

Promotion and anchoring of car-pooling at Odense University Hospital

The project is carried out at Odense University Hospital (OUH), the largest hospital in Denmark including more than 8.000 employees. The promotion of car-pooling is taking place within a specific context, in which the potential users of the car-pool programme are colleagues. Using the workplace as a starting point for the project a number of expected barriers for car-pooling is taken care of, likewise it is possible to create a common identity among the car-poolers.

Aim of the project

The aim of the project is twofold:

- To further the dissemination of car-pooling at OUH and
- To work out a manual for the promotion of car-pooling within companies.

The aim of the project is in other words partly to further the dissemination of car-pooling at OUH partly to gather and evaluate experiences from the specific project in such a manner that the experiences can be organised into a manual directed at other companies wishing to promote car-pooling among its employees.

To successfully obtaining the 1st aim of the project a number of tools to support the objective of the project is brought forward, as well as a number of measures presuming to have a positive effect on behaviour in relation to promoting car-pooling at OUH likewise is brought forward. The tools and measures will be presented below in planks and will be elaborated upon in the part, Activities.

Tools promoting car-pooling at OUH:

- Mapping of potential barriers for car-pooling at OUH
- Establishment of a matching service
- Establishment of a home-page – either via the OUH intranet or via a web solution.

Measures presuming to have a motivating effect on behaviour in relation to promoting car-pooling at OUH:

- Direct Marketing of car-pooling
- Establishment of a Guaranteed Ride Home programme (GRH)
- Marketing Campaign for car-poolers
- Establishment of Reserved Parking facilities.

In relation to the 2nd aim of the project similar methods are brought forward to make possible the preparation of a manual for the promotion of car-pooling within companies.

- Mapping of general barriers for car-pooling.

Evaluation of the measures employed at OUH:

- Evaluation of the Direct Marketing of car-pooling
- Evaluation of the Guaranteed Ride Home programme
- Evaluation of the Marketing Campaign for car-poolers
- Evaluation of Reserved Parking facilities.

Criteria of success

Criteria for project management

1. Preliminary mapping of barriers is carried out according to the time schedule
2. The matching service is established according to the time schedule
3. Direct marketing of car-pooling is carried out according to the time schedule
4. The Guaranteed Ride Home programme is established according to the time schedule
5. The marketing campaign for car-poolers is carried out according to the time schedule
6. Reserved parking facilities is established according to the time schedule
7. The manual for the promotion of car-pooling directed at companies is organised according to the time schedule.

Criteria for project results:

1. At least 70% of the employees at OUH (corresponding to 5.600 employees) claim knowledge of the project
2. At least 60% of the employees at OUH (corresponding to 4.800 employees) claim sufficient knowledge of the project to determine whether they would prefer car-pooling
3. At least 15% of the employees (corresponding to 1.200 employees) have been registered in the matching service during the period of the project
4. An increase of at least 400 former car commuters among the car-poolers at the end of the project at OUH.

In relation to item 3. and 4. reservations are made in relation to the employees' geographical distance to OUH. Thus it is presumed, that the rate of success will lower, if it shows that a considerable amount of the employees live relatively close to OUH.

COGITA co-ordinates the project in co-operation with key agents at OUH. A crucial element is the local anchoring of the project through the assignment of a mobility co-ordinator at OUH. The mobility co-ordinator receives guidance from COGITA in order to provide counselling and maintenance of the system.

State of the art

During the last years attention to car-pooling has arisen in Denmark. The development of matching services on the Internet has brought about an increased focus and interest. The co-operation between the Road Directorate and Pendlernet (A Danish matching service) have contributed considerably to this development. In the middle of 2001 120 Danish municipalities have registered at Pendlernet and more than 6.000 people have registered the matching service.

The previous marketing of the car-pooling potential has been of relatively diffuse character and has been entrusted to the municipalities own governance primarily. Typically a link to Pendlernet has been placed on the home-page of the municipality. In the Danish Environmental Week year 2000 the matching services were marketed more aggressively resulting in a considerable increase of assignments. This indicates a larger potential for car-pooling than one can deduce from the registrations at present and it clearly shows that information in itself is able to mobilise more car-poolers.

In spite of the generally increasing interest for car-pooling, which also can be read in the number of municipalities and car-poolers registered, the potential for car-pooling is much larger than realised so far. At the same time today the technical possibilities for matching car-poolers are highly advanced and user friendly – just as the Road Directorate in their policy of construction highly prioritise park-and-ride parking facilities. Thus the conditions for a highly increased employment of car-pooling is present.

The need for mapping of barriers for car-pooling is therefore required. Why do a larger majority of people not sign up for car-pooling? And secondly, a need for testing the effect of a more targeted and direct promotion is required, a test in which the potential car-poolers are informed of car-pooling in a positive manner.

In Europe a number of projects concerning car-pooling have been undertaken, for example the projects ICARO, MOMENTUM, MOSAIC, MOST and MOVE in Bremen. The ICARO project, "Increase of Car Occupancy through innovative measures and technical instruments" concludes, that crucial car-pool criteria for success are related to the facts; that car-poolers come from the same workplace, that the interest for car-pooling arises in line with the geographical distance to the workplace, that car commuters and employees with fixed schedules are the most interested and that the basis for an effective matching service is a minimum of 100 registered. These experiences agree with a large number of experiences concerning car-pooling as a TDM-measure in United States and Canada.

On the other hand, a disagreement between the effect of some of the individual measures exist, among these, the so called Guaranteed Ride Home programme. A large number of American surveys call attention to the great importance of such programmes with a view of creating a necessary confidence among the car-poolers. However, USEPA (the American Environmental Protection Agency) points out, that it is difficult to determine the effect of the many programmes, but recognises, that the programmes help to maintain the car-poolers within the car-pool programmes. ICARO concludes, that no persuasive evidence has been found in the argument that GRH programmes play a crucial role in the registering for a car-pool programme. One of the work packages related to ICARO – demonstration site Salzburg – concludes however on the contrary, that the establishment of some sort of a guarantee programme is necessary in order to create confidence in the car-pool programmes and therefore is highly recommendable.

Activities

The project is lead off with a desk study of national as well as international experiences of car-pooling. Part of these experiences have been described in the above part, State of the art.

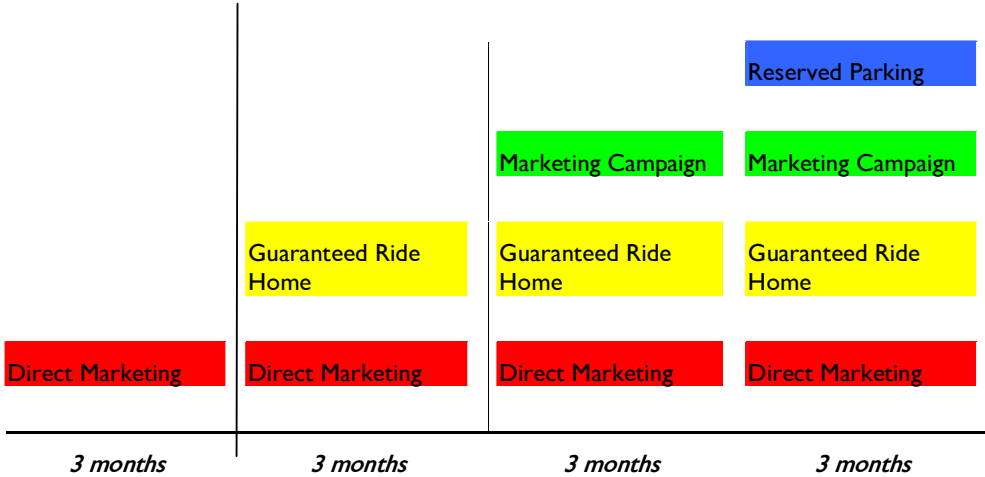
Subsequently, mapping of potential barriers for car-pooling at OUH takes place. The mapping consists of 2 group interviews with employees at OUH and a questionnaire among 400 representative employees at OUH quantifying and qualifying the opinions of the people interviewed. The purpose of this pilot study is to attain knowledge of the employees' opinions in relation to participation within a car-pool programme as well as mapping their actual transport behaviour. The knowledge will be employed actively within the project, in an attempt to take into account the many opinions arisen from the results from the qualitative and quantitative investigations respectively.

Before the project is initiated at the employees at OUH, a registration of the number of cars parked in the area of OUH is taken place. This is done primarily to obtain an indicator showing to what extent a positive coherence exists between the number of car-poolers and the number of cars parked in the area of OUH. The problems of parking facilities at OUH are giant, and it is expected, that a motivating factor for participation in the project is easier access to parking spaces. It is also important to underline the fact, that parking spaces made available from the car-pool programme is assumed to be occupied by patients or relatives also having difficulties finding parking spaces. The indicator therefore is troublesome to incorporate in the project since it not clearly shows cars belonging to employees or patients and relatives.

The specific part of the project aimed at the employees at OUH is presented in further detail below.

Presentation of activities aimed at the employees

The part of the project aimed directly at the potential car-poolers is structured in such a manner, that it takes place within a period of 4 X 3 months, illustrated in the figure below. The figure shows the different phases overlapping each other, in other words the Direct Marketing phase runs in the entire period of 12 months, the GRH phase runs in 9 months, the Marketing phase runs in 6 months and finally the Reserved Parking runs in the last 3 months. This implies in other words, that the direct contact with the employees at OUH is enlarged continuously with increasingly more phases creating the notion of supplement rather than replacement.



The first half of the project period - the first 6 months - is introduced by the measures Direct Marketing and Guaranteed Ride Home respectively. This means, that the first 6 months will be characterised by partly a communicative measure - Direct Marketing, partly a technical measure - Guaranteed Ride Home. The aim of Direct Marketing is to influence the opinions and conduct of the employees in relation to car-pooling in a positive way, through among other things information material and creation of a common identity among the car-poolers. The aim of the other measure, GRH, is to oppose some of the potential barriers, which the pilot interviews concluded could possibly create obstacles in relation to car-pool registration.

In the second half of the project – the final 6 months – the previously introduced measures are supplemented with a Marketing Campaign aiming to influence the opinions and conduct of the employees in relation to car-pooling in a active manner, through among other things rewards and promotion. At the same time Reserved Parking will be introduced at the end of the period, which in accordance with GRH is comparable to a technical measure. This final measure aims at complying with some of the potential barriers, which most likely will show to become a barrier in the transport to and from OUH.

Thus the project consists of 2 communicative measures and 2 technical measures, in which only one communicative and one technical measure is introduced in each of the superior project phases according to the chosen method.

Methodically a survey will take place after the introduction of each measure – in other terms after every third month. The survey will be characterised by a registration of car-poolers signed up at the matching service and a telephone spot check determining whether the signed up car-poolers actually commute together. Likewise a registration will take place of the number of cars parked in the area of OUH.

After 6 and 12 months a quantitative and qualitative survey is carried out. It questions the measures introduced by investigating the opinions of the employees signed up for the car-pool programme.

The argument for doing so is to secure a systematic gathering of experiences obtained in relation to each measure. In this way the project is able to gather information on how each measure has functioned so far as well as a measurement of how many employees, at that specific time is registered at the car-pool programme. By doing so basis for modifying the measures during the project is created.

In specific term, after 6 and 12 months respectively, it is the intention to carry out:

- A questionnaire
- A group interview.

Methodically it is the intention to carry out the questionnaire before commencing the qualitative group interviews. The reason for doing so must be regarded in context with the fact that following a questionnaire there might be

notions not thoroughly examined or results, comments or opinions which need a closer investigation. This is possible to carry through within the qualitative group interviews, as soon as the results from the questionnaire is finished.

Below follows a description of the four measures introduced in the project and a description of the evaluation of the two superior project phases as well as a discussion of specific considerations in relation to this last matter.

Description of the 4 measures in the project

Direct Marketing

Direct Marketing is initiated by an information brochure distributed to all 8.000 employees. The brochure consists of general marketing info for car-pooling and an offer to join the car-pool programme at OUH. The brochure is assisted by a letter giving a precise number of match possibilities within each employee's own local area. The latter marketing procedure is not tried previously in relation to car-pooling and the objective by doing so is to make clear to each person the many opportunities of car-pooling actually existing in ones own neighbourhood. Following that, it is free to each person to sign up for the car-pool programme either via an electronic registration or a post registration. Subsequently, the match-participants are invited to meetings where they will meet each other as well as receive further information and counselling from the mobility co-ordinator. The Direct Marketing will be supported by the overall communication campaign. The Direct Marketing continues throughout the project as all other measures make use of this way of contacting people.

Guaranteed Ride Home

Within the second phase of the project the measure Guaranteed Ride Home is introduced. Like the previous measure, it is introduced via a brochure of information and distributed directly to the private address of all employees at OUH. The GRH programme addresses the situations where a car-pooler for some specific reason is unable to drive with his or her usual partner. To avoid any misunderstandings in relation to when and where the measure can be employed, the criteria for employment of GRH naturally will be defined before introducing it to the employees. As a starting point, the GRH is only meant in cases of emergency, and therefore is not to be considered a measure free of use, in case some car-poolers find it more convenient compared to the ordinary car-pool programme. It is therefore of great importance, that the potential car-poolers receive a clear definition of the employment of the GRH programme. The introduction of GRH is first and foremost to oppose the barriers among the employees yet unregistered, and who lack confidence with the programme due to the dependency of other colleagues.

Interested employees register at the database, await match and will, as in the previous phase, receive invitation to a meeting among other things. The direct marketing of GRH will be supported by the overall communication campaign. The Guaranteed Ride Home programme continues throughout the period.

Marketing Campaign

The third phase of the project introduces the Marketing Campaign. It is introduced via a brochure of information and is presented as a 3 months intensive campaign in which employees signing up for the car-pool programme will be part of an exciting and fun period with the possibility of winning both larger and smaller rewards. In the case of match opportunity the same procedure as in the previous phases is followed. The direct marketing is of course supported by the overall communication campaign

The Marketing Campaign continues with the introduction of the last measure Reserved Parking, but with less intensive volume.

Reserved Parking

At the end of the project Reserved Parking is introduced. The measure gives the employees the opportunity to make use of reserved and attractive parking spaces by registering the car-pool programme. Reserved Parking is included in the project due to the results from the pilot study showing severe car parking problems. By introducing Reserved Parking the employees avoid spending unnecessary time finding available car parking. The measure Reserved Parking therefore award employees in a very direct and visible way. As in the previous phases the introduction will take place

via brochure material supported by the overall strategy of communication. Introductory meetings will of course be held following registration and match opportunity.

Presentation of survey activities

Survey

As described in the above surveys will be completed following the introduction of each measure. This implies, that surveys will be carried out every third month. They include:

- Registration of new car-poolers
- Telephone spot check directed at 200 employees determining whether they actually commute together
- Registration of the number of cars parked in the area of OUH.

Surveys in the first half of the project

The first opinion poll survey takes place after the implementation of the measures Direct Marketing and Guaranteed Ride Home and before the introduction of Marketing Campaign and Reserved Parking. This is done to evaluate and isolate the effect of the first two measures before the implementation of the last two measures. But it is also carried out to take a bearing of the perception of the implemented measures and, in relation to this, evaluate whether an adjustment of the measures is required in the second half of the project.

Thus, the survey of the first half of the project is directed at:

- Direct Marketing
- Guaranteed Ride Home.

The survey takes place via:

- A questionnaire
- Group interviews.

The questionnaire

Following the first half of the project a questionnaire is carried out. It is directed towards the participants in the project, i.e. the car-poolers.

The purpose of the questionnaire is partly to investigate how the employees at OUH have experienced the measures introduced, partly to evaluate their knowledge of the project. Using a questionnaire it is possible at a superior level to gather information of knowledge and opinions about the project.

The strength of a questionnaire lies in the fact, that a large group of respondents is much more easily reached compared to qualitative group interviews. This is connected with the fact that a questionnaire is much less resource demanding compared to group interviews. On the other hand the disadvantage of using questionnaires is that one will not obtain the same thorough knowledge of opinions and behaviour as via the qualitative group interview. This is due to the circumstance, that there is no time to elaborate on ones opinions within a questionnaire, but instead one is supposed to answer already fixed questions. It is not possible either, to secure that questions are rightfully understood or even to catch nuances given in the answer. Questionnaires on the other hand are a very effective tool in capturing the opinions of a large audience without spending a great amount of resources. However, a questionnaire is random enough and therefore must be supplied with thorough qualitative interviews in order to obtain sufficient knowledge within a specific field.

Comments on the involvement of not-participants within the questionnaire's target group

As a starting point the questionnaire is directed only at participants within the car-pool programme. It is however highly recommendable also to carry out a questionnaire directed at non-participants.

By carrying out a similar questionnaire directed at non-participants, one is able to obtain the opinions of this specific target group in relation to their non-participation. Hereby, one is able to use the questionnaire actively since it will be possible to take into account in the second half of the project some of the aspects for not participating. In this way it is also possible to turn the non-participants into active participants, thereby achieving a higher rate of success than expected. For example, it can turn out that some reasons for not participating is due to the fact that the group needs information or lack sufficient knowledge about the project. By carrying out a similar investigation at the end of the project, it is also possible to evaluate on the progression in terms of knowledge of the project – thereby being able to evaluate on the effect of the communication campaign throughout the whole project.

Group interviews

The group interviews are intended – as mentioned in the above part – to elaborate on some of the results derived from the quantitative survey – the questionnaire. The advantage of the qualitative investigation (group interviews) is that one can question the aspects derived from the questionnaire in a more thorough way. Hereby one obtains a far more deep and varied knowledge of the participants' experience of the project. Furthermore it is possible to ask the participants in the group interview to elaborate on some of the opinions pointed at in the questionnaire. Hereby one obtains a far more profound knowledge of the participants opinions related to their answers in the questionnaire. Finally it is possible to make sure that the respondents understand the question, giving the participants the opportunity to bring out new aspects than the ones included in the questionnaire.

The completion of the group interviews during the project implies likewise, that one obtains an active tool, since a more detailed knowledge of the reasons for involvement is revealed.

In relation to the project a representative group of participants will be appointed and thereafter interviewed in smaller groups.

Comments on the involvement of not-participants within the target group of the interview

As in the questionnaire, the qualitative group interviews will be carried out only in relation to the participants of the car-pool programme. Again it will be highly recommendable also to select a representative group of non-participants for one or two more group interviews.

The purpose of interviewing non-participants is, that one will receive a clear view of their reasons for not participating. Likewise it is possible to question the non-participants of their experience of the marketing campaign at OUH. Have they noticed the project? Has there been sufficient information? Is their non-participation related to the barriers pointed at in the pilot interviews? Similar to the group interview, the results from the interviews with the non-participants will be integrated in the coming project. This implies, that at far as possible, one is able to take into account the aspects pointed at and integrate them in the second half of the project.

Surveys in the second half of the project

The second opinion poll survey takes places after the introduction and implementation of all measures. The second survey, however, is directed at an evaluation of the effect of the Marketing Campaign and the Reserved Parking.

Methodically the survey will take place in the same manner as in the first half of the project:

- A questionnaire
- Group interviews.

Since comments in this context are similar to the first opinion poll survey, see the above part.

Evaluation

An overall evaluation of the project will take place following the implementation of all 4 measures and the completion of all surveys. The evaluation will seek to organise systematically the experiences and results carried out throughout the project – both process orientated as well as effect orientated.

The evaluation will be based on a thorough analysis of all surveys and all quantitative and qualitative investigations. Likewise the evaluation will make use of the data material from the pilot investigation in relation to an overall evaluation of the success of the project.

If a survey concerning the non-participation is carried out these analyses will of course be included in the evaluation. The opinions of non-participants and their views on car-pooling will also be useful in the preparation of a manual for the promotion of car-pooling within companies. Hereby it will be possible to realise the motives for non-participation and thus receive indications on, what should be handled differently in future projects.

Manual for company based promotion of car-pooling

The evaluation – and hereby all surveys carried out throughout the project - will provide the background for the organisation of a car-pool manual directed at companies.

The purpose of the manual is to illustrate all of the experiences from the car-pool programme at OUH, thus making the experiences usable for other companies initiating a car-pool programme.

The manual will include:

- Specific instructions in relation to the design of different measures
- Specific instructions in relation to the implementation of different measures
- Cost/benefit analyses in relation to the implementation of different measures.

Thus, the manual will function as a systematic collection of all experiences from the project at OUH, presented in a useful manner to other companies initiating or merely wanting information on a car-pool programme.

The general information campaign at OUH

Objective

The overall objective of the general information campaign is to change the transport behaviour of the employees at OUH from single car occupancy to car-pooling with colleagues.

Target group

In principle all employees at OUH are defined as the target group of the project, since the project sees the company as one unique part. The strength of working with all employees is that everybody receive the same amount of information and thereby become part of the project. At the same time it gives all employees the opportunity to participate in any debate that might arise concerning pros and cons in relation to car-pooling, thereby raising awareness and creating commitment. It also brings about the positive extra benefit that employees will receive sufficient knowledge of car-pooling which they perhaps in a future situation, in a new job or changed transport need, will register for or initiate a car-pool programme.

However, a number of factors, based among other things on experiences from other European projects (se the part, State of the art) show that some employees are bound to have a greater interest in car-pooling than others. This implies for example to the group of employees who live within a considerable distance to work, have regular working hours and who drive in their own cars.

There is also a supposition that other factors are influential on the interest for car-pooling. It concerns among other things age, sex, children/not children, profession(salary), and purpose of transport trip. The project will take into account these factors via questionnaires and group interviews.

Measures

In order to change the traditional transport behaviour of the employees, the campaign must convince the employees at OUH, that the rewards are much greater than the possible trouble in relation to changing ones transport habits.

The information campaign therefore consists of a number of measures making it attractive to sign up for the programme;

Direct Marketing

- In the first phase of the project all employees receive a brochure including information on potential match partners existing in ones own local area. In addition to that, practical information is given concerning the specific car-pool programme at OUH and matters of registration. The key argument will relate to the economical advantages of car-pooling. Finally the campaign will seek to create a common identity among the users of car-pooling by providing them with car keys and bags with a logo attached.

Guaranteed Ride Home

- In the second phase of the project, a Guaranteed Ride Home programme is introduced. The programme secures the transport to and from work in situations of emergency or overtime at work among other things. Thus, the programme is designed to oppose some of the obstacles among potential users of a car-pool programme, obstacles related to insecurity due to the dependency of other colleagues.

Marketing Campaign

- In the third phase of the project a competition is arranged awarding the best car-pooler at OUH with a journey for two people. Furthermore each week lots will be drawn among all registered car-poolers, in which smaller awards, like for example movie tickets, can be won.

Reserved Parking

- In the last phase of the campaign, the reserved parking spaces will be introduced. The parking spaces is supposed to make car-pooling attractive. The pilot study has shown massive problems concerning parking spaces and is believed to have a positive effect when introduced.

Media

The specific marketing at OUH consists of a general information campaign during the project period, including; posters at all wards of OUH, press releases and articles in the newsletter at OUH as well as in local and national media and of course the home-page. By using the local media at OUH supported by the direct marketing, it is considered sufficient information and believed to contain necessary power of impact in relation to other information loads which the employees already receive.

The direct marketing consist of brochures distributed to all employees at OUH in co-ordinance with the pay ticket. Brochures will be distributed in intervals of 4 X 3 months, each time introducing a new measure. The number of distributions as well as the intervals are believed sufficient in order not to disturb the employee with an overload of information and at the same time securing, that all employees receive the necessary information concerning the car-pool programme.

Design

The key name "Colleague Commuting" has been chosen as a defining term for the car-pool programme at OUH. "Colleague Commuting" function partly as the name, partly as the logo of the programme. The name is chosen because it underlines the practical function of car-pooling – that is, same workplace, same car, same destination. At the same time, it communicates security due to the fact that one is commuting with colleagues and not entirely different people. The key name will be repeated during the entire project period.

Besides name and logo the car-pool programme will be illustrated visually by the use of the illustration "4 persons sitting on a floor with an imaginary wheel". The 4 persons represent different professions at OUH and the driver is a woman. By choosing a humorous and surreal illustration, the picture attracts attention and hopefully a smile. Besides, the illustration points at some of the potential barriers, for example driving with other people and women driving

cars. The illustration is therefore meant to bring about a debate among the employees at OUH. Since there is no car in the illustration focus is turned away from large, expensive cars contra small, cheaper cars. Instead focus is turned to the most important that is colleagues driving with colleagues. During the project, the illustration is subjected to small alterations in text and motive, thereby illustrating all of the different measures.

“Colleague Commuting” and the illustrations will be used in all of the information material distributed during the project. That is in posters, brochures, advertisements, home-page among other things. Thereby maximum recognition is obtained and knowledge of the car-pool programme is increased.