilot – Townsville, and a large-scale project of 26,000 people conducted in Redlands in 2004 which was very well received in the community and achieved the highest relative changes to environmentally friendly modes (42%) of all projects conducted so far. In 2005, an Individualised Marketing project was conducted for Brisbane City Council with 5,000 people in Indooroopilly.

The prime objective of the Brisbane North TravelSmart project was to encourage people to make greater use of alternatives to car travel by offering them personalised travel information, advice and incentives to explore travel alternatives. Rather than “selling” a particular mode change or journey (for example, work trips) the project focused on enabling participants to make a few changes, however modest and to any trip, to their personal travel choices.
3.2 Project Area

More than 277,000 people live in the project area, with the number of households reaching nearly 113,000 in 2001 (ABS). The project area is bordered in the south by the Brisbane River, and stretches from the inner city suburbs of Red Hill, Paddington and New Farm some 20 kilometres north to the beaches of Brighton and Shorncliffe, bounded on the east by Nudgee and in the west by Keperra, a distance of 12kms. From the city centre, traffic is carried north by the main arterials of Gympie Road (Bruce Highway) and Sandgate Road. East to west travel is serviced by several main roads including Rode, Stafford, Zillmere and Hamilton Roads. The area contains many parks and cycling routes, including popular New Farm Park and the Kedron Brook bike path.

The area is serviced by three train lines (Caboolture, Ferny Grove and Sandgate/Shorncliffe lines) originating south of the city, sharing the line for four stations in the inner suburbs and then radiating out to their respective destinations. Bus services in the area are frequent, with over 90 bus routes servicing the area, plus the recent addition of a quarter-hourly Buz service from Aspley Hypermarket to the Cultural Centre, and the late night weekend Nightlink services to Ferny Grove, Bracken Ridge and Sandgate. The inner-city suburbs of New Farm, Hamilton and Hawthorne are also serviced by a very popular CityCat ferry service. There is a city-wide integrated ticketing system that enables easy transfer between bus, train and ferry, and plans for a SmartCard electronic ticketing system are currently being tested.
Figure 2: Map of the Project Area

Field Office
Carseldine

Field Office
Alderley

Field Office
Kelvin Grove

Service Centre
Virginia

Service Centre
Kelvin Grove
3.3  Project Design

The project design involved three main stages:

- The ‘before’ survey to measure mobility behaviour
- Individualised Marketing
- The ‘after’ survey to measure the changes in travel behaviour

For the Brisbane North TravelSmart initiative the target population was defined as 70,000 households who were contactable by telephone and residing in 52 suburbs in the north of Brisbane.

![PROJECT DESIGN]

- Brisbane-North -

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<tr>
<th>Before survey</th>
<th>Mailback, all household members</th>
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<tbody>
<tr>
<td></td>
<td>March/April 2006</td>
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<tr>
<td></td>
<td>1,309 persons (net); 76% response rate</td>
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<td>plus control group (729 persons)</td>
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<table>
<thead>
<tr>
<th>Marketing</th>
<th>Individualised Marketing</th>
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<tr>
<td></td>
<td>April - December 2006</td>
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<tr>
<td></td>
<td>74,494 households with ≈ 180,000 persons</td>
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<td></td>
<td>Area ≈ 110,000 households (diffusion effect)</td>
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<tr>
<th>After survey</th>
<th>Mailback, all household members</th>
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<tr>
<td></td>
<td>1,381 persons (net); 79% response rate</td>
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<tr>
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<td>plus control group (823 persons)</td>
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Figure 3: Project Design

The baseline survey was conducted in March/April 2006 with a random sample of residents in the target population. A total of 1,309 persons responded and a response rate of 76 % was achieved.
Individualised Marketing was conducted from April to December with a base population of 180,000 people (74,494 households), and 96% of households were successfully contacted.

The ‘after’ survey was conducted with a random sample of residents in the population and a control group outside the target area. 1,381 persons from the target group responded, plus 823 persons from the control group, representing a 79% response rate.

In order to deliver the project efficiently and on time, the project area was divided into 45 small project areas (Waves) from the 52 selected suburbs in North Brisbane. This staggered wave design contained between 1,000 and 2,000 households and was delivered in a rolling system from April to December, as shown in the example below.

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<td>Service Phase</td>
<td>Delivery Phase</td>
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1. Wave

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Figure 4: Wave Design

For most of the project delivery, the rolling wave system was run in parallel, working on different phases of up to six separate waves at any one time. This required two Service Centres and four field offices running simultaneously – the main Service Centre located in Kelvin Grove and another fully equipped centre in Virginia. These centres were supplemented with field offices to distribute TravelSmart materials to residents and organise further services. A weekly reporting system was developed to update Queensland Transport and partners of project status and development (see Appendix 3).
The main phases of TravelSmart Household were established as follows:

- Contact and Segmentation Phase: April to October 2006
- Service Phase: April to November 2006
- Convincing Phase: May to November 2006

### 3.4 Database

The target was defined to contain at least 70,000 households within the project area who had a publicly listed telephone number. Residential addresses were sourced from the resident ratepayer database and the electoral roll, provided by Brisbane City Council. After compiling the addresses and creating a complete contact list for all residents in the project area, it was necessary to find a matching telephone number listed in the Brisbane White Pages telephone directory. 74,341 households with matching name, address, and telephone numbers were found in the 52 suburbs of the project area.

### 3.5 Office Establishment

The main Brisbane Socialdata Australia office was established in the project area at 321 Kelvin Grove Road, Kelvin Grove in February 2006. This acted as the main operational centre for the entire project, and was supplemented by a second Service Centre in Virginia with additional field offices in Alderley and Carseldine to facilitate the distribution of TravelSmart materials to households.

Both Service Centres are located close to frequent public transport services and within walking distance of amenities such as the Post Office. The Kelvin Grove office has a reception area, a small open plan office area, and a Contact Centre with a complete telecommunications system and furnished with custom-designed booths to ensure the least noise disruption. The Kelvin Grove warehouse has a large area for storage and collating materials with easy access at the rear of the building for the distribution of TravelSmart packs.

The majority of materials used throughout the project were initially delivered to and stored at the Virginia warehouse, a large space with specially designed shelving to maximise storage space. A shipping container was also utilised in the storage of the extremely popular but bulky TravelSmart-branded water bottles. Socialdata field offices were used
as the project progressed to more easily reach the distant delivery areas, enabling reduced travel time for the delivery cyclists and a more efficient distribution process.

### 3.6 Staffing

This project required the employment of people with diverse backgrounds and experience to fill a variety of roles, with staff ranging from university students to local residents. The majority of staff were employed on a casual basis, and were sourced from employment agencies local to the project facilitation centres. For the telephone phases of the project, selection criteria included a pleasant and well-spoken telephone manner to minimise complaints from contacted households. TravelSmart advisors conducting the cycling further services were specifically selected for their experience in this mode as well as a good knowledge of the Brisbane North area. All staff members dealing directly with the public were required to obtain a Police Clearance.

Staff training in all aspects of Individualised Marketing began in early-March to ensure that all staff members were conversant with the Socialdata Australia Customer Service Charter, TravelSmart and project targets. Ongoing training was provided for coding, data entry and computer skills.

For this project 154 full-time, part-time and casual staff were employed and trained for the project, providing opportunities for local people and associated local businesses.

Socialdata Australia encourages an ‘open door’ policy and stakeholders in the project were welcomed to the offices in Kelvin Grove and Virginia to observe the process in action.
4 Individualised Marketing Implementation

4.1 Contact and Segmentation Phase

Background

The aim of the contact phase is to successfully contact as many people in the target population as possible. As agreed with the project working group, the target population was defined as households in Brisbane North with a publicly listed telephone. A successful contact is defined as a response from a household that can be segmented as per the Individualised Marketing technique; that is, segmenting households into three main groups “Interested”, “Regular Users” and “Not Interested”. The main aim of the contact phase is to collect information for this process, and to determine information needs by discussing with residents how often they use the environmentally friendly modes of walking, cycling and public transport; if they are interested in using these modes more often; and if they would like more information.

Procedure

An announcement letter was mailed to residents in Waves from the week beginning April 5\textsuperscript{th}, 2006. These letters were sent on behalf of Queensland Transport and the Brisbane City Council, and were signed by the Minister for Transport and Main Roads and the Lord Mayor of the Brisbane City Council. The letter briefly explained the TravelSmart initiative and the aim of the project, and informed households that they would be contacted shortly.

The main telephone Contact Phase commenced on April 10\textsuperscript{th}. Around 50 staff members trained in the IndiMark\textsuperscript{®} technique were employed on a casual basis, plus 2 supervisors. All the supervisors had worked on previous IndiMark\textsuperscript{®} projects. Most of this phase was completed for all stages by October 20\textsuperscript{th}. 
At the time of this initial contact, households were segmented into the three main groups of IndiMark®, defined as:

- Interested
- Regular (with and without information needs)
- Not Interested.

Those households segmented as Interested (“I” group) were not currently using environmentally friendly modes on a regular basis but expressed an interest in receiving information on the topic. Regular users of public transport, walking or cycling who have no information needs (“R” without) felt they were sufficiently informed regarding their transport choices, while regular users with information needs (“R with”) expressed a desire to know more. Not interested households (“N” group) did not require any information.

From the information collected in the Contact Phase, residents discussed their households’ use of environment friendly modes of travelling. All comments were collated and forwarded to Queensland Transport.