



European Regional Development Fund

eHUB Brand Campaign Materials

DELIVERABLE 3.2

March 2022
University of Antwerp

Summary sheet

Project Name	eHUBS
Title of the document	eHUB Brand Campaign Materials
Deliverable	D 3.2
Work Package	Long Term Effects
Programme	Interreg North-West Europe
Coordinator	City of Amsterdam
Website	http://www.nweurope.eu/projects/project-search/ehubs-smart-shared-green-mobility-hubs/
Authors	Coenegrachts Elnert (UAntwerp) Beckers Joris (UAntwerp) Vanelslander Thierry (UAntwerp) Verhetsel Ann (UAntwerp)
Status	Draft
Dissemination level	Public
Reviewed by	Project partners
Submission date	
Starting date	
Number of months	

Project partners

Organisation	Abbreviation	Country
Gemeente Amsterdam	AMS	The Netherlands
Promotion of Operation Links with Integrated Services aisbl (POLIS)	POLIS	Europe
Taxistop asbl	Taxi	Belgium
Autodelen.net	Auton	Belgium
Bayern Innovativ GmbH	BI	Germany
Cargoroo	CA	The Netherlands
URBEE (E-bike network Amsterdam BV)	URBEE	The Netherlands
Gemeente Nijmegen	NIJ	The Netherlands
Transport for the Greater Manchester	TfGM	UK
Stad Leuven	LEU	Belgium
TU Delft	TUD	The Netherlands
University of Newcastle upon Tyne	UN	UK
Ville de Dreux	DR	France
Stadt Kempten (Allgäu)	Kemp	Germany
Universiteit Antwerpen	UAntwerp	Belgium

Document history

Version	Date	Organisation	Main area of changes	Comments
0.1	10/11/2021	UA	Introduction	
0.2	19/12/2021	UA	Section 2.1, 2.2	
0.3	15/02/2022	UA	Section 2.3, 2.4, 2.5	
0.4	02/03/2022	UA	Section 2.6	

Table of Contents

Summary sheet	2
Project partners	3
Document history	4
List of figures.....	6
List of tables	7
1 Introduction	8
2 Communication campaign sections	8
2.1 Recognisability	8
2.2 Raising awareness – Inform about the eHUBS concept.....	14
2.3 Gaining the interest – Illustrate potential use cases of the eHUB.....	18
2.4 Stimulate the uptake – Nudge users towards using the eHUBS.....	26
2.5 Measuring the effect.....	28
2.6 Summarising the communication campaigns and interventions	29
2.7 Recommendations	36
The eHUBS Consortium.....	37

List of figures

Figure 1 - Carsharing logo at Bremen's Mobility Hub	9
Figure 2 - Carsharing logo at Bergen's Mobility Hub	9
Figure 3 - Information Pillar	10
Figure 4 - Marks showing the way towards the eHUB.....	10
Figure 5 - Hub Branding of Kempten	11
Figure 6 - Hub Branding of Dreux.....	11
Figure 7 - Branding identity of city of Amsterdam.....	11
Figure 8 - Hub Branding of Amsterdam (1).....	11
Figure 9 - Hub Branding of Amsterdam (2).....	12
Figure 10 - Hub Branding of TfGM	12
Figure 11 - Branding identity of TfGM	12
Figure 12 - Branding Identity of Regional Hub Concept	13
Figure 13 - (Non)Digital Information Pillar Hoppin.....	13
Figure 14 - Information leaflets (translated in different languages) to inform about BuurtHub Participation Website	15
Figure 15 - Animated video that informed about the BuurtHub Concept and steered people towards Participation Website	15
Figure 16 - Parklet that was displayed during events so that the eHUB concept was visualised.....	15
Figure 17 - Targeted advertisements informing about the eHUBS Participation Website.....	16
Figure 18 - Dreux's advertisements on social media and information leaflets to inform about the MobiPoint Concept	17
Figure 19 - Special developed stand cubes attached at bike racks to inform about shared cargo bikes (TfGM)	17
Figure 20 - Illustrate opportunity to realise financial benefits when choosing carsharing	18
Figure 21 - Illustrate sustainability and health benefits of eHUBS	19
Figure 22 - Illustrate the convenience eHUBS offer to travel out of the city centre	19
Figure 23 - Billboard illustrating to car users the possibility to use electric bikes the next time they travel to the city	20
Figure 24 - User Guide Video illustrating services at the eHUBS.....	20
Figure 25 - Social media alerts and press release when BuurtHub is opened.....	21
Figure 26 - Step-by-step guide to inform about the usage of the eHUBS	21
Figure 27 - Information leaflet distributed after opening of a Hoppin Point across neighbourhood to inform residents about potential use cases.....	22
Figure 28 - Tool to explore facilities that can be reached by active travel modes and redirection link to where these active travel modes can be found.....	23
Figure 29 - Information leaflet distributed after opening of eHUB explaining usage of services and its benefits	24
Figure 30 - Workshop announcement to freely discover services at the eHUB.....	24
Figure 31 - Information pillar showing how to use eHUB services	25
Figure 32 - Social media posts and leaflets showing promotion codes for using the eHUBS services.....	26

List of tables

Table 1 - Communication interventions aimed at raising awareness of the eHUBS' concept	17
Table 2: Summary of Communication Campaigns.....	30

1 Introduction

The eHUBS' partner cities each have initiated a local communication campaign. The communication campaign typically shows which channels are used, which target groups are aimed for and which purpose the different communication initiatives serve. This report will provide an evaluation of the different elements and will show the best practices in a structured manner. It will indicate the different purposes of the communication campaigns, which communication intervention(s) took place, who the target groups are, how the effectiveness of the intervention is measured and which barriers and challenges are experienced. It is on the basis of partner cities' experiences that this best practise report has been constructed. It will help other authorities answer the question how they can promote the eHUBS brand and thereby stimulate the usage of shared (e-)mobility within particular user groups. However, as different target groups in different contextual settings value other aspects when choosing their mobility mode, the communication interventions will have to respond to the factors that have the highest possibility to influence their behaviour.

Each municipality has realised different communication interventions, with support of their communication department or an external communication company. As it is difficult to analyse these interventions without a structured framework, we have taken the staged-approach of the communication campaign of Nijmegen as a basis. It consists of four different phases, with each phase having a different purpose and communication interventions to achieve this purpose. For every phase, the target group, the possible interventions and the best practices and challenges related to the implementation of the intervention are described.

The consecutive phases of a communication campaign are labelled as follows:

1. “Creating recognisability and explore the concept of eHUBS”
2. “Creating awareness of the concept of eHUBS amongst different user groups”
3. “Gaining interest, by showing the potential opportunities and making the concept relevant”
4. “Stimulating usage, by influencing the self-image of the people and incentivising them to break their habitual behaviour”

First, this report will explain what each stage consists of and which purpose(s) it serves. Next, (visual) examples of communication interventions initiated across the partner cities will be provided. The report concludes with a summary of the four stages of the municipalities' communication campaigns, indicating the purposes, the related interventions, the timing, the target group(s), the differences between cities and the lessons learned.

2 Communication campaign sections

2.1 Recognisability

Purpose

The first stage consists of creating a recognisable brand around the eHUBS concept. This means establishing a brand identity, i.e. having a recognisable logo, using matching colours and fonts. The purpose of this stage is to create a range of consistent communication and branding tools so that target

groups identify and recognise immediately the eHUBS brand and what it stands for. The brand identity can be new (1), or realigned within the brand identity of the local (transport) authority (2) or regional/national authority (3). This project has not created a common brand identity for the eHUBS concept across the partner cities as it was not possible to take into account the public communication requirements of every partner city. However, recognisable logos for the various shared transportation modes the eHUBS concept encompasses, were developed and used across the different partner and replication cities. It is the aim that these logos will be used Europe-wide so that users can easily identify the different shared mobility options that are available at a certain place.

Examples

Europe-wide

Logos for the shared mobility modes that can possibly be found at eHUBS were created and it is the intention to use them across all partner and replication cities. This offers opportunities to establish recognisability of all shared mobility modes for European citizens, so that they can easily observe when visiting a city which shared mobility modes are offered.

e-Carsharing	e-Bikesharing	e-Mopedsharing	e-Scootersharing	e-Cargobikesharing

Cities outside the project, such as Bergen (Norway) and Bremen (Germany) already applied these logos to indicate shared mobility services.



Figure 1 - Carsharing logo at Bremen's Mobility Hub



Figure 2 - Carsharing logo at Bergen's Mobility Hub

1. Nijmegen/Dreux/Kempten (New branding identity)

Nijmegen created a new brand identity for their eHUBS in four steps:

- i. Creating a logo that is easily recognised



- ii. Choosing matching colors that strengthen the message



- iii. Using filters of these colours to show the shared mobility modes are connected to the eHUBS initiative



- iv. Creating features supporting the eHUBS setting



Figure 3 - Information Pillar



Figure 4 - Marks showing the way towards the eHUB

Kempten and Dreux also followed this approach by developing a new local brand identity for the eHUBS in their urban area.



Figure 5 - Hub Branding of Kempten



Figure 6 - Hub Branding of Dreux

2. Amsterdam/Manchester (Integration with branding of local (transport) authority)

Amsterdam created a branding that was consistent with their municipality's branding. This showed that the creation of eHUBS (or called BuurtHubs in Amsterdam) was a city's initiative. The colours from the city (red and white) are also used in the eHUBS branding.



Figure 7 - Branding identity of city of Amsterdam



Figure 8 - Hub Branding of Amsterdam (1)

Next, Amsterdam provided different designs which show the range of shared mobility modes that are available at the eHUB.



Figure 9 - Hub Branding of Amsterdam (2)

Manchester

Manchester uses the same eHUB logo as Nijmegen. However, it aligns its eHUBS branding identity with the branding of the local transport authority, Transport for Greater Manchester, using the same colours and fonts.

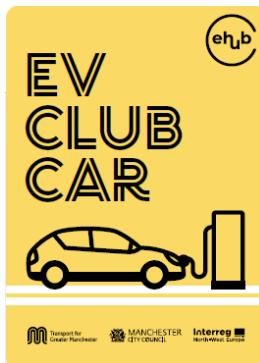


Figure 10 - Hub Branding of TfGM



Figure 11 - Branding identity of TfGM

3. Leuven (integration with branding of regional/national authority)

Leuven uses the branding identity, called Hoppin Points, established by the Flemish ministry of transport, which aims at a region-wide (i.e. in Flanders) roll-out of this brand for mobility hubs. Every city or suburban area can receive funding from the Flemish government to establish mobility hubs under this 'Hoppin' brand.

Hoppin



Figure 12 - Branding Identity of Regional Hub Concept

Similar to Amsterdam and Nijmegen, the concept of the mobility hub is explained at a (digital) information pillar, which contains information regarding public transport connections and the shared mobility services available.



Figure 13 - (Non)Digital Information Pillar Hoppin

Conclusion

Overall, three approaches have been identified regarding the creation of a brand identity, in order to establish the recognisability of the eHUB concept;

First, we have the creation of a new branding identity that is **applied locally**, in the city region. It has to be ensured that the citizens recognise the branding while acknowledging that the city is involved. This new brand can arouse the citizens' curiosity, eager to know what it stands for. The cities of Nijmegen, Dreux and Kempten have applied this to their eHUBS brand.

Second, we have the creation of a branding identity that is **aligned with the local (transport) authority**. This can improve the recognisability and the perception of the concept, if the local authority has a good reputation. Amsterdam and TfGM have coordinated their eHUBS' branding and communication tools with their local branding.

Lastly, there is the creation of a **region-wide branding identity**, under the umbrella of a regional or national authority, which extends the borders of the urban area. This can provide opportunities to apply for additional funding, but can also pose challenges to integrate it with its own mobility initiatives. Leuven followed this approach, aimed at increasing the reach of a recognisable mobility hubs brand.

All communication campaigns were initiated with the development of the branding identity of their eHUBS brand. This consisted of establishing a brand name and logo and using matching colours and fonts. However, some cities created their branding identity from scratch, while others used elements from existing branding identities of their local/regional (transport) authorities.

2.2 Raising awareness – Inform about the eHUBS concept

Purpose

The second stage involves the potential users of the eHUBS. After creating the branding identity, it is of importance that the users become aware of the eHUBS concept, so that they will become interested in its services and eventually consider using them. At this stage, it is necessary to identify the target groups you want to reach, so that the communication interventions, aimed at increasing awareness, are adapted to their specific needs. The partner cities have applied different interventions, targeted at different citizen groups.

Examples

Amsterdam

Amsterdam took a bottom-up approach. They first wanted to identify neighbourhoods that could be interested in eHUBS. Therefore they started a participation process. They provided information leaflets in different neighbourhoods, translated in different languages, and they started a website at which neighbourhood residents could express their interest for an eHUB in their neighbourhood (and indicate which services this eHUB should encompass). They also tried to reach people online, through the city's social media channels (e.g. Facebook), with an animation video that visually explained the concept of the eHUB and steered people to their eHUBS registration website. This allowed the campaign to raise awareness about the eHUBS concept in a convenient and easy-to-grasp manner to a significant number of people. However, it proved not to be easy to engage these people to actually register their neighbourhood for a mobility hub, which is the aim of the next communication phase. Finally, press releases about the upcoming opening of hubs in Amsterdam's neighbourhoods are highlighted in local press and social media channels.



Figure 14 - Information leaflets (translated in different languages) to inform about BuurtHub Participation Website



Figure 15 - Animated video that informed about the BuurtHub Concept and steered people towards Participation Website

Leuven

Leuven presented the eHUB concept at public events that focused on sustainable mobility (such as Leuven CarFree Sunday). Information leaflets, a dedicated website and press releases about the roll-out of several eHUBS also raised awareness across citizens of Leuven and its surrounding region. Furthermore, a parklet, which is a mobile eHUB that showcases some of its functions, was displayed during several events and at several busy areas. This real example of an eHUB gave people the opportunity to visualise and already have a first experience of the services the eHUB could offer.



Figure 16 - Parklet that was displayed during events so that the eHUB concept was visualised

Nijmegen

Nijmegen announced the upcoming eHUBS with advertisement on transit shelters, such as bus stops and on street furniture. These advertisements also applied a call-to-action, mentioning a website ‘ikwileenehub.nl’ ('I want an eHUB.nl') where potential users could indicate where they would want an eHUB. This gave the opportunity for the authorities of Nijmegen to assess their foreseen eHUB locations with the indicated locations from the citizens. Press releases and a dedicated website, differing from the ‘ikwileenehub.nl’ website, were also part of the campaign. Furthermore, information leaflets were distributed across the neighbourhoods where an eHUB was going to be installed. This focused approach was also taken on social media, where they advertised social media posts about the eHUB concept towards targeted user groups in Nijmegen.



Figure 17 - Targeted advertisements informing about the eHUBs Participation Website

Dreux/Kempten/Manchester

Dreux, Kempten and Manchester raised awareness through press releases in local press, social media posts ((non-)advertised) and by asking the cooperating shared mobility providers to promote the eHUBS concept through their channels. Dreux also took advantage of public events related to sustainability to inform their citizens about the eHUB concept, by showcasing the shared electric vehicles that can be found there. Manchester informed local businesses, schools and properties about the eHUBS in their neighbourhood. Furthermore, they created a website dedicated to shared mobility, with a dedicated webpage on eHUBS. Lastly, they created stand cubes with the eHUB brand on it, that will be placed at the bike racks and inform about the shared e-cargo bike.



Figure 18 - Dreux's advertisements on social media and information leaflets to inform about the MobiPoint Concept

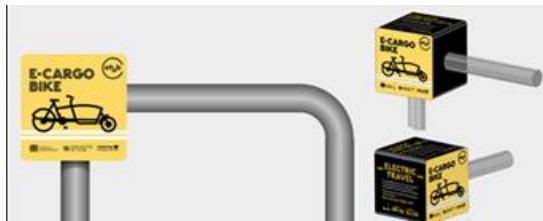


Figure 19 - Special developed stand cubes attached at bike racks to inform about shared cargo bikes (TfGM)

Conclusions

The promotion of the eHUBS concept, so that citizens become aware of this new mobility service, has been achieved by various interventions. Common interventions that most partner cities applied are indicated in following table.

Intervention	Target group/area
Social media posts (advertised)	Specific target groups (e.g. residents of a certain neighbourhood/young people/people interested in environmental organisations)
Social media posts (non-advertised)	General public, people following the authority's social media channels
Press releases	In local, regional or national press, general public
Information leaflets	At specific neighbourhoods/During specific events
Dedicated website or webpage	General public

Table 1 - Communication interventions aimed at raising awareness of the eHUBS' concept

Other interventions, described below, are not systematically applied in every city, but are introduced in some cities as part of their raising awareness stage.

Events seemed also to be opportunities to raise awareness about the upcoming launch of eHUBS. Services were showcased at that moment, by using for example a parklet.

Large advertising campaigns, such as billboards or at transit shelters, are more costly, but can attract the attention of the general public, and do not exclude the people who are not active online.

Call-to-actions could also become an important intervention to engage more people and validate the interest in the concept. For example, a dedicated website (Nijmegen and Amsterdam) where people can indicate if they are interested in an eHUB and which services this should encompass.

Informing other stakeholders, such as schools, local businesses, housing agencies, can offer other channels through which the concept is explained.

Using channels of service providers can also be an addition to the own communication awareness campaign. For example, Dreux partnered up with Citiz (carsharing provider) to make use of the well-known French carsharing brand and provide an example of the services that can be found at the eHUBS.

2.3 Gaining the interest – Illustrate potential use cases of the eHUB

Purpose

The third phase consists of showing the potential opportunities of an eHUB and communicate how this concept can be a relevant use case for different user groups. The aim of the interventions related to this stage are to trigger the people's interest so that they start to make use of eHUB's services. The interventions should show why the services could be useful for a particular user group, which benefits it will bring and which inconveniences it can take away. The partner cities have targeted different potential user groups, which relates to the different interventions they applied.

Examples

Nijmegen

Nijmegen used communication that is focused towards comparing the price of private car ownership and use and the price of using a shared car or cargo bike service. This intervention is aimed towards car owners. Furthermore, the sustainability and health benefits of shared bikes are highlighted on banners. Some advertisements were also placed in the city centre to make citizens aware that the shared services could conveniently get them in and out of the city centre.



Figure 20 - Illustrate opportunity to realise financial benefits when choosing carsharing



Figure 21 - Illustrate sustainability and health benefits of eHUBS



Figure 22 - Illustrate the convenience eHUBS offer to travel out of the city centre

Furthermore, they tried to gain the interest of car users by placing billboards near the city entrance roads and parking garages. These mention the possibility to use an electric bicycle instead of the car to get into the city centre. The location of these billboards ensures that many car users will see the advertisements and maybe start thinking about their daily travel behaviour and the alternative options there are.



Figure 23 - Billboard illustrating to car users the possibility to use electric bikes the next time they travel to the city

Nijmegen also created a user guide video, in which they did not only show which services could be used at an eHUB, but also a step-by-step guide how to register, pay and use the different sharing services.



Figure 24 - User Guide Video illustrating services at the eHUBS

Amsterdam

As indicated in the previous stage, Amsterdam focuses on engaging the neighbourhoods. Neighbourhoods were stimulated to initiate their own communication ideas, that could be distributed through the city's communication channels. They are supported by a participation organisation in order to have approval of and engage the whole neighbourhood. When a neighbourhood hub has been opened, events are organised and publicity created through social media channels and press releases, to gain the interest of citizens of other surrounding neighbourhoods. This way, they encourage the surrounding neighbourhoods to enrol in the participation process.

Gemeente Amsterdam, CTO Innovatieteam
3,524 followers
3mo •

Vandaag wordt de eerste BuurtHub van Amsterdam geopend in Halsbuurt. De hub bestaat uit drie elektrische bakfietsen en twaai elektrische vervoersmiddelen in de BuurtHub zijn makkelijk te huur.

[See translation](#)



BuurtHub gelanceerd in Frans Halsbuurt
[amsterdam.nl](#) • 2 min read

75 • [2 comments](#)

Like Comment Share Send



BuurtHub gelanceerd in Frans Halsbuurt

11 december 2020

De gemeente Amsterdam heeft de eerste BuurtHub gelanceerd in de Frans Halsbuurt. In een BuurtHub wordt elektrisch deelvervoer aangeboden waar bewoners uit de buurt gebruik van kunnen maken. De buurt bepaalt samen met de gemeente hoe de BuurtHub eruit komt te zien. Bijvoorbeeld een grote of juist een kleine deelauto, (bak)fietsen en/of scooters.

Amsterdam groeit en het wordt steeds drukker in de openbare ruimte op de wegen. Parkeerplekken, voetnaden en fietspaden. Daarnaast heeft

Figure 25 - Social media alerts and press release when BuurtHub is opened

When a neighbourhood joined for the participation process, a step-by-step guidebook was distributed across the neighbourhood to inform all residents how to use the services.



Figure 26 - Step-by-step guide to inform about the usage of the eHUBS

Leuven

Leuven tried to engage neighbourhoods where an eHUB was installed, by handing out information leaflets that noticed the residents an eHUB was installed nearby. This leaflet also informed citizens regarding what an eHUB is, why they should use it and showed potential use-cases of the different services, such as

- ‘Does the cargo bike seem useful for carrying your heavy-weighted groceries or doing a trip with your children? The summer is waiting for you! You can find thirty e-cargo bikes across different neighbourhoods.’
- ‘Do you sometimes need a car to visit your family or doing large errands? A shared car can be a solution for you.’
- ‘Do you still need to travel some last kilometres to your destination after taking the bus or train? Maybe a shared bike could be useful for you?’



Figure 27 - Information leaflet distributed after opening of a Hoppin Point across neighbourhood to inform residents about potential use cases

Leuven's parklet was also an opportunity to showcase some of the services of an eHUB. Try-outs with e-cargo bikes are being offered at the same time, so that residents can already experience the utility of this new kind of sharing service.

Manchester

Manchester integrated their eHUBS into their active travel campaign to stimulate residents to make use of (shared and electric) active travel modes. The dedicated website provided a ‘explore your neighbourhood in 15 minutes’ tool, which shows the facilities around you that can easily be reached by foot or bike. Beneath, there is a link to the hubs’ and shared bike stations’ locations where these active mobility services can be found.

The figure consists of two screenshots of a website. The top screenshot shows a man in a blue blazer and glasses holding up a yellow rectangular sign that reads "I cycle to work". Below the sign, smaller text says "Bike Network" and "Sign up now". At the bottom of the image is a yellow bar with a downward arrow icon and the word "Scroll". The bottom screenshot shows a landing page with a green header that says "LET'S GET MOVING" and "Find out how we can help you move more.". It features two circular images: one of a person riding a bike labeled "Ride a bike" and another of a person walking labeled "Go for a walk". Below these are two paragraphs of text: "Whether you haven't ridden in years or ride all the time, we've got you. SUPPORT and TIPS to get you moving." and "Find new walks and discover the benefits. Whether you are going for a paddle or a stroll, walking makes you feel good.". At the bottom of the page is a yellow bar with a circular icon and the text "INTRODUCING THE BEE NETWORK".

What's near me?
Explore your neighbourhood in 15 minutes

Just 15 minutes by bike or foot covers most local trips.

Explore your neighbourhood

Figure 28 - Tool to explore facilities that can be reached by active travel modes and redirection link to where these active travel modes can be found

Furthermore, Manchester has ensured proper training possibilities for the e-cargo bikes. They have made an instruction video for using the cargo bikes, they created a training application on the TfGM cycle training website and they trained cargo bikes instructors that will showcase the use of the cargo bikes when they are made available for public.

Dreux

Dreux is showcasing the services from the eHUBS during several events which are associated with sustainability. Furthermore, they have also created step-by-step guides (for both carsharing and bikesharing) on how to register, use and pay for these services. On these leaflets, three main benefits of the eHUB's services are highlighted, namely

- ‘Simplicity’
- ‘Cost savings’
- And ‘Sustainability’



Figure 29 - Information leaflet distributed after opening of eHUB explaining usage of services and its benefits

Furthermore, Dreux organised workshops where citizens could freely try the new services so that the benefits become more clear and tangible for them.



Figure 30 - Workshop announcement to freely discover services at the eHUB

Kempten

Kempten also created a step-by-step guide which is shown at the information pillar at the eHUBS themselves.

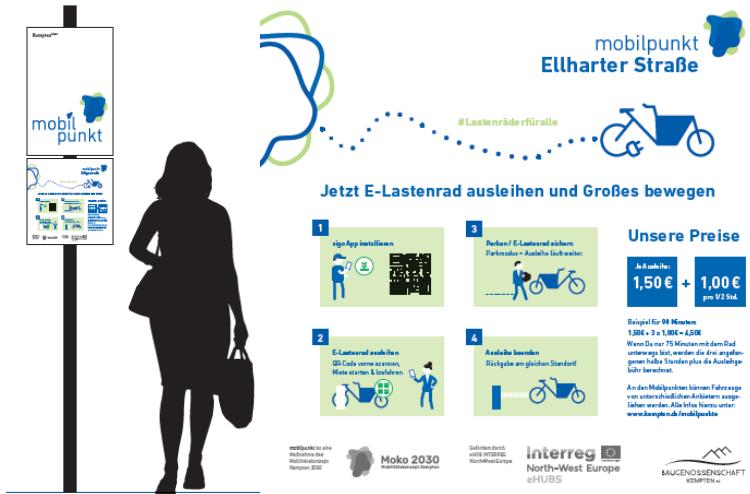


Figure 31 - Information pillar showing how to use eHUB services

Conclusions

Step-by-step guides and information leaflets are not only part of the previous stage, but are also used during this stage, to show the benefits, the use cases and further instructions of the eHUBS' services. Leuven and Amsterdam distributed (online and physically) their leaflets and advertisement across neighbourhoods which had shown interest in an eHUB or where an eHUB was installed. Nijmegen used advertisements in newspapers and online, reaching a broader, but less focused, public. Furthermore, Nijmegen used advertisement focused on the price comparison between private car ownership and using shared mobility services.

Also digital channels were used to engage certain groups. Dedicated websites show the opportunities of the hubs, have instruction videos of the different services and Manchester even applies a tool which shows the citizens the local facilities they can reach within 15-minute travel distance by one of the shared services provided at the hubs.

Training applications and training guides for new travel modes, such as shared e-cargo bikes, were provided, so that citizens could experience the new mode of travel.

Lastly, the live demonstration of the shared services, for example during a mobility event, or workshops are increasingly important, not only to raise awareness about the eHUBS concept, but also to reduce the inconvenience barriers people could have when considering this new type of travel mode, related to the registration, actual usage or payment.

2.4 Stimulate the uptake – Nudge users towards using the eHUBS

Purpose

The last stage consists of interventions nudging the people towards the shared services, thereby stimulating their uptake and usage. This means that communication should be focused towards changing the habitual travel behaviour of people and influencing their self-image, while also addressing the attentional bias that filters out messages on alternative transportation modes. Interventions should reduce the barrier to make use of the services for a first time, which is a significant step to overcome. Providers have an important role to play in this stage, as they are able to apply different measures that can steer the behaviour of the target groups. Therefore, possible interventions should be discussed between the local authorities and the providers, so that an integrated nudging stage can be applied.

Examples

Nijmegen

Nijmegen considered promotions for first usage of the eHUBS. Leaflets, advertisements and social media posts mentioned the promotion codes that could be used in the application of the considered service. Furthermore, they organised ‘buddy events’ at which buddies support interested users to install the applications of the shared services and how to use them.



Figure 32 - Social media posts and leaflets showing promotion codes for using the eHUBS services

Nijmegen also focused on using social frames for their communication interventions, thus trying to influence the self-image of potential users. This means using testimonials and framing messages such as '*Are you climate-conscious? ...% of our citizens is concerned with sustainable travel. You also? Choose the eHUB*'.

Amsterdam

Amsterdam applied targeted advertisements on social media and websites towards residents of the neighbourhoods that showed interest in the eHUBS concept. However, these advertisements had different frames, in order to see which kind of framing would generate the best click-through ratio. Six different frames were applied:

- 1) Informative: Uses a factual tone
- 2) Self-efficacy: Uses a tone with an ability to succeed
- 3) Hedonic: Fun is central, connecting the Hub to fun activities and associations
- 4) Gain: Cost reduction is central
- 5) Normative: Uses an environmentally friendly tone
- 6) Social: What other people do or think is central

The advertisements are shown below.

<p>1) "Discover the shared mobility services at your Hub"</p>  <p>Ontdek het deelvervoer in jouw BuurtHub</p>	<p>2) "Just 5 steps to begin your journey thanks to the Hub"</p>  <p>In 5 stappen op weg dankzij de BuurtHub</p>	<p>3) "Your outing starts at the Hub"</p>  <p>Jouw uitstapje begint bij de BuurtHub</p>
 <p>Bespaar geld door jouw BuurtHub</p> <p>4) "Save money thanks to your Hub"</p>	 <p>Bespaar CO2 door jouw BuurtHub</p> <p>5) "Reduce CO2 emission by using your Hub"</p>	 <p>Ontdek net als Romée de BuurtHub</p> <p>6) "Discover the Hub like Romée does"</p>

Amsterdam monitored the success of these six different framings of the advertisements in three different neighbourhoods. It seemed that the '**Self-efficacy**', '**Gain**' and '**Social**' sentiment frames attracted the highest engagement (clickthrough rate) of the neighbourhood residents. The '**Gain**' sentiment was in particular successful in a neighbourhood with a high percentage of young inhabitants.

Manchester

Manchester introduced an ‘ambassador’ scheme for the cargo bike sharing scheme. This is where individuals (in return for free rides) offer advice to other interested residents and also regularly control the state of the e-cargo bikes.

Conclusions

Nudging users towards the shared mobility services, after having raised awareness and created initial interest in the services, has primarily been done through offering discount codes for first usage. This requires the cooperation of the shared mobility providers. Some partner cities discussed the possibility to bear part of the costs associated with providing the discounts.

Next, using certain sentiment frames when advertising is an important part of the nudging phase. This can influence the self-image of people and make them reconsider their daily travel behaviour. People have to perceive the eHUBS and its services as useful. The experiences of the partner cities indicate that the ‘social’ sentiment could be successful in contributing to the perceived usefulness. This is related to the injunctive norms, or the perception that the society sees the usage of eHUBS as correct behaviour. Partner cities not only apply this when showing advertisements but also when using testimonials and ambassadors for promoting the eHUBS. Such testimonials can be used to show different use cases for the eHUBS’ services, which different target groups can identify themselves with.

Lastly, the nudging of particularly car users has been done by firstly addressing the attentional bias (i.e. most car users are already satisfied with their current travel behaviour and do not consider alternative transportation modes), which is particularly present at the group of car users. Partner cities addressed this by placing advertisements at parking garages and busy entrance roads into the city. The bias can also be tackled by addressing car owners in a role with which they identify (e.g., ‘Dear car owner, this may be of interest to you...’) or addressing them when they are more open to alternative transport; for example, when their car is in for repairs or maintenance.

2.5 Measuring the effect

There still remains the question how effective these different interventions were. Not every city tried to measure their effectiveness. Amsterdam monitored the click-through rate of their advertisements having different sentiment frames. This showed that people were mostly attracted towards the ‘gain’, ‘self-efficacy’ and ‘social’ frames. Furthermore, they monitored the zones of their Hub-website where people were attracted towards. It seems that visitors are primarily seeking for interaction with visual pictures. Nijmegen did ex-ante- and ex-post-measurements. They have distributed surveys among the residents before the communication interventions took place, while also having a control location where no communication intervention was planned. After the intervention, they again distributed a survey amongst the residents to look at different aspects this communication intervention should invoke (such as knowing the eHUBS concept, registering for the shared services and making use of the shared services). The control neighbourhood where no intervention happened, was included to make sure that they could primarily measure the effect of the intervention, while excluding other variables (such as weather). However, the COVID-crisis did impact these measurements, so no valuable insights could be extracted from it.

2.6 Summarising the communication campaigns and interventions

Every partner city has applied communication interventions that are part of the aforementioned communication stages. These interventions are summarised in the table below.

The table shows: the phase; the intervention; timing; target group; city's approach; experiences; and investment required (i.t.o. time and resources)

Table 2: Summary of Communication Campaigns

Stage	Purpose	Intervention	Timing	Target group	Difference between cities	Experiences /Difficulties	Investment required
Recognisability	Create brand for the new concept so that people recognise it and know what it stands for	Develop Branding Identity (i.e. matching colours, fonts, logos)	Before actual eHUB implementation	General public	<p>Integration is different:</p> <ul style="list-style-type: none"> - No integration with an existing brand. - Integration with city branding - Integration with public transport operator branding - Integration with regional/national authority branding 	<p>Establishing a European wide branding identity for eHUBS was not possible</p> <p>When there is brand integration; The perception of the newly established branding identity could be impacted by the perceived qualities of the authority whose branding identity is used. The same branding identity also implies that the communication interventions should fit the authorities' communication campaigns.</p> <p>When a new branding identity is created; This allows building a branding identity that is aligned with the purpose of the eHUB concept.</p>	<p>When there is brand integration; the branding guidelines of the authority can be used for creating the branding identity of the eHUBS concept. This reduces time and resource investment.</p> <p>When there is no brand integration; time and resources are required to build up a new branding identity, fitting in a new communication campaign around the eHUBS.</p>

Stage	Purpose	Intervention	Timing	Target group	Difference between cities	Experiences /Difficulties	Investment required
Raise Awareness	Promoting the eHUBS concept in a general way	Social media posts Press releases Information leaflets Advertisements	Before actual eHUB implementation	General public Specific target groups (e.g. certain neighbourhoods)	<p>Social media posts are advertised towards specific target groups and target neighbourhoods if the city authority has an idea where the eHUBs are going to be placed or who they want to be using them.</p> <p>Inclusiveness is also an important aspect to include. Therefore, Amsterdam translated their information leaflets in different languages.</p> <p>While some cities rolled out a large advertisement campaign (through the use of billboards and panels at transit shelters), others took a more focused approach (through the use of information leaflets distributed only across certain neighbourhoods).</p> <p>Press releases and social media posts were not exclusively done through own channels, but also through partner channels (such as mobility service providers, housing agencies,...)</p>	<p>Making sure that the eHUBS concept was made clear towards different target groups could be difficult. Adapt and translate the message. Make sure that the message can easily be grasped by everyone (for example by using an animation video).</p> <p>Local press and the channels of other stakeholders could also easily be used to have a broader reach of the message.</p>	<p>When there is a large scale advertisement campaign, the financial costs are higher, but more people can be reached at once. Smaller advertisement campaigns are more time-consuming, but less expensive and their message can be adapted towards a specific target group.</p> <p>Digital advertisement requires less resources than physical advertisement.</p>

Stage	Purpose	Intervention	Timing	Target group	Difference between cities	Experiences /Difficulties	Investment required
Raise Awareness	Showcasing the eHUBS concept	Events Animation videos	Before actual eHUB implementation	General public	Leuven invested in a parklet that could be displayed during events or at busy spots. Manchester developed stand cubes that are attached at bike racks and show the shared e-cargo bikes. Other cities presented the eHUBS plans of the city during events that were connected with sustainability. Amsterdam provided an animation video that visually showed the purpose of the eHUB.	Public events showed to be an interesting place where many people can be reached at the same time. However, events are not organised on a weekly basis. The parklet is an opportune application to showcase the eHUBS concept permanently and at different locations.	Events are more time and labour consuming, while a parklet requires more financial investment but can be showcased permanently. Creating an animation video is also relatively expensive.
	Identify interested user groups	Call-to-actions Dedicated websites	Before actual eHUB implementation	General public	Some cities included call-to-actions within their advertisements to identify interested users (e.g. redirection link to website where they can indicate their interest). However, the participation process differed between cities. Amsterdam's citizens could indicate which kind of services they would like at their neighbourhood hub, while Nijmegen's citizens could only indicate they want an eHUB in their neighbourhood.	The call-to-actions were considered as an additional validation of the locations that were chosen for installing an eHUB. If many people indicated that in those neighbourhood an eHUB could be useful, the public authority could confirm its location or still change it.	Adding a call-to-action to advertisements or social media posts does not require high investments

Stage	Purpose	Intervention	Timing	Target group	Difference between cities	Experiences /Difficulties	Investment required
Create Interest	Illustrate potential use cases, benefits and opportunities for different user groups	Workshops Testimonials Advertisements Dedicated websites/tools	After actual eHUB implementation	Specific target group/area (e.g. car-owners, certain neighbourhoods, families, commuters)	Cities focused their advertisements on different target groups. Nijmegen has put a focus on private car-users, showing advertising messages comparing the price of the shared services with the private car. Amsterdam focused on neighbourhoods that were identified in the previous stage. They organised workshops in these neighbourhood and tried to attract attention from surrounding neighbourhoods. Leuven distributed information leaflets showing potential use cases for different target groups (such as families or commuters) at the neighbourhoods where an eHUB was going to be installed. Manchester tried to convey the use case by providing a webtool, which showed the facilities that could be reached with the services.	Most cities tried to showcase the potential use cases through information leaflets or messages on advertisement panels. This is an easy way to convey the message to a broad range of people. However, it seems of additional value if the benefits can also be showcased in reality to a more limited number of people (by organising workshops/events or using a tool that applies to the local region). Testimonials seems to be a very useful intervention to illustrate the use case of the services.	The distribution of leaflets is less time and cost consuming as is organising an event or developing a webtool.

Stage	Purpose	Intervention	Timing	Target group	Difference between cities	Experiences /Difficulties	Investment required
Create Interest	Make interested user groups actually register	User guide Call to action Workshops/buddies	After actual eHUB implementation	General public Specific target group/area	Every city provided a user guide to show potential users how they can register for the services. Some provided this in text format, others made an instruction video about it. Some cities also used buddies during workshops which showed interested users how they could register and make use of the services.	It is important to make registration process as convenient as possible. Workshops and buddies in the neighbourhood can help people in this process. User guides and instruction videos are also useful if they visualise the steps that are to be taken.	Buddies can be used without investment, they are volunteers to promote and show these services. Instructions in text format requires less resources than an instruction video.
Stimulate usage	Reduce the barriers for first usage	Promotion codes Testimonials Ambassadors/buddies	After actual eHUB implementation	General public Specific target group (e.g. students, commuters)	The nudging towards first use of the services has primarily been done by offering promotion codes for first users or for specific target groups (such as students). These promotion codes are either announced on the channels of the service providers or on the local authorities' channels. Some cities also make use of ambassadors, who take care of and promote the services within their neighbourhood. In line with ambassadors, recorded testimonials were also used by some cities, so that potential users get	Promotion codes can be useful to make people try the services. However, this only takes away the barrier of the financial cost associated with using the services. It seems that promotion codes that are more permanent for certain groups (such as students) could lead to higher future use. The ambassadors and testimonials seem to be a more trustful source for potential users, as they are regarded as their peers. It is	All interventions associated with this stage does not require many financial or time investments. Only the subsidising of the services (permanent promotion for certain groups) could be costly, if service level agreements are not well agreed upon.

Stage	Purpose	Intervention	Timing	Target group	Difference between cities	Experiences /Difficulties	Investment required
					information from an objective source.	suggested to make use of them, as they do also not require many resources.	
Stimulate Usage	Make people think about their habitual travel behaviour	Sentiment frameworks	Before and after actual eHUB implementation	General public Specific target group	This intervention was applied by Amsterdam and Nijmegen. As Nijmegen primarily used messages focused towards the 'cost-saving' element of using shared services, Amsterdam used six different frameworks for showing advertisements. These messages questioned the travel behaviour of the citizens, by framing them in different ways. The (physical) location where these messages were shown, was also important to target the appropriate target group (e.g. at parking lots or busy entrance roads for targeting car-users)	Amsterdam measured the effectiveness of the six different frameworks and it seems that 'gain, i.e. cost-savings', 'self-efficacy' and 'social' frames had the highest click-through rates.	Applying different frames to the advertisements does not require a high investment. However, measuring which kind of message works best could be costly.

2.7 Recommendations

Based on the experiences of the communication campaigns of all partner cities, we have made recommendations about the aspects that communication campaigns could focus on.

First, it is important to have a recognisable brand, that relates with the purpose of the eHUBS. The aim is that people immediately connect the branding with the shared services they can find at an eHUB. As an authority, it is worth considering if a new brand has to be established or if it can be integrated within an existing branding identity. This could depend on the reputation of the existing branding identity; if it is already perceived as a strong and trustworthy brand, an integration could be beneficial, if the authority associated with this branding identity is perceived as unreliable, establishing a new branding identity could be the best choice.

Second, it should be made clear what the purpose is of implementing eHUBS, so that the target groups are well defined. The communication interventions should be adapted towards the target group that is considered. This means that both the content of the intervention (i.e. the message) or the location of the intervention (e.g. channels, physical advertisement locations) can change according to the regarded target group.

Third, when considering your preferred target groups, there is the aspect of inclusiveness that cannot be ignored. This means that the communication interventions should reach or be accessible for a broad range of people. This can be done by translating the message in different languages, using different channels (not only online) and using clear and concise messages.

Fourth, it seems that messages having some visualisations are more appealing and attractive for citizens. It is easier to convey the message when visuals appear in it. It also seems that people are looking for interaction with the (online) visuals. It is recommended to add this interactive component to the visuals, thus providing an opportunity to engage with the visitors.

Fifth, establishing trust is an important aspect of the communication campaign. If peers, who are perceived as more authentic, convey the message, the message is also perceived as more authentic and reliable. Testimonials and ambassadors are interventions which could serve this purpose. These interventions establish a deeper relation with the citizens, so that they are more easily convinced to register for and make use of the services.

Sixth, using other stakeholders to convey the message can lead to a much broader outreach. This does not only include the shared mobility providers, but also local shops, schools or housing agencies. They can also be perceived as a more reliable source, as there is already a connection between the people they reach and them.

Lastly, the benefits the shared services could bring, should not only be explained on paper, but also be showcased in a real-life setting. This can be accomplished by organising workshops, using testimonials and engaging buddies to show how the services can be used, but also by providing (online) tools that indicate for the personal situation of the interested user how the services can be beneficial for him/her (e.g. map showing facilities that can be reached from eHUB, cost savings calculator, CO2 emissions reduction calculator)

The eHUBS Consortium

The consortium of eHUBS consists of 15 partners with multidisciplinary and complementary competencies. This includes European cities, leading universities, networks and electric and shared mobility providers.



@eHUBS_NWE
#eHUBS



<https://www.linkedin.com/groups/13711468/>

For further information please visit <http://www.nweurope.eu/ehubs>



This document lies with the authors. It does not necessarily reflect the opinion of the North-West Europe nor the European Commission are responsible for any use that may be made of it.