Love to Ride

January 28, 2015

Webinar Transcript

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Tools of Change

Landmark Designation

The program described in this case study was designated in 2014.

Designation as a Landmark (best practice) case study through our peer selection process recognizes programs and social marketing approaches considered to be among the most successful in the world. They are nominated through an open nomination process and by our peer-selection panels and Tools of Change staff, and then scored by the selection panels based on impact, innovation, replicability and adaptability.

The panel that designated this program consisted of:

- Mark Dessauer, Blue Cross Blue Shield of NC Foundation
- Jacky Kennedy, Green Communities Canada
- Ryan Lanyon, City of Toronto
- Nathalie Lapointe, Federation of Canadian Municipalities
- Patricia Lucy, Translink
- David Levinger, Mobility Education Foundation
- Geoff Noxon, Noxon Associates
- Chuck Wilsker, U.S. Telework Coalition
- Phil Winters, CUTR and the University of South Florida

This transcript covers a webinar held on January 28, 2015. Additional materials about this program can be found at: http://toolsofchange.com/en/case-studies/detail/682.

Introduction by Jay Kassirer

Welcome, everyone, to today's Highlights webinar featuring the Love to Ride program. The Landmark peer selection panel was impressed by the way this program segments its audience and then tailors communications accordingly. Panelists also praised the way the program builds engagement over time – which as one panelist noted is rare among challenge programs – and the way it uses electronic media to do all of that cost-effectively.

Today's speaker, **Thomas Stokell** is a social marketer with more than 12 years' experience designing behaviour change programs specifically to promote cycling. He ran National Bike Week in New Zealand for five years, and piloted New Zealand's first Workplace Cycle Challenge in 2002. He moved to the UK in 2007 and established Love to Ride – an organization which designs, delivers, and champions effective behaviour change programs to get more people cycling.

Thomas Stokell, Love to Ride

I'm excited about sharing with you all we've learned about how to get more people cycling and how to apply behaviour change theory to sustainable behaviour.

Before I get into talking about our little journey, I'd be interested to note how often – in the last 12 months – you have ridden a bike. [Poll] Now, if in the summertime you would normally ride a bike once every couple of weeks – once a week or once every other week or more often – please give me the little high five button. [Poll] A few of you ride bikes, which is useful background.

[Slide] I'll give you a little more background on the Love to Ride journey, where we've come from and where we're going. The workplace cycle challenge is the case study that we'll be talking about today when we talk about behaviour change theory and of course there'll be time at the end for questions.

[Slide] I'm from New Zealand, where I worked for the Health Sponsorship Council (HSC) which has since been rebranded to the Health Promotion Agency. It's a government organized non-governmental organization – so it was a sort of GONGO as we call them in the UK. They did smoke-free and sun-smart behaviour; they had a healthy eating brand and a problem gambling brand. It was very much the government taking a lead on social marketing in New Zealand and encouraging healthy behaviour.

[Slide] I worked on the bike rides brand for a few years and then I moved to the UK, where I developed Challenge for Change, which has since rebranded to Love to Ride.

[Slide] Love to Ride is the online platform to get more people riding bikes – that's very much our mission – and results, as we know in social marketing, are very important to us. So what have we achieved? We've engaged over 113,000 people. Key for us is our name tag and audience of non-cyclists who don't yet ride. Lots of organizations, towns, cities

and countries. You can see in this diagram that about 51% of our participants are existing riders. For every existing rider, we're getting either a non- or an occasional rider – our primary target audience.

[Slide] What's the actual change in behaviour? We survey people when they register into the program and get a baseline level of their behaviour. A key question we ask is: In the last 12 months, about how often have you ridden a bike? The options are: Not at all; Maybe a few times; About once a month; One to three times a month; Once a week; Two or more days a week; or Four days a week or more often. We measure people's behaviour again typically three to six months after the intervention – after the Cycle Challenge, in this case.

These are the statistics of the former non-cyclists. You can see that 40% are now cycling once a week or more often, and 35% – one in three – have taken up riding to work. Not everybody, but that's not a bad outcome for a cycling intervention like this. Of the people who were riding bikes but not yet commuting, about one in three of them take up riding – on average – once a week or more often. Not too bad from a behaviour change standpoint.

[Slide] We used to white label the programs we ran in each city and used to use the city's branding. The problem with that was that cities didn't typically have the most engaging business-to-consumer brands, and so that's why we came up with Love to Ride – to bring all our work under one cool, fun umbrella. That was to communicate that it was all about having some fun and giving riding a go, and spreading the love of riding. If you already love to ride, spread the love. Let's get more people riding!

[Slides] The program has a website and an app. Here's a shot from a project we ran in Atlanta recently. I'll take you through the website a bit later on. You can see in this screenshot of a lead table, that we have companies competing in the size categories, so a small company isn't competing against a big company.

The scores are actually based on participation. A lot of other cycle challenges tend to score based on miles ridden or number of trips. What we came to find with those types of miles-based challenges is that all the existing riders go, "Great! Hey, Bob.... me and you this weekend. Let's do 100 miles. Really crank up our points and we can win this thing for our whole company, no problem." This incentivizes the existing riders to ride more often or ride greater distances, or even just to log their existing rides and not have much impact on behaviour at all.

The game that we play is to engage those existing riders and we say to them: "Look: it's not about doing the most miles. It's about looking around your office and seeing who you can encourage to jump back on a bike and give riding a go. See how many of your colleagues you can get to experience how easy and enjoyable riding a bike can be." Because one of the key theories that we operate on is the idea that if you say to somebody, "Hey, you should ride to work. It's good for you. It's good for the environment. You'll save money. Give it a go," and they say, "Whoa. No way. I can't

ride to work. You're crazy. It's too far. It's too hard. It's too sweaty. It's too rainy, it's too whatever." All those barriers – both perceived and real barriers – come to the fore.

Instead of having that big mountain to climb – "Hey, jump to the top of this mountain. It's easy; it's fun; you'll save money" – we get people to take to take this first step on that journey up that mountain. For us, that first step is riding a bike for just ten minutes or more. That's what that participation score is: what percentage of your staff can you get to ride a bike for just ten minutes more, and have some fun giving riding a bike a go?

What you find is that when you say, "Hey, you should ride a bike" and they reply "Oh, I can't ride a bike" you can just say back "It's just ten minutes. We're trying to beat the marketing team. They're on 35% and if you ride we'll be on 42% and we'll be in the lead. Come on, you can borrow my bike. The whole team's going to do it. Give it a go." Then they say "Oh, all right. I'll give it a go." Then they get on the bike and say "You know, actually, this isn't so bad. This isn't as scary or as hard as I thought it was. It's actually quite fun."

They come off the bike feeling really pretty good, and obviously a whole lot of behavioural switches are getting switched. They don't identify as a cyclist but they've just ridden a bike. They perceived that riding was hard and scary but they've just had an experience where it was actually quite easy and a lot of fun. Of course, physically, they've just ridden a bike for ten minutes, so physically a lot of the good hormones are rushing around too. It's quite a powerful behaviour change – a little tiny baby step on that bigger journey to riding a bike more often.

[Slide] That was a key theory of ours for a long time. About 18 months ago now, we decided to get a clean piece of paper out and look at how we apply behaviour change theory to cycling. Look at all the newer research that's coming out, and just take a holistic view of what's happening. We came up with this four-part behaviour change framework.

1. User Journey

[Slide] The first element for us is to understand the user journey – the journey someone goes on from not thinking about riding, to thinking about it to trying it out, to getting a bike, to riding a little, a little more, a little more, and obviously riding to work. In this illustration we use a ladder so you can see those different steps similar to that mountain analogy of getting someone from not thinking about it or thinking about it to jumping to the top of the ladder.

2. Barriers and Benefits

[Slide] This is the next element of our framework, for anyone who's familiar with community-based social marketing. The previous slide looks a lot like behaviour change. Each of those steps has different barriers and benefits to it. Cycling as an overall behaviour obviously has a number of barriers. It's not really useful to understand that this

massive behaviour called "cycling to work" or "cycling regularly" has lots of barriers. It's more useful to acknowledge where those barriers sit in this behaviour change process.

[Slide] So what we wanted to do was to identify what steps, what stage of change individuals are at and what barriers they have. Naturally, the barriers that people face when we're encouraging them to try riding – even for ten minutes – are: fear of perceived safety, time ("Oh, I don't have time to ride for ten minutes today"), a lack of motivation still to jump on a bike; no access to a bike at work, or the weather might be bad that day when you're trying to encourage them. Those barriers are very different from getting a bike. They might not have money or they might not know what kind of bike to buy ("Should I get a mountain bike or a city bike or a road bike?"). They might have a bike already but it might not be rideable.

[Slide] There are different barriers when riding to work – be it too far, the weather, lack of facilities, or they might not know an appropriate route. It's important for us to understand where people are at, and so we ask that on the survey. I mentioned earlier about identifying what stage people are at in terms of current behaviour. Keep in mind we do take into account seasonality.

[Slide] We classify a non-cyclist as "Not at all" or "A few times." We classify an occasional cyclist as "One to three times a month" or "Once a week," and a regular rider as "Two or more days a week."

[Slide] The next part of the survey changes. For a new rider, we ask questions about the barriers they face like "I don't own a bike," "I'm not confident," "My bike needs fixing up," etc. We ask different questions of the existing riders, questions that we can use to help them encourage their colleagues. For example, we ask "Thinking about your colleagues, pick one colleague who you think you can get on a bike as part of the Challenge." The person might say "Oh, I can probably get James on a bike actually." Then we can email them and ask "Did you get James on a bike yet?" This gets them to make a small commitment to do that, and identifies a next step as well.

[Slides] This is where the Love to Ride platform comes into its own. I'm going to show you a few things on our website. Here you can see an activity feed, and there's actually a whole other section up above here which I've cut off for the purposes of this screenshot. You can add photos in here. And there's this cool little high five button that you can click and it actually gives that person a high five – it's like giving someone a "like." You can high five people for setting goals or achieving goals or for doing rides or for encouraging other people to ride bikes.

[Slide] See this announcement feature over here? These announcements are personalized for each viewer; they're on the screen for five seconds or so and then there's a new one. This one is promoting free cycling courses, which a lot of cities around the world do offer to give people confidence on a bike. That is key intervention because it helps people overcome that barrier of not feeling confident. But that's not really a relevant message to

the existing riders. Instead, we show existing riders different messages like "Hey, get your friends or your colleagues to do a cycling course."

[Slides] Here you can see the back end or administrative part of our website. You can see the title that we've given that announcement, and that it ==links to a partner website==. It's very important for us that our partners in all the local programs get promoted through the Love to Ride platform. Love to Ride's a global platform with a local focus. The brand is just perfect for that – Love to Ride Sydney, Love to Ride New York, Love to Ride Paris – it works really well in that regard.

You can see that it's pretty easy to add fields in for these targeted announcements. You can choose which sites the announcements will show on, and what language they will be in. Love to Ride is also ==multilingual.== You can also choose to show the messages to people who select specific motivators and barriers.

In the survey, we ask specifically about confidence: "How confident do you feel when you're riding a bike on the road?" "Not at all confident," "Somewhat confident – I like to ride on quiet streets," and "Very confident – I'm happy to ride in traffic."

[Slide] Facebook and all the commercial advertisers have very sophisticated tools for targeting people like us with messages to get us to buy stuff and do things. The Love to Ride technology enables us to apply behaviour change theory, identify barriers and use technology to target the right messages for the right people at the right time.

3. Monitoring

[Slide] I don't have this on my slide, but you'll see there's a third step here: monitoring. We can also set up a monitoring question. So if you identified – in your baseline survey – that you didn't own a bike, we would show you a few things. We'd show to you some tips on buying a bike; we might find a local bike shop to give discounts to people on Love to Ride in the area to go into that store and get a discount or some kind of offer. You would see those kinds of announcements on the website and of course in the emails that we send out to you, because we use this information not just on the website – with targeted advertisements – but also in the email.

==This monitoring question can be set up so that it asks you, six weeks after your baseline survey, "Hey, Jay, have you bought a bike recently?" And you would just say, "Yep, got one," or, "Nope, not yet." If you click, "Yep, got one," then in this monitoring section here, you can get a response message like, "Hey, that's great. Happy riding" or some other lead on something else or, "Have you seen (name of colleague) riding?" or "Have you seen these tips on riding a bike?" We reinforce that we have information and support for them to do that. Of course that information is stored in the back end and so we can measure how people are progressing through the stages of change.==

[Slide] This is obviously a simplified perspective into this terribly complex thing called human behaviour and reality. This linear progression through these different stages is a

limited view, but it's been very helpful in helping to identify where people are at and how we can help them ride more often.

4. Make it Fun and Self- Reinforcing Through Techology

[Slide] The next step in our behaviour change model is to look at how we apply different behaviour changes at different stages, overcoming different barriers. Obviously we want to do it with technology, we want to do it correctly and we want to do it fun, because our brand is very much about having fun.

[Slide] This is a snapshot of the different theories that we are applying in our work. The first one, which we talked about a little earlier, is the idea of self-perception: that if you give someone a positive experience of a behaviour – even for just ten minutes – you help to break down old perceptions that it is hard or scary and replaces these with new perceptions that it's easy and fun. And that increases the likelihood of taking up cycling.

After that short positive experience we find people saying, "Actually, you know what? That wasn't too bad. Maybe I will get into riding a bike." They then – obviously – register on the Love to Ride platform, so we can assist them to become confident and capable regular riders or commuter riders, and we get more people riding. This theory can be applied to lots of different behaviours in terms of giving people a short experience.

In the transport field, you might say to someone, "Hey, you should car-share to work; you'll save money. You can save this much a year and get all the benefits of car sharing." People will tend to say back, "Oh, no. Some days I go to the gym and some days I've got to pick the kids up and it just wouldn't be convenient for me to car share." You can say back to them, "Well, you don't need to go every day. But just try it once and see how you get on with it." When they do that they have a positive experience of it and they say, "Actually, it wasn't so bad at all. It made me leave the office at 5:30 instead of drifting until a bit later. It was actually really fun commuting into work with my colleague. We had a great conversation. Okay."

[Slides] The Fogg Behaviour Model (BMAT) behaviour model is one that I quite like. There are different versions of it and more advanced and sophisticated versions of it, but I like the simplicity of this chart. It says that a behaviour is a factor of the amount of motivation people have, their ability to do that behaviour, and then some trigger to encourage them to do it. That trigger might be external or it might be internal. The chart predicts that if we say to somebody, "Hey, you should ride your bike. Ride to work, it's Ride to Work Day, give that a go," and that person is not that motivated to ride to work and it falls into the "hard to do" category, the behaviour might fall below this action line and the trigger's not going to work – it will fail.

However, if we instead say, "Hey, ride a bike for ten minutes. We're trying to beat the marketing team. We all can win prizes. If you ride a bike, you will get a cinema ticket to any film you like at the cinema and we're trying to get our whole team going. Come on. It's nice and easy. It's just ten minutes." Motivation is getting a bit higher. "You could

borrow my bike. We're all going down to the car park at lunch and getting on Tom's bike and going around the car park." Once you get above this line on the chart, a trigger for that behaviour – in this case cycling behaviour – is going to be more successful.

[Slide] Now reinforcements and incentives have a role to play, as we know. Providing little incentives in our experience is the cherry on the top. Sometimes people teeter on the edge, but have more or less made the decision that they want to get involved and ride a bike. A small incentive just helps them justify it in their own head. It helps them overcome their barrier. But if bribing people more or less changes people's behaviours, then it would be easy to just pay them, but it's more complex, especially with something like cycling where there are a lot of barriers in some cases.

Some other programs focus a lot on the incentives, but we think it's the barriers that stop people cycling and that once you start cycling it's pretty much a self-rewarding behaviour. You feel good; it's a great experience of freedom and the air rushing through your hair and all those wonderful things. Then you have health benefits, you save money. There are already a lot of intrinsic rewards for cycling, so we focus more on the barriers and helping people overcome those barriers in a fun, effective way and begin to love to ride.

We do offer encouragement as people fill in the online trip log. If someone says, "I cycled 18 miles per day for transport," they get a personalized pop-up message. The message changes; we must have 20-odd different messages in there to keep it fresh. The message might be something like, "People who ride bikes are hot – that's you," or something sort of fun and playful. We do give prizes and incentives away as part of the Challenge and I think they're an important part of this kind of competition.

[Slide] We also have this Virtual Ride feature, which is another kind of inherent reward program. As you log your rides, you can see yourself moving through this journey, and you get these pop-ups that come up along the way and give you fun and interesting facts. But we also say stuff in there like, "As you go through Taunton, you come up behind a big truck. But you know not to go up the left hand side of the truck on the inside because you've seen this video on how dangerous that is." And the "this video" link links to a video which shows how massive trucks' blind spots are. Or it might say something like, "You're biking through London and it's chucking down with rain. But, thankfully, you've read these tips on cycling in the wet." At the same time as you want to encourage people, we also want to inform them about safe riding.

[Slide] There are special messages when you reach goals and you can add photos. You can also high five people when they reach their goals, and post photos.

[Slide] Another of these theories is from Bill Smith: "Make it easy, popular, and fun." There's a lot of overlap here, because if you make a behaviour easy – that this ability here in the BMAT model – and if you make it popular and fun, that's obviously the motivation in there as well. We talked about gamification in terms of rewarding people, creating little competitions. Actually I prefer to use the term "applying game mechanics to

behaviour" as opposed to "gamification" where we take the things that make games successful and apply them to behaviour.

We've talked about some of these. Prompts, that's kind of like triggers. There's obviously a number of ways that we prompt people to do various things. I mentioned before the email we send out to people: "Hey, Jay, did you get your colleague, James, on a bike yet?" "Hey, it's the last week of the Challenge. It's a beautiful day outside. Why not take your bike down and get some of your colleagues to jump on a bike this lunchtime?"

Social norming is interesting. We want to achieve a cultural change in our cities around the world regarding cycling. We look at those bigger cultural effects, smaller ones in the workplace, looking at what we can do achieve changes there. You might get one regular rider out of seven program participants, as was the case in New Zealand, and then the next year have three of the seven cycling regularly. And then by the end of the following year they had four regular riders and two occasional riders, and only one person hasn't taken up riding.

With that Workplace Challenge, we typically go into a city and we work with the city, the advocates, the health promoters, everybody, to engage business. We typically get between 40 to 200 companies engaged. We support that company. We get them to select team champions and we provide them with posters and send them draft texts they can email out to their colleagues and mention in staff meetings. We also phone them with tips and ideas for engaging their colleagues in the Challenge. The Challenge runs over three weeks. We've run more than 100 of those around the world now. That's our main program of Love to Ride.

One big focus is having more social tools so that we can give people easy and quick ways of spreading the love, of promoting the benefits of riding, of sending invitations to ride out to their friends. I've got a good friend here in Atlanta, where I'm based at the moment, called Butler and he doesn't currently ride. He used to ride. He owned a bike when he was younger, but then he had glass bottles thrown at him by some other mean kids and so he hadn't ridden in a while. I'm really keen to take him for a ride and get him to experience it as my latest experiment in using these social tools online to encourage my friends to ride.

The last piece of theory has to do with taking baby steps. Imagine getting someone to floss their teeth every day. That might be quite a big deal for some people, or they might perceive that as taking too much time or whatever. The idea here would be to say to people, "Just floss one tooth. Just the one quickly – floss one a day. And that's that." And of course, once they have the floss out and they've just done the one tooth, they think, "Oh, well, I may as well do the other ones then, I guess."

The same idea holds with going for a run. If you start running, you might say, "Hey, look. Just put your running shoes on and go from there." Once they have their running shoes on they tend to say, "Oh, I'll just go around the block," and of course once they've gone

around the block they say, "Oh, I'll just go around the park." It is critical to break down those big mountains into baby steps in the right direction.

[Slide] You can check out www.lovetoride.org and there's an animation there which summarizes how we do our segmentation and targeting of information. We're really excited to be best in the U.S. at the moment and excited about getting more and more people riding, and scaling what we're doing to the world. Thanks very much.

Q&A

Jay Kassirer: Thank you, Thomas. That was a great presentation. I hope we'll get people thinking about how they can apply similar approaches to their programs. Some people may actually want to work with you directly. We have a number of questions coming in from participants, but first I'm going to ask, what would it mean to work with you? A number of panelists wanted us to be very clear about how this program is funded and who you are. Who's doing this great work?

Thomas Stokell: We typically get most of our funding from cities, and they often access federal money to implement these kinds of programs. In the UK, for instance, there's the Local Sustainable Transport Fund, where cities applied and were awarded money to encourage sustainable travel. In the U.S. there are funding dollars for cleaner air and health promotion. It really depends on the cities we're working in – the areas we're working in – where the funding is available.

Jay Kassirer: Is your organization a non-government organization (NGO) or a company?

Thomas Stokell: We're a social enterprise so we're set up as a business with a social mission.

Jay Kassirer: Would you say what you mean by that? How is that any different than other businesses?

Thomas Stokell: We're essentially a business, but with a pretty strong social mission in terms of reinvesting profit and not stripping our cash from the business and all that kind of stuff. We're not a NGO, and we haven't set ourselves up as a charity mainly because we haven't seen a need for that because all of us at Love to Ride are passionate about riding; there are about 12 people on the board to oversee how things are run, how the company is doing.

Q: Is the platform available for local organizations to customize it with their own logos and so on? How do you work with people, and at what point is there a cost – if any – for support that you offer?

Thomas Stokell: We take the cost of developing this platform and spread it amongst all the organizations that are using it, so there is a fee for using it at some level. You can

encourage people to join Love to Ride for free and just point people towards it. We want to keep bringing the cost of being associated with this platform down and down and down and make it more available so there are a few things that we're doing. One is we're having different local partner levels, the lowest level being: "Encourage people to use the platform," and then you can control a targeted ad space on there. You can target different messages at different audiences. That's totally free. There's no logo on there or anything like that.

The next step up would be to get your logo on there, be able to get some pages, add targeted announcements, and include stuff in the newsletters that go out to participants.

The next level above is that you're running some kind of program on there so we have different challenge models, from the full Workplace Challenge – which is quite an involved process – to a more social team-based challenge where teams of four people register. You can get points for how much riding participants do and how many new participants they recruit – for example one point per mile and ten points per ride, 50 points for every existing rider you encourage to join the Challenge, and 300 points for every new rider you get to join the Challenge.

We want to make Love to Ride available for organizations of different budgets. Even advocacy groups can raise money for this and keep some of that money and give us a small portion of that money to set them up as a local platform, and to put their funded logo on there. They can use it as a tool to engage their community, encourage riding and communicate with their city to encourage riding.

Q: Can you tell us a little bit more about the targeted messages, and which messages you send to different groups. Can you give some examples? We saw the ladder and each of the groups you're targeting, and the different motivators and barriers.

Thomas Stokell: There are global, standardized messages. The tips on buying a bike are standard for someone who's at the stage where they are new to riding and they don't own a bike. For people who are not yet riding to work, we have some standard encouragement messaging. In terms of linking to the local initiatives, that's key for us. For instance, if the local advocacy group is running some kind of course for new riders then we can have messaging around that. If they've got a family-friendly bike ride coming up we can promote that. We use a combination of the global, standardized messages that can scale, as well as the local, more personalized, customized messaging that we target at the relevant audience in that area.

Q: What steps do you take, if any, to ensure that cyclists are not only cycling, but cycling safely? When you are working with employers, how do you address their concerns about safety or liability?

Thomas Stokell: Encouraging safety is key for us. We do have safety messages, as I mentioned, that subtly run through the platform. We also have tips on riding safely and confidently. We like to link people in with actual on-the-ground stuff. I think all the

online stuff in the world is great, but you can't beat getting on the road with someone who's experienced and getting that on-road experience. We also provide tips and advice to existing riders to help them to support their non-riding colleagues. We often go to employers and business parks and run events during the Challenge. We support them that way.

Regarding liability, people sign a disclaimer when they register on the platform as part of the program's terms and conditions. In different countries it differs. In Australia, they're pretty health and safety conscious and they have a national health service so they've got insurance concerns. But typically the disclaimer says, "We want to encourage you to ride safely. Please make sure that you do that and understand that we can't be there to monitor your safe riding. It's your responsibility to make sure that your bike is safe and that you follow the laws and the rules of the road," and all that kind of stuff. When we run these events on-site, we do pretty good risk assessments to identify what trouble areas there might be. For all the programs that we've run to-date, we haven't actually had too many problems – surprisingly – in that regard.

Q: When your organization is a partner – someone is partnering with you – do they then get access to all the metrics about participants and so on? Also, two municipalities in my area are thinking about purchasing data from Strava. Would the data from your Love to Ride app be available to municipalities? If they're participating, how does that all work?

Thomas Stokell: The local data are key. The <u>Strava</u> thing is really interesting, because if you look at the type of cyclists who use Strava and what Strava's for, typically it's for people who are really into riding to ride as fast as they can on different routes and competing with their friends and other people in the Strava community to see who can go from point A to point B the fastest. If you only look at these fast and fearless riders you are going to get a really skewed perspective in some regards of where your cycling infrastructure should be.

I was just talking yesterday with a client in Atlanta about this and how useful that existing, hardcore rider data is compared to all the other ways that we plan infrastructure in a city and what proportion that data actually made up. With Strava, you can single out the new riders, look at the times of day they're riding, how new riders are getting to work, etc., but it's a pretty skewed data set. We've got some other cool stuff on the work section to get more useful data around that, getting people to log one ride. We have an app that uses GPS so that people can see how people are getting to work by bike. It also identifies the stage of change. You saw that pie graph early on. About 30% of our users are new riders and about 20% are occasional riders. Strava wouldn't have that many new and occasional riders on their platform.

Q: What if a group of us got together and we wanted to have this work for a number of us across Ontario? How would that be set up? What kind of cost would need to be involved in order to get something like that started in a region?

Thomas Stokell: It depends on a few factors. First, how do-it-yourself (DIY) do you want it to be? Do you want us to provide the platform and some guidance on how to use it and leave you to promote it? Or do you want us to come in there and get a contractor to run the whole ship? To give you an idea of the cost at different levels: at the higher end we're doing a project now in Sydney, Australia; they want to engage 200 companies and 5,000 people and 1,500 new riders, so it's a pretty big project. We've got some light rail going in and need to get people on bikes before the traffic stops because of all the light rail construction. That's about an $80,000 U.S. project. Compare that to $3,000 or $4,000 or even $2,000 at the other end – providing a platform in a smaller city or region and sort of doing it DIY. There's a pretty big spectrum there of how we work with different sized organizations. We're open. It's a really useful platform and if people come to us and they really don't have a lot of money then we're very keen to find a way of working with them.

Q: Is there a blog section for new riders on Love to Ride?

Thomas Stokell: Yes. We ask for their stories, because I think people like to tell stories, and I think stories are useful for people. We actually recently upgraded our platform and that is something that we haven't migrated across as yet. It got some use and we got some interesting stories but we didn't prioritize it as a feature above some of the other features. I imagine it will go back in there in some form. We do ask people why they cycle or want to take up riding but not a lot yet.

Q: You've done some longer-term measurements of people. I've seen some data up to two or three years. Do people use this initially then when they reach a maintenance stage, level off their use? What do you see over time in terms of how the behaviours persist?

Thomas Stokell: There're a couple of different behaviour shifts we're talking about. One is obviously riding behaviour – and that's the main behaviour you want to encourage. The other behaviour we promote is the use of the Love to Ride platform. It's important to distinguish between the two. A lot of websites and apps like Strava want you to use their platforms. We've always believed that Love to Ride should encourage you to do the actual behaviour and get out and ride. Using Love to Ride is a way of encouraging you to do that and that's our focus so if people don't log all their rides on our website, that doesn't matter to us – I would rather that people were out on the road riding. We can find other ways of measuring their trips.

The Love to Ride website is available all year round. We have interesting things on the site year round, but we don't have a monthly email that goes out. Our emails are every six weeks, with some seasonality. I'd rather pique people's attention and bring them into Love to Ride two to four times a year than try and keep their attention all year round because eventually, you'll lose that attention and they'll stop reading your emails and they'll start deleting your emails or unsubscribing.

We would rather have a long-term relationship with people where we work with them intensively for a couple of times a year on different programs – maybe a Workplace

Challenge and then a Ride to Work Challenge later on, spread the love, encourage your friends to ride challenge or a team challenge – and just do a couple of focused activities a year and keep them on the platform so we can keep engaging with them and send them emails about getting their survey data as well, because those follow up evaluations in the long term are important.

Q: How does the Love to Ride methodology fit in with other cycling promotion programs that are going on in municipalities already?

Thomas Stokell: Once again local links are key for us. There's so much great work going on in local cities and we want to highlight and communicate that to people – both existing riders and new riders. Whatever the existing program is, Love to Ride is a means to connect people to that. Allowing cities to add their own event initiatives and putting those details in the newsletters that go out every six weeks – that's key for us.

We like to think that Love to Ride builds on and enhances local programs, and helps get the word out and make them more successful. For example, many cities really struggle to fill up bike training courses. That's our prime market – those people who are thinking about riding, and this is the push they need to give it a go, so we track and encourage them to go through those stages of change.

Q: You talked a lot about your approach to cycling. Most of the participants in today's webinar are interested in cycling specifically. In terms of both transportation and non-transportation behaviours, what have you learned that you think would be relevant to other users of Tools of Change? Most of the people here are dealing with transportation, walking, cycling, transit use, etc.

Thomas Stokell: The car sharing example or the idea that you often promote the ultimate goal, the ultimate behaviour and not necessarily communicating that it's a journey to get to that behaviour and people will go on through predictable states of change. There might be a behaviour with much lower barriers that we can get people to do – like car-sharing once and giving it a go, or just taking the bus one time – "Hey, you don't need to ride the bus every day, but just try it out and see how actually it is." "Actually, riding the bus wasn't that bad at all. I got to sit back and relax and read a book on the way to work. It was fantastic." It might take them a bit longer, but they have a positive experience doing it.

If we look back at that list of behaviours and tools, I think a lot of that stuff can be applied to other behaviours. For example, the "Easy, Popular, and Fun" slogan is widely useful. "Gamification" – applying game mechanics – helps keep things fun. We used to run general sustainable transport challenges because a lot of our clients wanted to promote all modes. So we did an all-modes challenge, but we found that a challenge requires champions. It requires people that are passionate about it who are going to say, "Hey, come on. Jump on a bike. It's fun." You just don't find those same champions with bus use so you've got to be careful with gamification – you have to apply that in a

different way for other modes of sustainable transport. Generally if you look at the different steps and theories you can apply them to other behaviours.

Q: Your program is principally work-based, as you've presented it and the way you've tailored your materials. What would it take to adapt this to schools? I work with young people and know that if we don't get young people on bikes early they generally won't bother later in life.

Thomas Stokell: It's such an important point, that we get kids to ride when they're young so they have some reference point. To get an adult who hasn't ridden ever is a much trickier challenge. It's terribly important that we get younger kids riding. Some of the theories making it popular and fun, those are the types of theories. In terms of our online tool, we typically have an age policy of 15 years and above because there are just certain things that you have to do with younger folks to make it a safe environment for them to be in, just like most social networks need to be a safe environment for younger folks. I would certainly say that some of the game mechanics can be applied in terms of getting classes to compete against classrooms and having some fun with it and making it easy, the first step easy.

I actually had an idea for a three-week school challenge that I'll share with you. The first week is just about jumping on a bike and giving it a go. You can ride anywhere, anytime. Classes would compete to get the most kids riding. The next week is about which class can get the most parents to ride a bike and give it a go, so you'd have sessions after school where parents come in and they jump on a bike too. Then in the last week, it's about going to school by bike. So staged changes, kids are excited, get the parents into it, and then the last stage, riding to school.

Jay Kassirer: If you are looking at school-based programs for younger kids and safety is an issue, then I would look carefully at [Active & Safe Routes to School](#) and their [School Travel Planning](#) program as a complementary approach that helps address many of the safety issues. Thank you, Thomas, for a great webinar.