

Danube Cycle Plans MARKETING STRATEGY



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A stream of cooperation

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Danube Cycle Plans | Policies, plans and promotion for more people cycling in the Danube region

www.interreg-danube.eu/danube-cycle-plans

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More information about Danube Cycle Plans and the project activities & results are available on:

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1 Introduction

Foreword by the authors

We are all looking for ways to promote cycling. We are all thinking about how to create a National Cycling Plan for the ministries to take seriously. We all want more funding for cycling. Technical instructions are available in methodology T.1.2. Guideline on how to set up a national cycling plan. Thanks to it, we know that if we want to create a strategic document, then we must go the way of 7 steps, which are described in the document. It's all nice, but if we can't communicate the issue, the whole guide is useless.

It is therefore necessary to approach the marketing plan differently than just fulfilling "some" outputs, "some" Danube Cycle Plan project. It will end one day, but our Cycling Strategies will remain here. That is why this material must be given special importance. Of course, there is a lot of useful technical information in the material, but we want you to learn to read between the lines.

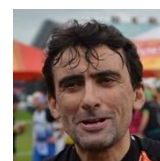
After all, it's not about knowing who a "Stakeholder" is and how to communicate with him. Shouldn't it be primarily a matter of building a relationship of trust with him, gaining him on our side and becoming friends? It is called "being on one wave". It's about exciting him for our cause. And we know that a theory will never do that. It's about your personal energy. It is far from just about passing on information. That is why in the following text so much is written about emotions, about intuitive perception. To change something, we need emotions as well as reason. Therefore, if you want to light a fire, you have to sparkle yourself. This is a necessary condition for all communication strategies. You have to be convincing, show that you really mean it.

Don't we know what is the key to the success of national conferences? It's an evening social with beer, wine with colleagues and friends. It is during these meetings that the most is discussed, and useful ideas are born here. And while we may meet through video conferencing, many important things are lost.

And the same if we get cycling ambassadors. There's a lot more to it than just making a video and doing PR. The goal is to create a community of people who will feel a sense of belonging to the same thing. Even our politicians need to know that they are not alone in this, that they support something that is normal and not to be ashamed of. The more people talk out loud about promoting cycling, the greater the chance that the view on cycling as a whole will change. You can ensure that your ambassadors come to Prague for the final conference of the project in the autumn of 2022. You can ensure that they go to Brussels in the autumn of 2022, where we are to prepare a workshop. We do not want to implement the measures, we want them to have an impact on the Czechia. In other words we will help you and you will help us.

That's what marketing is all about.

Jaroslav Martinek, CEO Partnership for Urban Mobility, Czech Republic



Jitka Vrtalová, Marketing Manager, Partnership for Urban Mobility, Czech Republic



"Without a strong ambassador, strategy is just a piece of paper."

Welcome. This is project DANUBE CYCLE PLANS's Marketing Strategy.

The introductory quote gives guidance on what is the key to the success of any strategy. It is the good involvement of key players who can share a common goal. Therefore, each strategic plan needs its amasadors to be fulfilled.

While in some countries most people perceive cycling as a tourism or sport, elsewhere in Europe they have settled as a common way of a daily commuting. Using this guide, each country can find its own unique way to reach and engage key players.

This material tries to define a common approach based on examples from individual countries.

Its main objective is to provide framework conditions for awareness-raising activities outside the project working groups. The marketing strategy seeks to introduce and disseminate the main benefits of cycling based on the recommendations defined in THE PEP pan-European Master Plan for Cycling Promotion.

Based on the experiences from identifying and working with cycling ambassadors in Czechia the project is aiming at building up a network of Danube Cycling Ambassadors. Danube cycling ambassadors help the project partners to raise awareness among the target groups. For each topic (strategy, hard measures, soft measures) there are Cycling Ambassadors on the local, regional and national level. When writing, we not only wanted to repeat familiar procedures, but in cooperation with project mentors in individual countries we aimed to define the original Stakeholder Inspiration Scheme, and we also wanted to create a practical guide for identifying and addressing ambassadors.

The strategy will very much capitalize the experiences from existing campaigns addressing stakeholders rationally through education, as well as intuitively (with stories told by the Danube Cycling Ambassadors).

The marketing strategy incorporates two major outputs: Stakeholder Inspiration Scheme Deliverable (D.T3.1.1) and the Guideline for the Identification of Danube Cycling Ambassadors (D.T3.2.1). These materials are incorporated into the main marketing strategy, which defines the promotion and capacity building using the ambassadors.

Danube Cycle Plans project partners can use this strategy to promote cycling at the national and the transnational level.

We wish all readers and fans of cycling to find inspiration in it in finding a way to their own goals and at the same time in fulfilling the pan-European Master Plan for Cycling Promotion.

We wish us all "More people cycling in the Danube region".

Danube Cycle Plans project implementation team

2 Introduction to Project DANUBE CYCLE PLANS

Many countries around the world are easing COVID-19 travel restrictions on the movement of people and goods by various modes of transport.

We are all aware of the chaos it caused in our lives. Many of our previous habits were broken down and need to be transformed. Should this not affect how we are trying to promote cycling, too? Are the technocratic experts or politicians able to respond to the new situation? Regardless of any cycling strategy, bicycles are currently sold like never before.

However, conditions for cycling in the Danube region differ a lot. Some countries already have significant share of its population cycling, whereas in other countries the importance of cycling for transport, health, environment and/or the economy is barely recognized so far. Cycling is often treated as a side topic – in transport policies as well as for most official professional education where future planners, etc. don't get sufficient training on cycling. Cycling infrastructure development especially at national and transnational level lacks coordinated planning, funding and implementation.

2.1 PROJECT OBJECTIVES

The project Danube Cycle Plans addresses these challenges by setting actions to strengthen the three main pillars of cycling promotion:

- (1) Facilitate the **development of cycling policies at national and transnational level** supported by National Cycling Plans based on a common transnational Danube Cycling Strategy;
- (2) Support the provision of adequate **cycling infrastructure** by defining the Danube Cycle Route Network, **developing common standards** and **deriving an investment plan** to upgrade current conditions;
- (3) **Increase the awareness** of relevant stakeholders for the needs of cyclists and increase their capacity to promote cycling in the whole Danube region by implementing a mentoring system, inspiration events and national cycling conferences. At the end of the project, relevant **stakeholders** will have **more capacity** and find **improved framework conditions to promote cycling** as an integral part of an environmentally-friendly transport system which contributes to the EUSDR aim to improve inter-modality and the DTP aim to support environmentally-friendly and safe transport systems. The project is embedded in THE PEP Partnership on Cycling (UNECE/WHO) who's masterplan gives valuable input for the project and vice versa, the project's outputs will backflow to the pan-European level.

This marketing strategy is part of all three main activities, its goal is to help communicate these outputs effectively and help create them.

3 Marketing Strategy

Why should we actually work with marketing in connection with something like cycling? Public interest is a fundamental problem in communicating active mobility issues. The prerequisite for successful communication is therefore to admit that the public is not a priori interested in these issues at all. A marketing strategy can only be successful if it is linked to specific measures created on the basis of strategic management.

That is also why marketing cannot be separated from the creation of the National Cycling Plan/Strategy. The marketing and communication plan is one of the basic pillars on which national plans/strategies are based. After all, how can we do marketing without knowledge of basic analysis? How can we work with the National Cycling Working Groups (NCWG) when we are not united by a common goal?

The marketing strategy tries to provide answers to individual questions:

- How to define and integrate relevant stakeholders?
- How to set up the communication process?
- How to identify and work with Danube Cycling Ambassadors?

3.1 Why does cycling need marketing?

According to the WHO, 71% of deaths are due to non-communicable diseases (NCD), also known as "lifestyle diseases". These are mainly caused by:

- smoking
- lack of physical activity
- alcohol drinking
- unhealthy diet.

Up to 5 million deaths a year could be averted if the global population was more active. WHO statistics show that one in four adults, and four out of five adolescents, do not get enough physical activity. Globally this is estimated to cost US\$54 billion in direct health care and another US\$14 billion to lost productivity.

Everyday commuting offers many opportunities for being physically active. The current pandemic has caused changes not only in our habits, but also in public opinions and attitudes towards the allocation of traffic space.

It will not be possible to implement these changes without strategic plans in which key stakeholders will participate.

So, why to promote cycling? Please read our brief 'Benefits of cycling – 10 reasons why to promote cycling' leaflet... and act.

Figure 1 Ten reasons why to promote cycling

10 reasons why to promote cycling

„Cycling is by definition the best way of solving the problem of pollution in cities. Investments in safe and separated cycle infrastructure networks as part of the National Recovery and Resilience Plans would be a no-brainer and no-regret.“

Frans Timmermans, European Commission Executive Vice-President



3.2 Why does cycling need cooperation?

The Pan-European Master Plan for Cycling Promotion summarizes why the cooperation between the main stakeholders is crucial:

Cycling promotion requires the cooperation of all stakeholders

In many countries, responsibility for cycling has been devolved to the subnational level. Regional and local authorities can be highly effective as catalysts and engines of cycling promotion in the pan-European region and should receive as much financial, legislative and political support as possible from the national level. Therefore, despite the wide range of competences across the region, national authorities are the Plan's main target group. Cycling promotion requires cooperation (or inter-agency agreements) between the responsible and affected ministries (health, environment, transport and, in some cases, infrastructure, education, tourism, the interior and finance). The Plan addresses national authorities in their role as coordinators with other relevant authorities and stakeholders involved where appropriate.

Cycling fits perfectly within the scope of THE PEP as a unique policy platform that encourages transport policymakers and urban planners to consider the health and environmental impacts of transport and to address them through integrated policy approaches at the national level.

Some of the recommendations call on international, regional and supranational organizations, such as ECE, the European Union, WHO/Europe and the international financial institutions, to support national authorities by advocating for change. As members of these organizations and institutions, member States have a powerful voice in their decision-making and can also advocate for cycling at the international level.

The aforementioned authorities, institutions and organizations are both target groups and direct beneficiaries of activities under the Plan; however, civil society (including the private sector, and particularly the bicycle economy) is the ultimate beneficiary.

THE PEP Pan-European Master Plan for Cycling Promotion, Chapter I.C

THE PEP pan-European master plan for cycling promotion sets a number of objectives. To fulfill them, however, key players at all levels - local, regional, national and transnational - are needed.

A marketing strategy is part of every strategic plan. Its task is, among other things, to define how to address individual key stakeholders and how to involve them in the whole process.

Partners of the Danube Cycle Plans project are trying to build a group of - so far, not many - politicians, experts, officials and civic initiatives who have recognized the plan as a chance to further follow up the issue of urban transport and find a way to solve long-neglected problems.

Communication is seen as an integral part of project implementation. Our main communication goal is to raise awareness among target groups about the importance of cycling and active mobility in urban areas.

3.3 What is the purpose of this marketing strategy?

The purpose of the marketing and communication strategy is to **gain the support of stakeholders and the public** for the measures implemented within the implementation of the plan.

The common intention is to promote cycling and thus make more people cycling in the Danube region. Typically this will involve either ‘hard’ measures within urban transport (e.g. new footpaths or bike lanes, safer crossings, or investment in more comfortable public space) or ‘soft’ measures like information and communication campaigns, organising services and coordinating activities of different partners. ‘Soft’ measures can enhance the effectiveness of ‘hard’ measures, yet, in comparison, are often relatively inexpensive, which can attract some organisations to give priority to campaigns without investing in supportive infrastructure.

3.4 WHO NEEDS TO BE INVOLVED?

Communication with the aim of behavioural change does not only have to do with direct promotion and marketing of cycling towards the “end user”/transport user, namely every single traffic participant. Moreover, to foster cycling it includes to a large extent communication with politicians and decision makers. Therefore, this chapter will focus on how we distinguish between stakeholders, target groups and other actors.

In order to successfully foster and promote cycling, one will always need the support and help of different **stakeholders**. Collaborations, partnerships and other types of support are of great importance for any kind of action to be taken, whether in a public administration, cycling association or other type of organization. However, you need to decide what kind of collaboration you are seeking, since you will most likely need several partners which are not equally interested in all of your actions. It is important to know, how to communicate with these groups and how to make them partners in the cycling promotion process. A stakeholder definition from transdisciplinary research:

“Stakeholders are persons, groups or institutions whose needs and interests contribute to a problem situation (here: low bicycle use as everyday transport), at first undefined if positively or negatively. In (implementation) processes they articulate their needs and take over an entitled interest. They contribute to the definition and phrasing of the problem with their knowledge and skills. For the problem solution they are an important entity, to evaluate the societal relevance and practicability of results.”

Actors on the other hand are all every day persons or institutions that shape a local or regional society. They are not necessarily stakeholders as not all contribute to the specific problem (un-risen potential of bicycle mobility).

Target groups are transport users/consumers who are asked to change their mental maps and daily mobility patterns. They can be segmented by demographic characteristics, user behaviour or life style models. In some way also the municipalities (decision makers/ politicians & civil servants) and the local businesses are target groups depending on the perspective of each implementation partner (whether or not part of the administration, service provider or NGO).

Figure 2 Stakeholders, Actors and Target Groups
Source: Partnership for Urban Mobility



The way how to address target groups and the project specific objectives is mentioned in the Appendix 1: Application form.

There were several stakeholder groups defined for this project:

- National public authority
- Local public authority
- Infrastructure and (public) service provider
- Interest groups including NGOs
- International organisation under inter-national law
- Higher education and research

The role of individual stakeholders is described in detail in the outputs of activity T1.3, in relation to the State of Art Questionnaire (chapter 3.1.2 Describe the role / function of the person / people involved in making decisions with relevance for cycling).

Stakeholders, however, are members of the public. They are parties, who can affect the local implementation of the project goals. For Danube Cycling Plans, the most important stakeholders are:

Local/Regional level	Local and regional public authorities Interest groups incl. NGO Cycling advocacy groups
National level	Ministries with thematic linkages to cycling Infrastructure providers Police officers Transportation planners Public transport operators Interest groups incl. NGO Cycling advocacy groups
International organisation under international law	UNECE and WHO Relevant EU institutions Interest groups and expert organization (ECF etc) Cycling advocacy groups

Generally speaking, one can say that a well guided involvement of stakeholders is helpful for a foundation aiming to make cycling an integral part of the mobility culture. In order to achieve good stakeholder involvement you should take the following points into consideration:

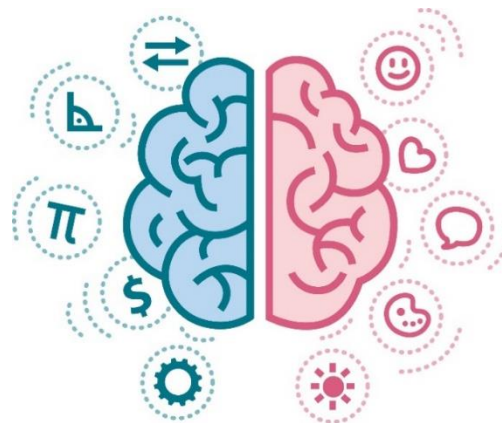
- Who are the relevant stakeholders for which objective or project part? Which arguments will appeal to them?
- In which way should the communication and integration take place?
- How can the stakeholders be integrated on a long term basis?

3.5 HOW DOES STAKEHOLDER INVOLVEMENT WORK?

The promotion of everyday cycling is a continuous process which needs more than just well-thought-out investments in bicycle infrastructure. The decision of people to use the bicycle as an everyday means of transport is not just influenced by infrastructure alone. Therefore, it is crucial to consider, that travel behaviour is rather influenced by lifestyles and long-term mobility-routines than short-term rational choices. An example for routine behaviour is the use of the bike or the car for a short trip. It is not necessarily a decision taken anew for every journey.

As non-rational choices are difficult to change by infrastructure improvement for cyclists, it means that a systematic approach is needed in which non-rational (emotional) as well as rational aspects of traffic behaviour have to be taken into account. Creating safe cycling conditions by building a cycle infrastructure is undoubtedly a major and urgent task in the Danube region countries. But it also means including emotional and symbolic benefits of cycling, which could change the long-term mobility-habits and image of cycling. Mobility styles of people are influenced by the symbolic meaning attached to different mobility options. This symbolism varies depending on different social and cultural backgrounds.

Figure 3 Rational and intuitive part of choices
Source: Partnership for Urban Mobility



The intellectual and emotional (intuitive) component of our personality can be compared to dead and living water from a well-known fairy tale.

Reason gives ideas a fixed order, creates databases and structure.

Intuition "breathes" life into a message, giving it an emotional charge.

Marketing thus pursues the main goals, which are awareness-raising and changing the approach of the main stakeholders:

- Political representations;
- Police officers and other state administration institutions;
- Media;
- General public and professionals.

3.5.1 Rational part – structures and topics

Rational arguments for cycling gather the results of previous European projects. There are plenty of projects concerning cycling in Europe and all over the world. In all IEE, FP6-7 and CIVITAS projects dedicated to mobility and SUMP (as well as in similar projects funded by INTERREG, CBC, EaP, etc.), we can find issues about cycling, but the focus there was on the sustainable mobility. For example – BUMP was the most important SUMP training project in the previous planning period, ELTIS and ELTIS Plus introduced SUMP in 2007-13, the recently completed CIVITAS PROSPERITY created capacity for the SUMP planning process, CIVITAS SUMP-UP was the main SUMP training initiative for 2014-20, EPOMM created the first EU mobility network in 2016, SIMPLA established a cooperation between SUMP and SEAP in 2018, Poly-SUMP created regional SUMP-UPs from cities to rural areas, and METAMORPHOSIS aimed at streets transformation from traffic to playground. In all these projects, cycling was an important part of ensuring a balanced urban transport system.

The DCP project focused specifically on the outputs of the Central Meetbike project, the output of which was the National Cycling Plans of the Czech and Slovak Republics for the period 2013-2020. A complete overview of Fact Sheets is provided in attachment 2 (download [here](#)).

Figure 4 Central MeetBike Factsheets



FACT SHEET S-03 – MEANS OF PUBLIC RELATION

FACT SHEET H-09 – SIGNPOSTING AND SERVICE INFRASTRUCTURE

FACT SHEET T-01 – INCORPORATE CYCLING INTO CITY ADMINISTRATION

FACT SHEET T-02 – STAKEHOLDER INVOLVEMENT

Introduction

In Central MeetBike it became clear that success of integrated bicycle promotion depends on clear integrated goals, political will and power as well as expertise of the city administration. Therefore incorporating cycling into organisational and operational structure of administration can be seen as a key to successful, sustainable and integrated bicycle promotion in the cities. Generally it can be stated that a clear and transparent definition of responsibilities is supposed to help in achieving the goal of adequate consideration for cycling and the other non-motorized means on all levels and planning activities of the municipality. A high level of cooperation and networks between municipalities and disciplines strengthens competence and exploits possible synergies. Involvement with stakeholders is essential for ensuring that the interests of all people affected and involved are taken into consideration.

Organisational structure - Cycling officer

Organisational structure defines hierarchy and responsibilities of each unit (department, employees) in the city administration. Cycling officers are the most common example how to advocate and incorporate cycling into the organisation of municipal administration. A general objective is to have cycling achieve such status, that it is considered adequately and automatically on every level of the municipality and in all planning or operating activities. Given the moderate level of general acceptance for cycling in the municipalities of the Czech Republic, Slovakia, and Poland, it is not expected to be easy to accomplish such an automatic consideration. Therefore, it is recommended as a first step that a staff member in the municipality be named, who is responsible for considering and addressing cyclists' needs. The concrete responsibilities of the cycling officer can be defined in the local cycling strategy.

Each city has to decide for itself which solution fits local circumstances best. There are good examples for both possibilities in Germany and other countries with more developed bicycle traffic. In the city of Kiel the cycling officer is directly assigned to the mayor since end of the 1980s. At the same time in the city of Leipzig a cycling officer was announced, but his position was integrated into the hierarchy of city administration. Both examples still exist and showed that they can be successful. However, both options require internal regulations or procedures along with inputs of the cycling officer as well as his/her duties and rights.

Despite the means of integrating the cycling officer into city administration there are aspects that turned out to be of particular importance not only in

Integrated into hierarchy

- Cycling officer cooperates directly with colleagues from transport department
- Cycling officer does not have direct influence on decisional procedures – his/her must deal with traditional procedures
- Cycling officer is involved directly in concrete planning and implementation
- Inputs of cycling officer should be reviewed by defined procedures in administration

Assigned directly to mayor

- Cycling officer is working separated from other departments
- Ideas and decision from cycling officer will have more lasting impact since they come from higher administrative level
- Without colleagues in the separated unit he/she might demand human power of departments to his
- Cycling officer can make use of authority of head of administration and decision makers

Figure 1. General options to integrate cycling officers into city administration (source: Athens et al (2014), p.30)

Why involve stakeholders and the public

Stakeholders are individuals or organisations who may either be affected by strategies or measures or who have a specific interest in the development of strategic plans or projects. Not allowing them or the public to express their views and concerns early in the planning process can lead to protests at later stages and general distrust in project management and planning. This was the case, for example, with the main train station expansion project "Stuttgart 21" in Germany. Encouraging the participation of stakeholders, including the general public, is an ideal means of:

- overcoming uncertainties, fears and misunderstandings of citizens and other parties or individuals
- increasing a project's transparency
- ensuring that the public has a stake in the outcome and success of a project
- creating an adaptive, continuous feedback loop fed by ideas and critique from a user-perspective

Projects and development plans which adapt to the needs of those affected have been shown to have a positive influence on the planning process. This also leads to increased political acceptance and more desirable results. Stakeholders can include public or private organisations, individuals such as experts or politicians, the media and citizens. They can be divided into two main categories:

- Primary stakeholders** – organisations or individuals directly affected by a measure, including citizens, businesses, schools etc. have high interest but little direct influence
- Key stakeholders** – organisations or individuals who are in a position of power and influence due to financial resources, political responsibility or authority, skills and expertise etc.

Involving stakeholders takes place on two levels. Project-level stakeholders include residents, businesses, schools etc. in the direct vicinity of a particular project or measure. These stakeholders will have more concrete, project-related goals limited to the project's locality. Macro-level stakeholders, in contrast, are continually involved in the ongoing, long-term planning process. This may include advocacy groups, regarding e.g. cyclists, the disabled, the environment or commerce. Many stakeholders will be involved on both levels but it is important to recognise that stakeholders need to be systematically integrated into both the long-term planning process as well as project implementation.

Factors for working with stakeholders

Cooperation is a key element for creating agreement amongst stakeholders and should focus on:

- creating equal understanding of and commitment to common objectives amongst all stakeholders
- emphasising shared interests of competing neighbourhoods and local coalitions
- maintaining a quantitative and qualitative balance amongst stakeholders, i.e. the under- or overrepresentation of certain groups should be avoided [Taschner et al. (2009)]

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Figure 4. Illustration of stakeholder involvement and influence of stakeholders on the decision-making process based on Taschner et al. (2009), p.11

More sustainable transport in Central European cities through improved integrated bicycle promotion and international networking

More sustainable transport in Central European cities through improved integrated bicycle promotion and international networking



The following structure of CMB Fact Sheets can be used to communicate objectives of DCP Project (see Chapter 2.1). It was also the structure for creating a Stakeholder Inspirations Scheme (see Chapter 4.3):

Fact Sheets Central MeetBike Rational/expert communication
<p>STRATEGY:</p> <p>T-01-Incorporate Cycling into City Administration</p> <p>T-02-Stakeholder Involvement</p> <p>T-03-Financing cycling</p>
<p>HARD MEASURES (H)</p> <p>H-01-Cycling Network</p> <p>H-02-Cycling Facilities on the Road</p> <p>H-03-Cycling Facilities off the Road</p> <p>H-04-Intersections</p> <p>H-05-Situations of Special Interest</p> <p>H-06-Rural Cycling (Daily and Leisure Routes)</p> <p>H-07-Traffic Calming Measures</p> <p>H-08-Bicycle Parking Facilities</p> <p>H-09-Signposting and Service Infrastructure</p> <p>H-10-Smart and Cycling (bike sharing)</p> <p>H-11-Cycling Logistic (cargo bike)</p>
<p>SOFT MEASURES (S)</p> <p>S-01-General Recommendations for Public Relations</p> <p>S-02-Targeting Public Relations</p> <p>S-03-Means of Public Relation</p>

3.5.2 Emotions: Communication Style and Content Strategy

The emotional part is based on brand, which expresses values and addresses target groups through selected ambassadors who represent individual stakeholder groups. As a specific example, we present the CityChangers brand, which was piloted in the Czech Republic in September 2020.

A suitable model for defining a brand identity is the so-called Kapferer's Brand Identity Prism. This model will help us define the brand in a way that reflects the core values of the CityChangers initiative.

Kapferer's Brand Identity Prism

It is a concept for describing a brand's identity through its characteristics. The prism diagram is a useful visualization for identifying not only a brand's core characteristics, but how they relate to one another. A six-sided prism, a brand identity prism features six characteristics, or elements, three on each side. The top elements of the prism represent the marketer, while the bottom represents the consumer. The left and right sides of the prism represent the level of internalization or externalization of the characteristic.

According to Kapferer (2007), there are 6 facets to a brand's identity:

Physique: The physical characteristics and iconography of your brand (such as the Nike swoosh or the orange pantone of easyJet).

Personality: The persona, how a brand communicates with their audience, which is expressed through its tone of voice, design assets and then integrates this into communication touchpoints in a coherent way.

Culture: The values, the principles on which a brand bases its behaviour. For example, Google flexible office hours and fun environment so the employees feel happy and creative at work.

Reflection: The "stereotypical user" of the brand. A brand is likely to be purchased by several buyer's profiles but they will have a go-to person that they use in their campaigns. For example, Lou Yetu and the Parisian chic profile.

Relationship: The bond between a brand and its customers, and the customer expectations of the brand (the experience beyond the tangible product). Such as warranties or services during and after purchase help maintain a sustainable relationship and keep the consumer trust.

Self-image: How does one brand-customer portrays their ideal self – how they want to look and behave; what they aspire to – brands can target their messaging accordingly and make the brand's aspirations reflect theirs.

To understand how to combine the individual attributes of the brand, we will now use the example of the CityChangers brand, which is used to communicate the topic.

First of all, communication should be based on optimism and joy from the presented content, projects, contributions, stories, etc. CityChangers communication should not emphasize negative aspects, but support ambitious projects in an effort to make places more life-friendly. Communication should show that if you want, you can.

Posts and content should serve three basic functions:

1. Inform and educate
2. Motivate and inspire
3. Entertain

Not all contributions have to fulfill these three functions together, however, it is important that the communication finds some compromise and does not neglect any of the functions in general.

Content strategy

As already indicated, the story will play a key role in the content strategy. This will give the communication certain emotions, thanks to which readers will remember the content better and perhaps even identify with it. An analogy can be found in many brands, which today instead of technical features of the product (Unique selling proposition - technical and other qualitative aspects of the product, which the company seeks to differentiate from the competition) communicate more emotional added value (Emotion selling proposition - emotions as added value of the product (status, family, security, attractiveness, etc.)).

Key questions we need to ask ourselves

- 1) Who will follow our content?
- 2) What problem will we solve for our stakeholders with content?
- 3) What makes us unique?
- 4) What content formats will we focus on?
- 5) How will the content creation and publishing processes work?
- 6) What will be the tone of communication and what language will we speak?
- 7) On which channels will we publish the content?

An effective message that has the potential to change the behavior of the stakeholders should be:

- **Emotional rather than rational** – because most of the decisions that people make in life are made on an emotional basis. So try to combine the message with positive emotions (safer streets, more space for children, pleasant sitting in the gardens of restaurants, etc.). Emotional messages are also usually easier to get attention.

- **Personal** – the citizen needs to understand that the message concerns him. The communication about the new SUMP and its implementation does not concern anyone, it looks impersonal. On the contrary, the communication about the new pedestrian crossing and the wider sidewalks in the street concerns everyone (the possible loss of parking spaces does not need to be actively communicated).
- **Urgent** - this means an important and at the same time solving real problem.
- **Understandable** - as mentioned above, it is advisable to avoid the use of technical terms and overly complex messages. People will understand simple slogans, logos or a few lines of text far more than complex text.
- **Reasonably long** - nowadays, when the average European population is exposed to 5,000 messages a day, the message needs to be clear, concise and give instructions on what the recipient should do.
- **Using a communication tone that the target group accepts.** When I talk to teenagers, I use a different language and a different (friendly, cool) tone than when I address parents with children or seniors. If I choose the wrong language and tone of communication, the target group will not even understand that I am talking to her.

The following procedures can further increase the efficiency of communication:

- **Brand** - as already mentioned, a simple and understandable brand will help both engage and unify the entire communication.
- **Involvement of a celebrity** - the use of a celebrity not only attracts attention to the message, but also increases the credibility of the entire communication. In the case of SUMP, it is not necessary to think about celebrities, but rather well-known local personalities, such as the mayor, a successful businessman, the school principal, a well-known native.
- **Involvement of children in communication and storytelling** - again, these are strongly emotional elements in communication that can attract attention, but at the same time in the case of stories they can also maintain it and often increase the credibility and urgency of the whole message.

3.5.3 Combining rational topics and emotions

Is there a way to connect rational arguments with emotions? One of the communication outputs of the Danube Cycle Plans project was also CALL TO ACTION: INCLUDE CYCLING IN RECOVERY PLANS AND MULTIANNUAL PROGRAMS FOR 2021–2027. The project partners gathered a number of arguments for promoting cycling.

The question remains, how to give life to these arguments? How to get closer to the goal set by the slogan of the project “More people cycling in the Danube region”? How to tell politicians that through something as common and everyday as cycling, they can contribute to meeting the goals of The European Green Deal, strengthening resilience and economic recovery across Europe.

Rational arguments can therefore be retold in the form of stories. They combine specific measures with the ambassador - a person who has his own personal story and, rather than a strict technical description, offers a narrative about his personal reasons, about the motives that decide on the choice of the given measure.

The following table shows the structure how individual topics can be interlinked with stories (ie. Rational and emotional parts):

Fact Sheets Central MeetBike Expert communication	Stories (the examples) Social and marketing communication
STRATEGY: <ul style="list-style-type: none"> T-01-Incorporate Cycling into City Administration T-02-Stakeholder Involvement T-03-Financing cycling 	Janek Koželj: Deputy of mayor the City Ljublana Libor Dušek: architect https://youtu.be/YYAXey5yhaw
HARD MEASURES (H) H-01-Cycling Network	Martin Buršík: Deputy of mayor the City Příbram https://youtu.be/mDfAZVBC-PI Dalibor Horak: the Cycling Network of the Unicov Town https://www.citychangers.eu/projekty-detail/89/husta-sit-cyklostezek
H-02-Cycling Facilities on the Road	Lhotecka cylepath: https://www.citychangers.eu/projekty-detail/104/lhotecka-stezka
H-03-Cycling Facilities off the Road	Miroslav Zbanek, Mayor of Olomouc: https://www.citychangers.eu/projekty-detail/74/drobna-opatreni-na-podporu-cyklodopravy-v-olomouci
H-04-Intersections	Brno: https://www.citychangers.eu/projekty-detail/68/podjezd-u-svitavy
H-05-Situations of Special Interest	Vienna: COVID measures https://www.akademimobility.cz/aktuality/1189/viden-

	otevira-ulice-pro-chodce-chrani-tim-obyvatele-pred-nakazou
H-06-Rural Cycling (Daily and Leisure Routes)	Southern Moravia: Ivancicko https://www.citychangers.eu/projekty-detail/42/mikroregion-ivancicko-planu-na-vystavbu-cyklostezek-do-roku-2023
H-07-Traffic Calming Measures	Vienna: Mariahilfer Strasse https://www.akademimobility.cz/aktuality/306/videnska-trida-mariahilfer-strasse-ziskala-mezinarodni-oceneni-a-u-nas-se-vedou-o-ni-spory
H-08-Bicycle Parking Facilities	BIKETOWER – a self-service storage system for bicycles https://www.biketower.cz/en/
H-09-Signposting and Service Infrastructure	Pavel Cizek, Association of the Regions of the Czech Republic: https://www.dobramesta.cz/novinky/1290/dnes-se-konalo-prvni-setkani-krajskych-cyklokoordinatu
H-10-Smart and Cycling (bike sharing)	Ondrej Lochman, Mayor of Mnichovo Hradiste Town: https://www.citychangers.eu/projekty-detail/88/sdilena-kola
H-11-Cycling Logistic (cargo bike)	Prague: Cyclelogistic centre: https://www.citychangers.eu/projekty-detail/105/mestske-cyklodepo
SOFT MEASURES (S)	Cyklovize 2030: https://www.youtube.com/watch?v=FG463jdLI-U&list=PLM7IJmOudSECZcu6-v-hLKrStDWC8NeRq&ab_channel=CityChangers
S-01-General Recommendations for Public Relations	Jaroslav Vymazal: How to integrate cycling measures and change the mobility patterns in Jihlava City: https://youtu.be/rW934LkY2ME
S-02-Targeting Public Relations	Help Children to get on their feet: https://www.citychangers.eu/projekty-detail/39/pomozme-detem-na-vlastni-nohy
S-03-Means of Public Relation	Opening European Mobility Week 2020: https://youtu.be/tm3ITeMXmVo Mobility Trends: Exhibition in Ricany Town: https://youtu.be/pJ4D_0ekWbw

3.6 FACTORS FOR WORKING WITH STAKEHOLDERS¹

Cooperation is a key element for creating agreement amongst stakeholders and should focus on:

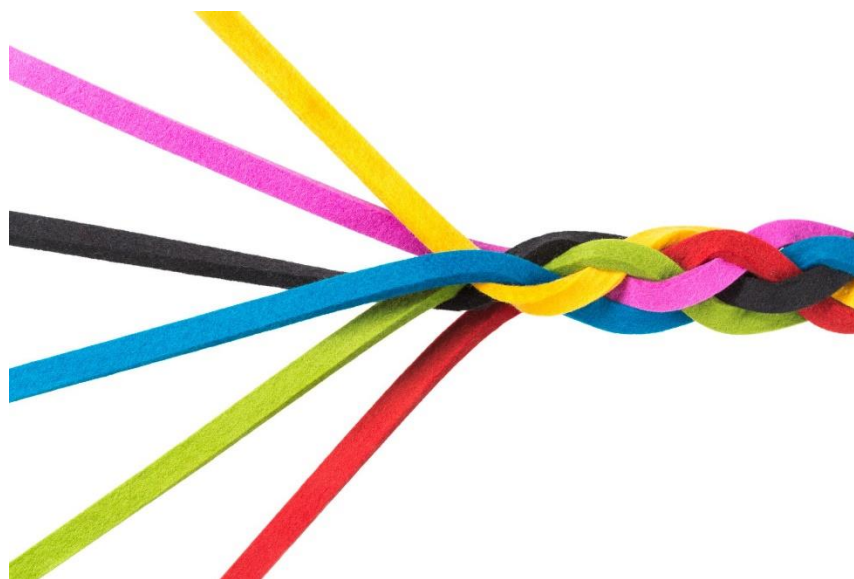
- creating equal understanding of and commitment to common objectives amongst all stakeholders
- emphasising shared interests of competing neighbourhoods and local coalitions
- maintaining a quantitative and qualitative balance amongst stakeholders, i.e. the under- or overrepresentation of certain groups should be avoided

Face-to-face communication helps build a feeling of mutual trust amongst stakeholders and planners. It also helps keep the media informed, who can then keep the general public informed.

Data and timing can affect the strength of support for a project. Data is important for providing necessary facts and information to support convincing arguments and for benchmarking and evaluating implemented measures.

The right timing is necessary to make sure that a topic is relevant amongst stakeholders. One should consider:

- season (e.g. cycling measures have more support in summer months than in winter)
- upcoming elections
- school year
- third-party events such as European Union Mobility Week (<https://mobilityweek.eu/home/>)



¹ CMB Fact Sheet T-02. For details, see Appendix 2

The National Cycling Plans and the Danube Cycling Strategy can only be fulfilled at both national and macro regional levels in case the principles are adopted by all national departments, are applied by experts and consultants, are reflected in the planning practice of urban and regional planners and officials, are adopted by teachers and academics to be passed on to students and pupils at primary and secondary schools and universities, and last but not least - are shared with citizens who will get start thinking about impacts of their own travel behaviour.

Therefore, specific steps and tools have been proposed within the Danube Cycle Plans project, including an overall scheme with appropriate formats and content to inspire local, regional and national planners and other identified stakeholders with the aim of getting them motivated and actively involved in the promotion of cycling. This scheme is described in the chapter 4 (Deliverable D.T3.1.1).

The marketing strategy also includes a guideline on how to identify Danube Cycle Ambassadors, supporting all PPs in the identification of great success stories (and failure) regarding cycling related issues like safety, healthy living, public space, etc.

4 Stakeholder Inspiration Scheme

One of the main success-factors for effective implementation of the project activities is the appropriate involvement of relevant stakeholders. An open cooperation of all stakeholders is crucial for a successful promotional strategy to concentrate professional, organizational and financial resources.

This chapter sets up an overall scheme with appropriate formats and content to inspire local, regional and national stakeholders with the aim of getting them motivated and actively involved in the promotion of cycling. This process includes also the mentoring system and the National Cycling Working Groups.

The Stakeholder Inspiration Scheme therefore comprises of a description of

1. National Cycling Working Groups
2. National Cycling Conferences
3. Stakeholder Inspiration Events
4. Mentoring System

As mentioned above, a systematic approach is needed in which non-rational (emotional) as well as rational aspects have to be taken into account. Cooperation with key stakeholders is an original process, which always follows the creation of the National Cycling Plan, its vision, strategic goals, but also with regard to the status quo in the country.

For DCP Project, there are several types of key stakeholders (see chapter 3.4) which should be involved in the different formats. Each PP defines the relevant stakeholders according to the description of roles (e. g. a decision maker, a transport planner, an NGO representative, etc.) in the cycling transport development process defined in the scheme. The PPs adapt the scheme to the needs/requirements of the relevant stakeholders at national level.

The process of establishing cooperation with stakeholders involves the following steps²:

1. Define issues
2. Identify stakeholders
3. Analyse relationship of stakeholders to each other along with stakeholder motivations
4. Develop stakeholder involvement strategy with help of regular forums or meetings, special events (e.g. competitions/awards), press conferences, workshops etc.
5. Implement stakeholder involvement activities
6. Evaluate effectiveness of stakeholder involvement, ask for feedback from stakeholders on involvement process

Practically, the tools and the topics were defined in the output of Central MeetBike Project, applicable both at the local and at the national level.

² Taschner, Stefan; Fiedler, Matthias: "D2.1: Stakeholder Involvement Handbook". AENEAS (Attaining Energy-Efficient Mobility in an Aging Society). 2009.

4.1 NATIONAL CYCLING WORKING GROUPS

National Cycling Working Groups (NCWGs) will represent the core group for the involvement process. These NCWGs consist of the Project Partners, their Associated Strategic Partners and other stakeholders relevant for the promotion of cycling at national level. While some countries (AT, CZ, SK, HU) have already set up such a NCWG, they must be established in other countries. In order to get stakeholders actively involved, their motivation, availability (cycling season, elections, third-party events, etc.) and the relationship between each other have to be analysed and respected.

The NCWG structure needs four basic groups:

- 1 **Internal group at a ministry**, led by a Cycling Coordinator and cooperating with other cycling related departments. Links and tasks must be defined for every measure, together with available funds.
- 2 **Interdisciplinary working group** with external organizations as members dealing somehow with cycling (and sometimes not even knowing about it). It is vital to get their support and assistance in the preparation and implementation of measures.
- 3 **Politicians and public ambassadors**. They will conduct informed discussions with public, based on a quality strategic plan and data.
- 4 **Citizens** must know that their participation in the process is more than desirable. A quality communication plan will help, in both the preparation and the implementation phases.

Further information on the National Cycling Working Groups can be found in **Guideline on how to set up a national cycling plan**, in chapter 3.1. Human resources.

For example, in the Czech Republic, meetings will take place on the following dates:

- 21 May 2021 (second meeting of the NCWG);
- 1.-2. 9. 2021 (third meeting of the NCWG);
- 17.-18. 5. 2022 (fourth meeting of the NCWG);
- Autumn 2022, as part of an international conference (fifth NCWG meeting);

4.2 NATIONAL CYCLING CONFERENCES

4.2.1 In general

Facilitating the exchange of know-how and experience at and between local, regional, national and transnational level is crucial for an efficient use of limited resources. Cycling conferences are one instrument towards this goal. Organized regularly at national level in Austria, Czechia and Slovakia, they proved to be a suitable format to facilitate this exchange. While the National Cycling Working Groups (NCWGs) form the nucleus of know-how exchange and cooperation at national level, national cycling conferences must be seen as an extension of the national cycling working groups open for a wider circle of stakeholders dealing with cycling. National Cycling Conferences will be initiated as an annually organized format of exchange in 6 countries (HR, SL, BG, RO, SR, HU).

4.2.2 How to perceive the format of the Conference?

The cycling conference is a short-term discussion meeting of many experts in the field of cycling. The purpose is to disseminate and exchange information, present the results achieved and establish contacts and cooperation (it is ideal for DCP project partners to prepare a conference on "Applying the outputs of the DCP project in practice"). A larger conference usually consists of a plenary session (called lectures, panel discussions, conclusions), a section meeting (multitrack), an exhibition of posters with short messages and an accompanying program. The conference can be one-time or regularly repeated, participation can be open or selective.

An example of the description and significance of cycling conferences is given in the Prologue in Guideline on how to set up a national cycling plan.

4.2.3 Inspiration for the partners

For example, for the year 2022 in the Czech Republic we will prepare a conference on the topic "THE PEP - Pan-European plan for the development of bicycle transport, a year later", symbolically in the period 17-18 May 2022, or a year after the international summit in Vienna.

4.3 STAKEHOLDER INSPIRATION EVENTS

4.3.1 Inspiration events in general

Inspiration events are meant to inspire stakeholders with wide influence but not yet extensive motivation to support cycling. In many cases, people (e.g. civil engineers, legal staff, etc.) working for infrastructure and (public) service providers as well as representatives of local and/or national public authorities (depending on the competences) are not aware of the specific requirements of cyclists as it was not in the focus of their formal education respectively job training.

People like these are the main target group to participate in the inspiration events as they have a huge influence on decisions that can make life much easier for cyclists.

In cooperation with the members of the NCWG, the PPs organize 2-3 inspiration events in the course of the project. Depending on the topic, the PPs invite mentors, experts and/or Danube Cycling Ambassadors (Act. A.T3.2) to join these events.

The first series of events will be organized after the 3rd partner meeting in spring 2021. The evaluation provides suggestions for improvement as well as lessons learnt for the other PPs following the recommendations in this guideline.

These events will be organized for 20 to 30 stakeholders in a nice surrounding. Besides short theoretical inputs the main part of the events will be reserved for the presentation of good and bad practice examples and the corresponding discussions. In addition field visits on bicycles will make the stakeholders feel the requirements of cyclists themselves.

Topic, territorial coverage, lengths, etc. of the events will vary between the countries depending on the target group(s) to be addressed, as mentioned in the communication plan. Their agenda should be tailored to fit:

- Number and type of stakeholders
- Type of the meeting (personal meeting/online meeting)
- Main problems
- Level of involvement of the stakeholders and feedback
- Format of the event (field trip, workshop, conference, competition/award, press conference, panel discussion, ...)

4.3.2 Examples

For example, Austria is targeting at civil engineers which are in many cases blocking the implementation of cycling-friendly regulations. They will be invited to participate in regional inspiration events where they will get hands-on experience on how to build cycling-friendly infrastructure, how to adapt regulations making the bicycle an equal mode of transport. By meeting the Danube Cycling Ambassadors (in person or via video) they will experience how their peers in other countries are dealing with cycling-related issues. Other stakeholders in this category are police officers.

Czechia was a Lead Partner of Central Meetbike project, which included plenty of inspiration events. In the course of the German National Cycling Plan a series of yearly municipal cycling conferences was started to provide a regular framework for this exchange. In the course of Central MeetBike, project partners found that field trips are very useful to introduce cycling topics to persons who were not yet affected by that issue. Organisers of the study trips can either concentrate on showing good examples of street design and bicycle-friendly planning. Alternatively they can also focus on experiencing cycling to get a feeling of how new infrastructure is used and accepted. Thus prejudices and anxieties towards uncommon solutions might be relieved. On the local level it is recommended that an atmosphere be created which is open for innovations and dares to implement innovative pilot projects. There were field trips focused on the target group of police officers and on media representatives.

As mentioned in chapter 4.2.2. The Czech Republic will hold a national conference on 17-18 May 2022, to which we would like to invite other project partners, especially those held by the Partnership for Urban Mobility, z.s. in charge within the mentoring program (see chapter 4.4.)

For partners we will provide within the conference a parallel Stakeholder inspiration event. In other words, a professional meeting on a given topic, where several papers will be presented, but from different angles.

4.4 MENTORING SYSTEM

The idea behind the mentoring system is that already experienced countries guide less experienced countries. For that the PPs agreed on the following tandems:

Mentees	Mentors
Bulgaria	Gregor Steklacic (SL), Miklós Berencsi (HU)
Slovenia	Jaroslav Martinek (CZ), Martin Eder (AT)
Romania	Peter Klučka (SK), Martin Eder (AT)
Serbia	Jaroslav Martinek (CZ), Martin Eder (AT)
Croatia	Miklós Berencsi (HU), Peter Klučka (SK)

Formats for exchanging experiences and know-how between mentors and mentees:

- 1. Bi-(Tri-)lateral consultations on specific issues**
 - Jour fixes organized every two month
 - Ad hoc consultations in between with one or two of the mentors
- 2. Inputs during NCWG meetings**
 - Prepared inputs (even video messages) on specific topics during the NCWG meetings (translated to local languages by hosts if necessary)
 - Participate in Q&A sessions (host providing translation if necessary)
- 3. Topic related questions and answers sessions from one mentor to all mentees**
 - Prepare up to 30min inputs (presentations etc.) based on the expertise of the mentors including possible solutions for challenges mentee countries are facing (provided to the mentors beforehand)
 - Q&A session
- 4. Inspiration during national cycling conferences in mentor countries & organisational/administrative/content related support in organizing the national cycling conferences at the mentee countries**
 - Mentors inviting mentees to join national cycling conferences
 - Organize a questions and answers sessions from one mentor to all mentees
 - Mentors supporting mentee countries in organizing their own conferences + provide possible inputs

Besides providing support to the specific questions of the mentees, the mentors decided to prepare inputs for topic related questions and answers sessions from one mentor to all mentees:

Topic	Lead
Set up/update National Cycling Plans/Strategies	Martin Eder (AT)
Marketing/promotion	Jaroslav Martinek (CZ)
Cycle Route Network development	Gregor Steklacic (SL)
Design standards	Ivica
(Infrastructure) financing	Miklós Berencsi (HU)
Bike 2 Work	Peter Klučka (SK)
...	

The lectured topics will correspond to the structure of the document Guideline on how to set up a national cycling plan.

5 Guideline for the Identification of Danube Cycling Ambassadors

5.1 WHO ARE DANUBE CYCLING AMBASSADORS?

If we want to explain the benefits of sustainable transport for the overall quality of life, targeted communication is one of the key success factors.

One of the first steps in the marketing strategy is therefore to define target groups, stakeholders, which is described in Chapter 3.4 Who needs to be involved?. The task of ambassadors is to address individual target groups.

So what qualities define Danube Cycling Ambassadors?

- People motivated to engage in the process of improving the position of cycling and active mobility in their countries
- Covering all necessary stakeholder groups in cycling transport development (e.g. mayors, employers, teachers, engineers)
- Representing various topics (1. Strategy, 2. Hard measures, 3. Soft Measures) – see Central Meetbike FactSheets

The main goal of the Cycling Ambassadors is to raise awareness among stakeholders about the importance of cycling and active mobility in urban areas.

The definition and selection of ambassadors depends mainly on the competences allocated regarding cycling transport in the country concerned and the story to be told. We would like to encourage the partner to select the most suitable ambassadors who will represent the main topics and will be good representatives of the individual stakeholders.

To cover the main topics, individual partners can be encouraged to identify suitable people at national, regional and local level according to the following table.

Figure 5 Danube Cycling Ambassadors

	Strategy	Hard Measures	Soft Measures
Local level			
Regional level	 	 	
National level	 		

Part of the Danube Cycle Plans project is the preparation of short videos that will introduce cycling ambassadors. The main communication platforms Facebook, YouTube, Twitter, and their advantages and disadvantages were also described in the project communication plan (Chapter 4.2 of the Communication Plan).

Videos presenting the stories of success and failure of the members of their own peer group will provide powerful arguments for involving and motivating the same stakeholders in another country or region to promote cycling in their field of competence and action.

The content of the following chapter is to provide background information on how to create a story including practical instruction on how to make video and / or other material for use on social networks. But to create a truly engaging story, there is no simple tutorial. Therefore, we will rather present the principles of how to present the facts to specific target groups.

5.2 HOW TO CREATE A STORY ON SOCIAL NETWORKS

Decision-making in modern times is accompanied by increasing information pressure, and there is not enough time to study all related materials. The time of concentrated attention is constantly shortening (in 2000 it was 12 seconds, in 2013 10 seconds, today it is only 2-3 seconds). The so-called multi-screening is very common, ie the use of several devices at the same time. Television is no longer gaining our full attention - while watching it, we write e-mails, look for more information on the tablet or smartphone about the brand whose advertisement we just saw, about the actor or film that interested us, etc.

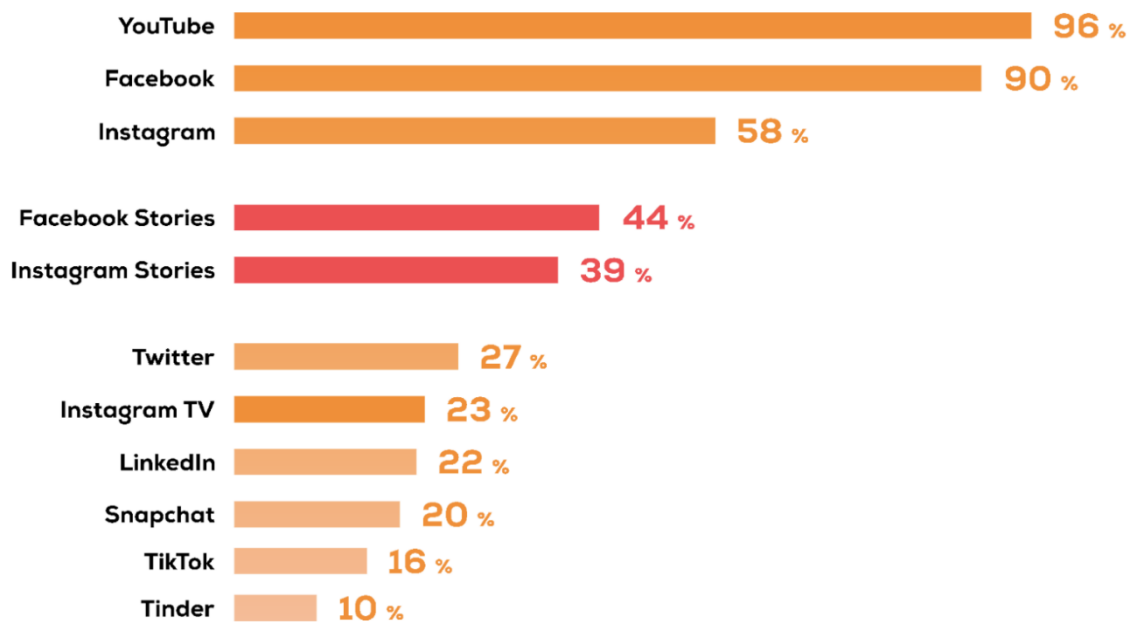
- In the USA, already in 2012, 90% of all media displays were on screens, only 10% of the market is occupied by "classic" media such as radio, paper newspapers or magazines.

The share of companies that use video as a marketing tool is growing worldwide. In 2017 it was 63%, in 2019 already 87%. More about this trend here. Videos are an ideal way to present certain content - on the one hand, it

attracts the viewer's attention for a longer period of time (social networks therefore prefer to display it to a larger number of people), on the other hand, the format allows addressing the emotional and rational component.

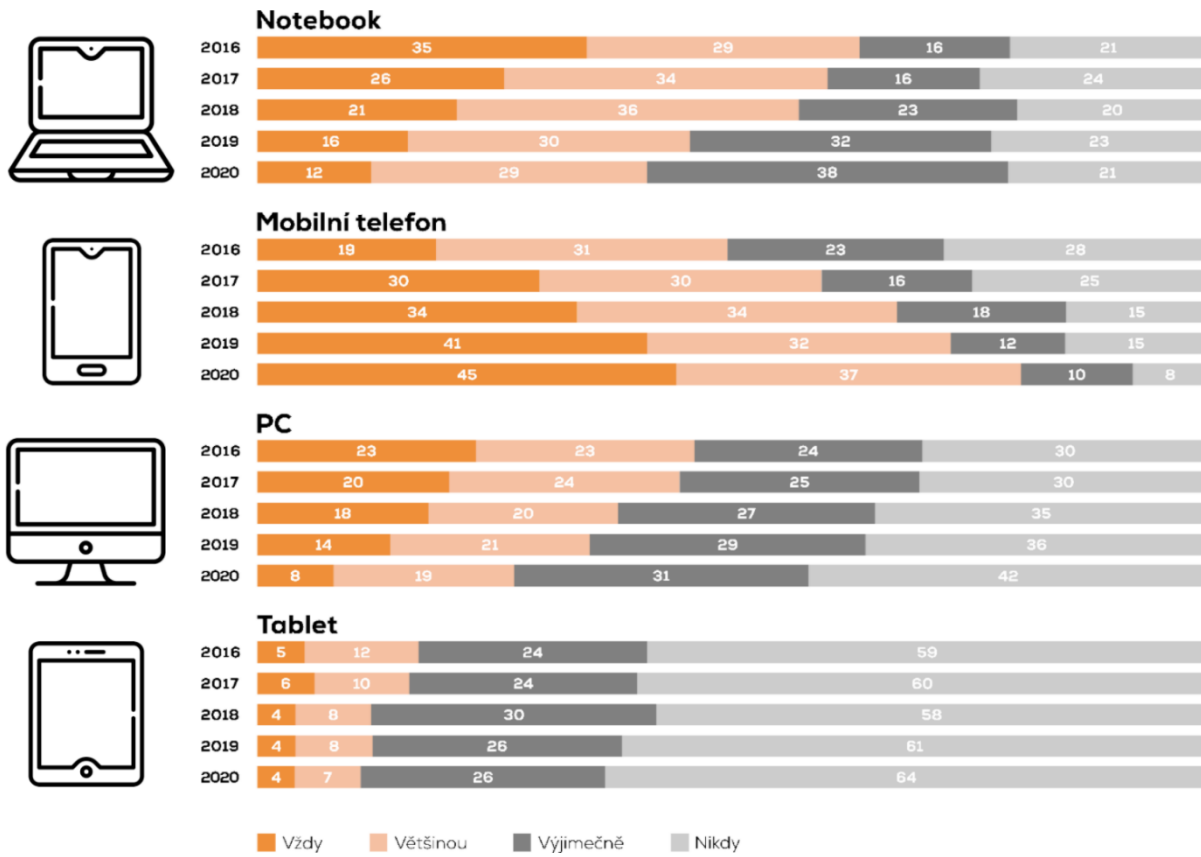
The number of social network fans is growing, as is the average time spent watching them. The most popular social networks are YouTube and Facebook, a little less than Instagram. 79% of internet users are on social networks on a daily basis.

Figure 6 The most popular social media
 Source: AMI Digital Index 2019, Czech Republic



Today, social networks are mainly monitored on mobile phones, which are used by 82% of people to monitor them.

Figure 7 Mobile phones are used more often for watchich social networks than ever before:



Vždy = always, Většinou = mostly, Výjimečně = exceptionally, Nikdy = never
 Notebook, Mobilní telefon = Mobile phone, PC, Tablet
 Source: AMI Digital Index 2019, Czech Republic

Interesting content

The most popular videos include those that teach users something and broaden their horizons. That's why it's good to ask "what are the interests of key players?", "What are they interested in?"

Tips, hints or a video to solve a common problem has the most views.

The length of the contribution

According to the social network, the maximum length of the contribution should be between 45 s - 2 min.

Ideal video duration according to individual social networks:

- Facebook - 1 minute
- Twitter - 45 seconds
- YouTube - less than 2 minutes
- LinkedIn - 1 minute

Without subtitles, the video is not complete

Since 85% of videos are watched on social networks without audio, according to the Digiday.com portal, it is necessary that you provide the video with captions. On Facebook and Instagram, videos start automatically without activated sound! So if you don't have captions, you'll have a harder time catching the attention of potential customers.

Video dimension

They are based on a desktop that can be viewed on a mobile device. The dimensions have two "champions", namely an aspect ratio of 1: 1, or a ratio of 9:16.

Practical tips for shooting video:

A few tips for the cameraman and the speaker

- The sound must be good. If you don't have a microphone attached to your clothes, it's important to keep the room really quiet. If possible, also try to avoid rooms with a lot of echoes. We recommend switching the phone to "Airplane" mode before shooting to avoid situations where an incoming call rings in the middle of the answer or, for example, an incoming message notification or other notification is heard. There is a disturbing background noise on the street.
- The option is not to use sound. By default, video without audio is played on FB. Comment can be replaced by captions.
- Prefer portrait videos (ideal for Facebook).
- Colors are important. Ideal clothing colors contrast with the surroundings (eg a white shirt blends in with a white wall in the background).
- The cameraman should make sure that he has enough card space (memory) and sufficient battery capacity before shooting.

Sample questions for ambassadors

The following questionnaire can be used to introduce ambassadors:

- What main targets and objectives do you see in the field of cycling in your town/neighbourhood/country?
- Are you in the preparation of any project? If so, what project is it? (possible topics for your inspiration is in chapter 3.5.3 Rational and Emotional Arguments)
- What is your recent experience?
- When is the project supposed to be finalised?
- What problem will the project solve?
- Who will assist within the project? (students, architects, officials, etc.)
- And what organizations do you work with most?
- Where do you get the motivation and power to change things?
- Who or what inspires you the most?
- What do you find to be the biggest obstacle?
- What should be improved?

The PPs will promote the stories of the Ambassadors via existing web portals, social networks, YouTube, blogs, existing web portals, cycling events, etc. Furthermore, they will be invited in person to present their story during

the different stakeholder inspiration events and conferences. They should also play a role in the national, regional and local awareness raising campaigns which will be organized by the partners (outside of the project).

Note:

Please keep in mind to have a consent from every author and ambassador as follows:

The videos are published with the consent of the person filmed in accordance with the protection of personal data in accordance with Art. 4 point 7 of the European Parliament and of the Council (EU) 2016/679 on the protection of individuals with regard to the processing of personal data and on the free movement of such data (hereinafter: GDPR). The data administrator is the project partner who recorded the video. Any additional arrangements will be arranged by each partner, in accordance with national customs.

As a sample, in the enclosure please find „Image Release and Transfer of Rights“ used by Austrian Federal Ministry of Climate Action, Environment, Energy, Mobility, Innovation and Technology (see Appendix 6)

5.3 GOOD PRACTICE EXAMPLES

5.3.1 CZ: CityChangers Campaign

The CityChangers campaign was designed to address stakeholders and general public with the need to realize, to consider and to understand the principles of sustainability in transport, and the benefits of cycling. Bringing together active and engaged people is the main goal of CityChangers initiative which was officially launched on 16th September, 2020.

Using websites and social networks, the CityChangers will put together cities, companies, non-profit organizations and civic initiatives which strive for making our cities better places to live. The initiative gathers active and engaged people from local communities.

The CityChangers (www.citychangers.eu) will use particular examples to show what has already been achieved in cycling promotion, what projects are currently being prepared and how to inspire others. The initiative was established by the Partnership for Urban Mobility.

CZ: Ambassadors of National Cycling Strategy 2013-2020



Cycling Ambassadors
CZ: National Cycling Strategy 2013-2020

Health benefits of cycling

Mr. Leos Heger
Minister of Health

„We have to remind physical activity is a way how to boost the immune system.“

The Czech Minister of Health Leos Heger setting a good example – he went by bike to work when he was the director of the University Hospital in Hradec Kralove

Národní strategie rozvoje cyklistické dopravy České republiky pro léta 2013–2020

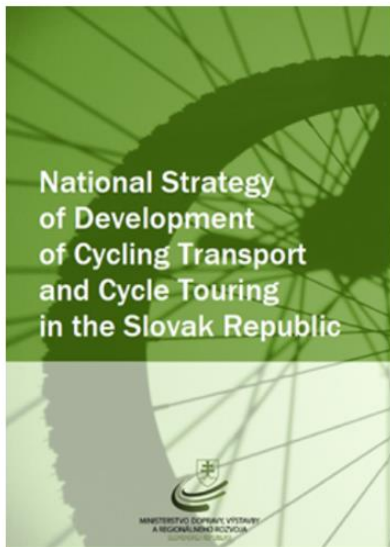
STORIES THAT HAVE AFFECTED THE CZECH CYCLING STRATEGY 2013

Interreg
Danube Transnational Programme
Danube Cycle Plans

5.3.2 SK: Ambassadors of National Cycling Strategy 2013-2020 and Bike to Work Campaign

Cycling Ambassadors

SK: National Cycling Strategy 2013-2020



Peter Klučka, DCP Mentor

5.3.3 ECE: Danube Cycling Ambassadors

Stories of Danube Cycling Ambassadors **What do we want them to say? TOPIC 1**

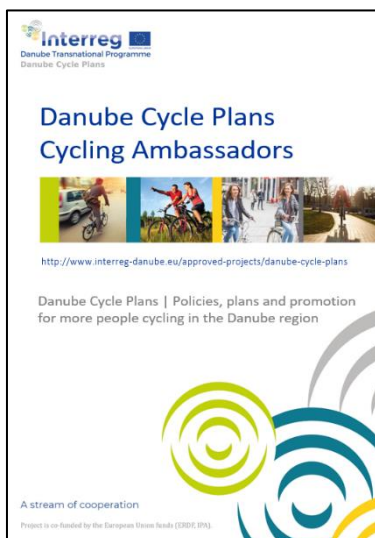
"Cycling is an equal means of transport in our post-Covid-19 Recovery Plan."

Frans Timmermans,
 European Commission
 Executive Vice-President



https://www.youtube.com/watch?v=OT_g-xyh4xc&ab_channel=CyclingIndustriesEurope
<https://www.ecf.com/news-and-events/news/bicycling-european-way-european-leaders-are-ready-cycling-revolution>

5.3.4 SL: Step by Step Process when preparing the videos of Danube Cycling Ambassadors



Slovenian has developed a step-by-step process with detailed description.

For the details, see > **Appendix 5: Guideline for the video Danube Cycling Ambassadors**

6 Conclusion

As the analysis revealed, the countries find themselves in a very different position.

Therefore, simple imitation of an apparently successful initiative is unlikely to be effective. Attempts to transfer initiatives need to be sensitive to local factors: natural endowments, social norms, existing material infrastructure, and institutional arrangements. Seeking advice from those involved in previous initiatives from other locations will facilitate learning opportunities and provide access to the tacit knowledge developed through the implementation process. The financial resources required for behaviour change initiatives can be provided by governments, firms or through community groups. But, there are a range of institutional innovations that can be employed to incentivise up-front investment or to spread the financial costs over longer periods of time. Who leads an initiative (government, firm or community) is likely to influence how the initiative is perceived and has potential to affect outcomes.

The most successful actions are those with continuity over time. When actions are repeated regularly (e.g. annually) they reinforce previous successful results especially if the objectives are reinforced by parallel other activities, even after the campaign has finished. Long actions with large budgets are impactful. It is helpful too if there is an adequate policy context to enable awareness raising to be effective, e.g. application of a road user hierarchy.

7 Resources

1. United Nations, Economic and Social Council: Draft pan-European master plan for cycling promotion, September 2020.
2. ECF (2017): EU Cycling Strategy
3. Deffner, Jutta; Ziel, Torben; Hefter, Tomas; Rudolph, Christian Eds. (2012): Cyklodopravní enCYKLOpedie. Vzdělávací materiál projektu mobile2020. Frankfurt/Hamburg.
4. Czech Cycling Academy, Central MeetBike Project, 2013.
5. Central MeetBike FactSheets
6. Schubert, Ahrens. GENERAL STRATEGY RECOMMENDATIONS FOR MUNICIPALITIES (LOCAL LEVEL). Central MeetBike Project.
7. ECF. Developing guidelines on infrastructure for active mobility supported by relevant funding. Partnership for Urban Mobility, March 2020
8. Thiemann-Linden et al. (2010): Active Access. Stakeholder Involvement Plan.
9. Supporting healthy urban transport and mobility in the context of COVID19. Geneva: World Health Organization; 2020. <https://www.who.int/publications/i/item/9789240012554>
10. Partnership for Urban Mobility: Final Action Plan, 2019
11. Walk21 Foundation. Promoting Mobility Behaviour Change: Practical guidance for inspiring more walking, cycling and public transport and minimising car use. Published on behalf of the Partnership for Urban Mobility, June 2019

APPENDICES