



Audience Travel Plan

Travel behaviour, Modeshift and what it all means for you

Hosting events using public spaces and venues is exciting, but drawing substantial numbers of individuals to a location can place the local environment and infrastructure under great pressure; bringing disruption to the community. To ease this, you may need to consider a range of travel demand management approaches and behaviour change models.

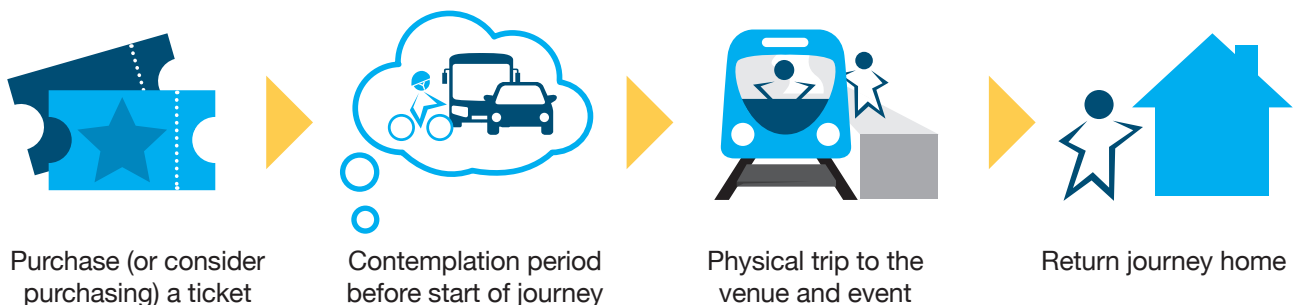
There's no single solution to fit all. Different tactics may suit different audiences. For example, some spectators will be regular visitors to a venue and will have established travel behaviours; whereas someone making a trip for the first time to a venue or event will have no pre-existing behaviour to change. For background demand, the focus could be on encouraging people to retime their journeys to avoid busy periods generated by the venue/event.

Understanding the opportunity – by audience

Whilst the primary audience for a Spectator and Audience Travel Plan is usually those attending an event, it's important not to overlook the travel behaviours of the wider community. For two reasons:

- It may be contributing to avoidance of public transport if local roads are already heavily congested with local users. Similarly, some bus and rail services may already be full and so unusable by spectators. By encouraging those daily commuters, where possible, to travel at less busy times, via less busy modes, public transport instantly becomes more attractive to spectators.
- This leads to the second advantage of engaging with the wider community which is the 'legacy benefit'. The legacy benefit occurs when a community adapts a new behaviour due to changes introduced during an event. In effect, a proportion of people will continue with their new travel behaviour.

Introducing The Customer Journey



When considering travel behaviours of attendees, it's important to factor in the end-to-end experience of the spectator. This extends well beyond their physical trip to the event/venue in question. In fact, the Customer Journey begins the moment the individual purchases (or considers purchasing) their ticket for the event in question. It covers the contemplation period ('How do I get there?') before they start their journey, their physical trip to the venue and event (which may include an overnight stay) and their return journey home (which again could be on the day of the event or a following day).

Encouraging better travel behaviours

Behaviour Change is an exciting area of psychology and economics, and we offer here a brief overview of best practice. We include two examples of successful approaches: the EAST framework and the Four R's.

Overall, to influence and change consumer behaviour, your alternative must be:

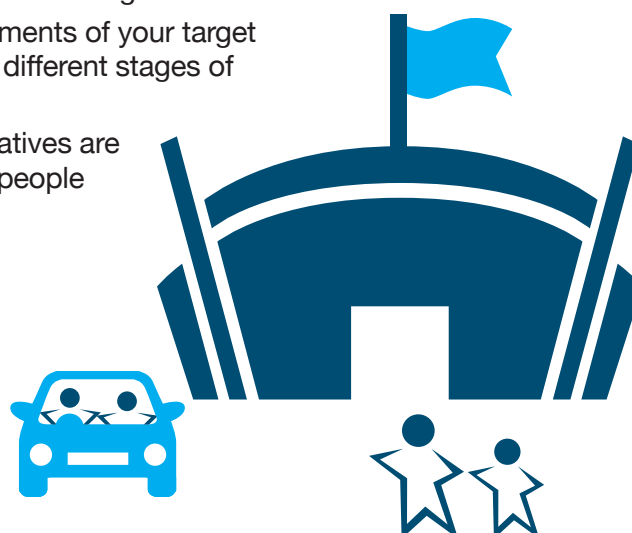
- ★ More advantageous – e.g. perceptions of costs and benefits change
- ★ More 'me' – behaviour fits in with perceptions of self or aspirations
- ★ More prevalent – increased awareness of who else is doing it
- ★ More 'doable' – increased confidence in ability to change
- ★ Make their old behaviour seem less preferable

The reasons why people make the travel choices they do is often complex and involves several interrelated factors. However, when designing and delivering alternatives, there are some basic questions which are useful to test the logic behind your proposals:

- ★ Do you understand the problem you are trying to solve and have you started with analysing the problem rather than designing a solution?
- ★ Who are the target population and what is known about their current behaviour, attitudes, potential barriers to change and what has worked in the past?
- ★ Have you clearly identified the specific behaviour(s) you'd like to enable across each target audience?

Further points you may wish to consider:

- ★ Have you thought through how the initiative will impact on different segments within the target population and who will be most/least amenable to change?
- ★ How will you tailor the initiative for different segments of your target population? What elements may be required at different stages of the Customer Journey?
- ★ How will you ensure that other policies and initiatives are pulling in the same direction and not 'nudging' people away from the aims of your initiative?
- ★ Do you understand how 'actual' barriers identified might differ from 'perceived' barriers and if solutions lie in the need for physical improvements or changes to how a particular issue/option is positioned in the mind of the user?



Behaviour Change Models

The EAST framework

The EAST model was developed by the Behavioural Insight Team to help practitioners and policy makers. The model proposes that to encourage a behaviour, the behaviour needs to be **Easy (E), Attractive (A), Social (S) and Timely (T)** and is applicable to spectator travel.



EASY

We are more likely to do something when it is easy to do. The level of effort and hassle involved can make the difference between someone doing something or giving up on it.

Simplify messages.

The model highlights the importance of simplifying complex information and of presenting it in a clear way. Effective techniques to simplify messaging include making sure that the key message is clearly presented, keeping language simple and jargon-free, presenting recommended actions clearly or removing all non-essential information.

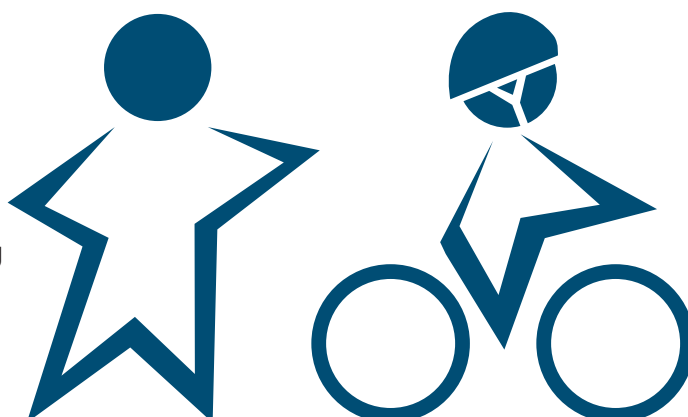
ATTRACTIVE

We can encourage the desired behaviour by making it more attractive than alternative behaviours. We can attract attention through surprise, novelty or by making some elements stand out. For example, a personalised message directed specifically to us will catch our attention more than a generic message. We can also make a behaviour more (or less) attractive by coupling it with incentives (or sanctions). Incentives can be tangible, such as getting free relevant products or services or an entry to a lottery draw, but they don't need to be. For example, we can also incentivise a behaviour by making someone feel good about doing it.

SOCIAL

We are heavily influenced by what other people say and do. The model suggests three effective techniques to leverage social influence:

- ★ **Use social norms.** Telling people what other people are doing (descriptive social norms) can have an impact on our behaviour and motivate the desired behaviours.
- ★ **Leverage the power of networks.** We are naturally embedded in different social networks. Use them to support and spread the desired behaviours.
- ★ **Use commitment devices.** If you intend to exercise more but you know you find it hard to do, you might buy a yearly pass at your local gym (so that if you don't go you will have wasted the money); or you might arrange to exercise with a friend (so that if you don't do it you'll have to keep cancelling on your friend).



TIMELY

We respond differently to prompts depending on when they occur, so it's important to consider the timing of an intervention. Prompting people when they are more receptive to the message, considering the initial costs or benefits of the behaviour we are trying to encourage, and helping people make concrete and specific plans on how to carry out the desired behaviour are important considerations.

For an event, perhaps provide travel information nearer to the date, when spectators will be thinking about their travel plans.

Manage demand with the 'Four R's'

As mentioned, the travel behaviour of the local community can play a role in delivering sustainable spectator travel outcomes. For example, an initiative to encourage them to go to the shops at a time that does not coincide with an event taking place.

This group, often referred to as 'background demand', can be influenced by use of the 'Four R's' methodology, pioneered during the London 2012 Olympic Games and applied at many other global events since then.

The Four Rs encourage people who make a regular journey to consider if they can retime, reroute, re-mode or reduce (non-essential) travel altogether. Experience suggests you can expect 30% of the local community to adopt one of these 4 behaviours in situations where a suitable behaviour change awareness programme is applied.

