

Bike to Work!

'Getting employers involved
in a bicycle project'



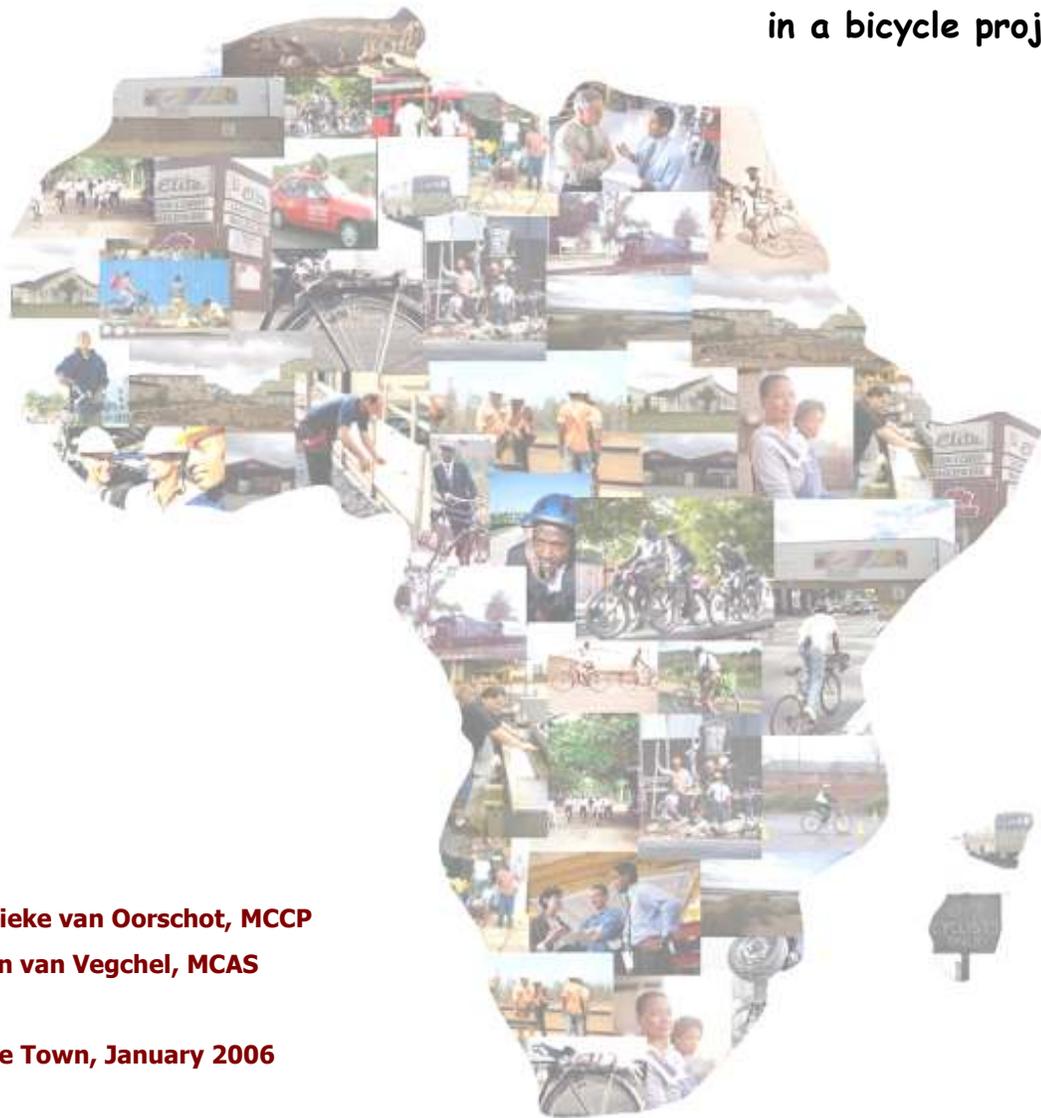
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January 2006



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in a bicycle project'



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Cape Town, January 2006

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Summary

Getting more people on a bicycle in Cape Town is what BEN wants. Especially people who travel by car, public transport or by foot. If more people start cycling in Cape Town BEN will get a stronger position in convincing the province and get them to make Cape Town cycle-friendlier.

Target

BEN wants to extend its focus and involve the business sector to get the working men and women on a bicycle. In co-operation with employers BEN wants to give employees the possibility to cycle to work. The step to purchase a bicycle will be easier when subsidising bicycles through the company. BEN needs a marketing communication plan to realize this aim.

Research

Companies BEN uses for the research are established in Athlone Industrial areas 1 and 2 and in Lansdowne. The requirements of the companies contain:

- Companies in the sector 'wholesale and retail trade' or 'manufacturing'
- Employees travelling to work by public transport or by foot
- The employees are able to travel faster and/or cheaper to work with a bicycle than the mode of transport they use now

Research shows what the experiences and views of the employers towards cycling to work and what employers think about a bicycle project in the company. A central question and two sub questions are developed for the research.

Central question:

'How does BEN get as many employers as possible, of companies in the sectors 'wholesale & retail trade' and 'manufacturing', positively interested in a bicycle project for their employees, with the help of communication?'

Sub questions:

1. What are the possibilities and impossibilities of a bicycle project for the employer and company?
2. What advantages stimulates the employers interest in a bicycle project for the company?

Method

The qualitative research contained open interviews. Eight companies were approached. In each company one employer was interviewed.



Strategy from research

The 'defensive' strategy is the most potential communication strategy to achieve the objectives knowledge, attitude and behaviour of employers towards a bicycle project:

- Employers do not have much knowledge about a bicycle project while it has strengths for the company. Employers have to know that with a little investment several problems concerning transport mode and finances can be solved.
- Most companies do not have transport budgets for employees. With a 'bicycle project' they make costs as an investment. Employees get more in time, become healthier and the image of the company will be influenced in a positive way. The investment will eventually have advantages for the company.

Communication target group

The communication focuses on all the male and female employers of companies in the sector 'wholesale and retail' and 'manufacturing' in the areas 'Athlone Industrial 1 and 2' and 'Lansdowne'. This contains 348 companies in total.

A bicycle project is a sensitive subject. It is a new concept and has no results or prove that it can be successful. It is difficult for the employers to see the advantages of a bicycle project. Employers are not involved in a bicycle project. It is a complete new concept. They never thought about introducing it.

Objectives

- 85% of the 348 companies will have campaign exposure, it creates category need and attitude at the employers.
- 40% of the companies will reach the behaviour intention objective. This contains 83 companies.
- 30% of the companies will have a positive behaviour intention and therefore behaviour facilitation. 25 companies in total will have the intention and facilitation to contact BEN for more information about a bicycle project.

Positioning

Informational: 'employers have to know that with a little investment several problems according to the transport mode and finances in the company can be solved.'

Transformational: 'employees appreciate it when the company does something for them. Employees are going to be involved in the bicycle project. This way the attitude of employees towards the company will change positively.'



Message

' Make your employees and company healthy. Invest in a bicycle project. Just contact BEN!'

Instruments:

Direct marketing / promotion

- Brochure + promotions
- Telebusiness
- Direct Mail + match

Personal sales

- A representative of BEN visits companies

Web communication

- Adjust the website of BEN

Marketing Public Relations

- Free publicity

Planning

A few steps need to be taken before a campaign can start:

February – June 2006: realize a marketing communication plan for employees.

June – December 2006: final budget and implementation of the marketing communication plan for employers and employees.

The campaign starts in February 2007 with a duration of six months.



Preface

This essay is our final exam to finish the study Communications at Fontys Hogeschool Eindhoven. After 17 weeks of hard work combined with fun, excitement and ignorance this essay is ready to be released.

All the struggles we have been through making this essay has been worth the trouble. Factors like being in another country with different values, cultures and other people and working in an office with less knowledge of the specialty 'communication' had influence on the process as well. We choose to go for it and take the challenge. It was worth all the effort we put in to it. It gives this essay a surplus value.

BEN receives a marketing communication plan and advice for employers to arrange the communication involving a bicycle project. To 'sell' a complete new concept: a bicycle project. At this point BEN can not use this plan. As soon as a marketing communication plan and advice for employees is ready, it can be executed.

During our internship we had to figure out a lot of things ourselves. Andrew, Louis and Victor were there to help whenever we needed it. 'Just ask' was what they said. Marianne was our backbone in the Netherlands. She guided us successfully through the whole process.

Therefore special thanks for Marianne van den Bosch of Fontys Hogeschool Communication, Andrew Wheeldon (our supervisor of BEN) Louis de Waal and Victor Sables for their time, effort and input. And of course thanks to all other BEN employees and interns who gave us a pleasant and appreciated spot and time in the office.

Kind regards,

Marieke van Oorschot, MCCP
Ellen van Vegchel, MCAS



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1. Introduction

This chapter describes what the motive is behind the assignment and a bookmarker of what else is expected in this essay. The description of South Africa shows that South Africa is a very different country with its own culture and history. This is necessary pre-information for the elaboration of the assignment and for the benefit of a Dutch reader. The reader can imagine itself in the situation of South Africa.

1.1. Assignment motive

BEN promotes the bicycle in Cape Town. Only few people transport themselves with a bicycle despite of the advantages it offers according to BEN. The common reason why people do not cycle is because the infrastructure is not 'cycle-friendly' and it is unsafe because of the hectic traffic. BEN makes the inhabitants of Cape Town aware of the bicycle as a mode of transport with advantages. The use of bicycles and developments in the infrastructure has improved because of the projects and studies BEN has done during its existence.

BEN wants to start a new project with a new target audience. In co-operation with employers BEN wants to give employees the possibility to cycle to work. The step to purchase a bicycle will be easier when purchasing bicycles through the company. BEN needs a marketing communication plan to realize this matter.

1.2. Rainbow nation South Africa¹

| | |
|--------------------------|---|
| Population: | 46,888,200 (July 2005) |
| Capitals: | Cape Town (legislative) Pretoria (administrative) Bloemfontein (judicial) |
| Area: | 1.22 million square km |
| Major languages: | 11 official languages: Xhosa, English, Afrikaans, Zulu, Swati, Ndebele, Southern Sotho, Northern Sotho, Tsonga, Tswana, and Venda |
| Major religion: | Christianity, Islam, indigenous believes |
| Life expectancy: | Men 47 years, women 51 years |
| Main exports: | Gold, diamonds, metals and minerals, cars, machinery |
| Rate of exchange: | 1 Euro = between 7,4 and 7,7 South Africa Rand ² |



¹ http://en.wikipedia.org/wiki/South_africa

² <http://www.netonline.be/financieel/wisselkoersen.asp>



1.2.1. Location of South Africa

South Africa lies at the most southern part of the African continent. It is bordered to the north by Botswana and Zimbabwe, to the Northeast by Mozambique and Swaziland and to the Northwest by Namibia. On the east coastline lies the Indian Ocean, the Southern coastline the confluence of the Indian and Atlantic Oceans and Atlantic Ocean on the western side. South Africa completely surrounds Lesotho.³

1.2.2. History

Since the democratic election in April 1994, Africa is known as a country with various cultures, languages, religions and landscapes.

The Apartheid started in 1910. A new fundamental law was born to secure the lifestyle and economic concerns of the white population. The suffrage of the native Africans was taken away and mixed marriages were not allowed anymore. Besides a 'pass law' fenced the freedom of movement and coloured were not allowed to buy land outside the 'clan reservation' anymore. The black population had only civic rights in locations allowed by the government, far away from the world of the white people.

Secretly the ANC was founded in 1912 to connect the black population to fight against the Apartheid for fair treatment of all inhabitants of South Africa. During World War I and II the ANC reinforced itself. Many restless years of violence followed. The South African government thought breaking the resistance against the Apartheid by detaining opponents without a trail.

President P.W. Botha cancelled the 'pass law' and the prohibition of mixed marriages late eighties. F.W. de Klerk followed his example and allowed opposition parties to join and released many anti Apartheid fighters like Nelson Mandela. Nelson Mandela became president of the ANC soon after his release in 1991. He became president of South Africa in 1994 and has meant a lot for his country. Currently Thabo Mbeki has taken over the presidency.

1.2.3. Rich and poor

The prosperity in South Africa is unfair. The black population has been discriminated in every way for many years. They did not get the opportunity to become independent. There is an estimated shortages of three million houses and five million people are unemployed.

³ <http://www.africaguide.com/country/safrica/>



The government is focussing on the economical growth instead of the economical redistribution at the moment. It runs programs on housing, education, sanitation and land reformation. Generations will pass before everything is shared fairly.⁴

1.2.4. Cape Town

Mother City Cape Town is for many people the most beautiful and most visited city of South Africa. With an estimated four million Capetonians it is a mixture of the western and third world with luxury suburbs and poor townships. The centre, City Bowl, is compiled with the Gardens, Tamboerskloof and Oranjezicht. It has many old houses in Dutch-Cape style and a Malay district.⁵

1.3. Bookmarker

This essay is divided into three parts:

- *Part one: orientation*

This part describes the problem, point of view and the internal and external situation analysis.

- *Part two: research*

Part two declares the research objectives, central question and sub questions, the research method and population and the interview results. With the help of a SWOT analysis and confrontation matrix a strategic line is defined.

- *Part three: marketing communication advice*

The last part gives insight in the communication target group and the objectives, the developed strategy with its positioning, proposition, message, instruments and media. Then the completion followed by other recommendations and personal evaluation.

⁴ <http://ehv-srvhost-fe.fontys.nl/co/scriptie/scripties/FHS6103GSDTnl.doc>

⁵ <http://www.zuidafrikaonline.nl/frames.html?url=http%3A%2F%2Fwww%2Ezuidafrikaonline%2Enl%2Finfokaapstad%2Ehtm>



PART ONE: ORIENTATION



2. Problem description

A clear definition of the problem of BEN and the communication problem is the starting point for the internal and external situation analysis.

2.1 What is the problem?

Getting more people on a bicycle in Cape Town is what BEN wants. Especially people who travel by car, public transport or by foot. BEN wants to get a stronger position in convincing the province and get them to make Cape Town cycle-friendlier. This is possible if more people start cycling in Cape Town. Think about adjusting the infrastructure, traffic rules and the law. So far BEN has focused only on school children. Now BEN wants to extend its focus and involve the business sector to get the working men and women on a bicycle.

2.2 Why is it a problem?

BEN has knowledge about how to deliver bicycles, but does not have enough knowledge about communication. It is important to find out where, how and with whom BEN has to communicate to create 'bike commuters' from and to work.

Because the projects with school children are in full process, BEN has the need to focus on a new target audience. This way the use of bicycles keeps on growing. Besides BEN can continue convincing the province to reach its ultimate target: making Cape Town a cycling safe city.

2.3 Communication problem

BEN does not have the knowledge of how and with whom to communicate the advantages and possibilities of a bicycle as a mode of transport to work.

It is important for BEN to know that this matter contains two different target groups. The employer will be the buyer of the bicycles and the establisher of the project. The employee will be the eventual user of the bicycle. These two groups have different needs of communication and need to be approached different. Because of this it is not possible to integrate these two groups in this marketing communication plan.

2.3.1 Why did we decide to focus the communication on the employer?

BEN wants to set up a bicycle project in co-operation with the employer of a company. Employees need to get the possibility to purchase a bicycle from the company they work for. It is not the intention of BEN to let employees get in contact with BEN independently.



Suppose the focus would be on the employees, they should have to get in touch with their employer and ask for a bicycle. An employee is subordinate to the employer and therefore the assumption that an employee will not easily go to the employer can be made. The communication in the business sector is top down in the South African culture. A very important and logical step, the buyer of the bicycles (employer) is ignored if BEN should first communicate with the employees.

2.3.2 Point of view

This point of view clearly defines the wide notion of 'employers'. The marketing communication plan focuses on employers. They are the establishers of a bicycle project in the company and the buyers of the bicycles. But where are the employers who will have the most potential to join a bicycle project?

The focus in this plan will be on employers of poorer employees who travel by public transport and by foot, assuming that this is the transport mode of poorer people in Cape Town. The actual users of the bicycles are the employees. With its different projects BEN is focusing particularly on the poorer people in Cape Town. As an extra, it costs the 'poorer' employees a lot of time and money to travel to work. A bicycle might be able to make a difference for them and the companies.

The external situation analysis (chapter 4) sorts out in what area the employees work and sorts out if the assumptions are right.

2.3.3 Point of attention

Another marketing communication plan for employees needs to be written when the marketing communication plan for employers is made. A recommendation that can be made already is that a second research is necessary to guide the employees with communication. Get their opinion about their way of travelling and cycling. Find out what their knowledge is about how to use a bicycle. A focused way of communicating with both groups is possible when both plans are accomplished:

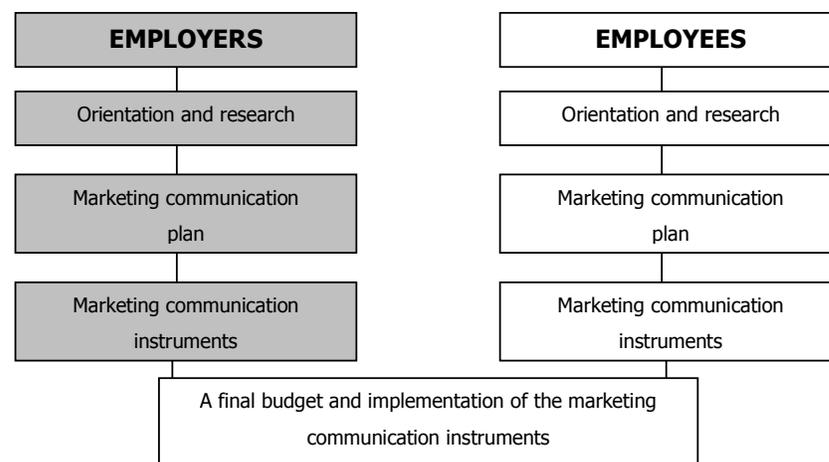


Figure: planning two marketing communication plans



3. Internal situation analysis

The internal situation analysis describes BEN as an organisation. This information is necessary to get a clear view on what the organisation is like. The character of the assignment and the final marketing communication plan has to fit into BEN's objectives.

3.1 Vision

3.1.1 *Bicycling Empowerment Network (BEN)*

BEN is a non-profit organisation and was launched in Cape Town on the 7th of February 2002. The main mission is to ease poverty through promotion of the use of the bicycle in all of its forms to enlarge low-cost, non-motorised, transport and improve health through linking exercise and mobility. To achieve this, collaboration started with national and international development/ donor agencies. BEN provides the transportation of bicycles from Europe, Great Britain and the United States to South Africa. BEN takes care of the establishment of bicycle workshop projects and the introduction of bicycle user paths / networks as well.⁶

BEN is a section 21 company, not for gain. It is an advocacy organisation, which means promoting the use of bicycles and sell bicycles with no profit. BEN is selling the idea of using a bicycle in Cape Town to create category need. BEN is not a commercial organisation. It does not promote itself as an organisation, only the use of low cost alternatives, the bicycle.⁷

3.1.2 *Why is BEN launched?*

Cycling is an attractive mode of transport for many South Africans. There would be more cyclists on the road if cities were more bike-friendly.⁸ The category need has to enlarge in Cape Town. This is difficult to realize because there are not many cyclists. That is also why the authorities are not very eager to invest in creating a better environment for cyclists. BEN tries to break through this interaction with its projects. Making the authorities aware of the benefits of cycling and what can be done to stimulate cycling. If there would be more people on a bicycle it would effect the people's opinion towards cycling. Then the authorities might invest more and quicker in the construction of cycle lanes, regulations and other adjustments to create a bike-friendly city.

⁶ http://www.benbikes.org.za/index.php?subaction=showfull&id=1130317830&archive=&start_from=&ucat=1&

⁷ conversation with Andrew Wheeldon and Louis de Waal, Bicycling Empowerment Network, October 2005

⁸ www.safrika.info/ess_info/sa_glance/social_delivery/bikedelivery.htm



BEN is focussing on different target groups to improve the cycling culture in Cape Town. Target groups like school children in townships, suburbs and the city center, commuters like employees in all parts of Cape Town and people that have influence in city politics to arrange bicycle lanes and other facilities.

3.2 Structure

3.2.1 Funding

ITDP and I-CE fund BEN. In addition, the City of Cape Town and the Province contracts BEN for studies about bicycles and infrastructure. With these studies BEN can convince the province. I-CE and the Dutch ministries want to see more cycle lanes and other adjustments for cycling in Cape Town. They want to see results of the developments that are taking place. BEN is convincing the authorities to get things done in Cape Town. Besides the funding is used for planning workshops, the salary of the employees and the rest of BEN's project objectives.

The importation of second hand bicycles from Europe and California Bikes from the USA is funded as well. A part of the funding is necessary to import these bicycles. The amount of money that is used will be earned back with the sales of these bicycles. BEN wants to make sure the costs stay as low as possible. The price of a second hand bike starts at a R100.⁹ This price will rise only if adjustments on a bicycle are necessary.¹⁰

3.2.2 Collaboration

To ensure the success, BEN has established a partnership in Cape Town with the New York based Institute for Transportation and Development Policy (ITDP), the Utrecht based Interface for Cycling Expertise (I-CE) and at the moment the Velo Mondial 2006 Conference. BEN co-operates together with ITDP and I-CE, but they are all independent companies. ITDP and I-CE support BEN with its projects. In addition, BEN is focused on a partnership with the Shova Kalula (Pedal Easy) project of the South African National Department of Transport (NDoT), various South African Rotary clubs, the Cape Argus Cycle Tour Trust, the Amy Biehl Foundation and the Pedal Power Association.¹¹

BEN also has meetings with the City of Cape Town, Western Cape Province, Agenda 21, and others. It has different programs to promote the use of a bike for instance at schools and collaborations with other organisations that are involved in bicycles. (Pedal Power Association, Cycle Tour Trust etc.)¹²

⁹ 1 Euro = 7.5 South African Rand, <http://www.netonline.be/financieel/wisselkoersen.asp>

¹⁰ conversation with Andrew Wheeldon and Louis de Waal, Bicycling Empowerment Network, October 2005

¹¹ <http://www.benbikes.org.za/about.html>

¹² conversation with Andrew Wheeldon and Louis de Waal, Bicycling Empowerment Network, October 2005



Importance of Partnerships

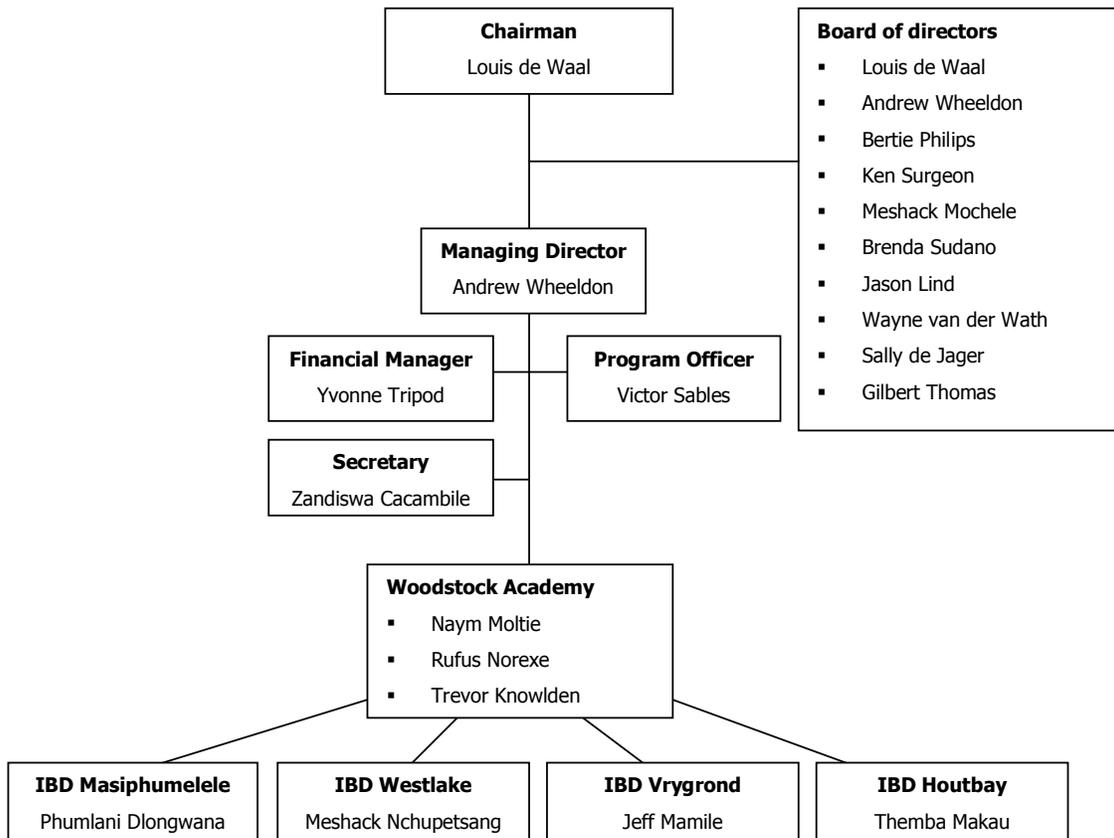
The four primary partners (BEN, ITDP, I-CE and Velo Mondial) bring relevant organisations together to understand the benefits about cycling and how their contributions can be made most effective. These include:

- local government: transport, education, promoting programs in schools, infrastructure projects and rural development programs
- business: sponsoring bicycle employee purchase programs
- industry: re-strategising the types of bicycles used
- community groups: mobilising poor people
- media: promotions
- cycle associations: connecting commuter, recreational and competitive bicycle groups¹³

Collaboration with events

Because BEN is promoting the use of bicycles, BEN is also involved in different events as a sponsor: Cape Argus 'Pick 'n Pay' Tour, Velo Mondial 2006, Tour D'Afrique, Vodacom School program etc.

3.2.3 Organogram Bicycling Empowerment Network



¹³ BEN LA21 Forum, 9 november 2004



3.3 Culture

BEN is a 'small organisation' with 13 active employees. The chairman, managing director, program officer, the director of California Bikes South Africa and a secretary all work in the BEN Office established in Claremont. The office has an open atmosphere and there is not much hierarchy noticeable. The board of directors (eleven members) is the base; they keep an eye on the process and try to keep structure.

During the first two years of BEN's existence a meeting with the board of directors, financial manager and program officer took place on a monthly basis. Currently BEN has a meeting with the board of directors once every three months. In this meeting they discuss the activities of and developments within BEN. Beyond this there is internal communication on the activities behind the scenes with the financial manager and the program officer. The communication is not very obvious, but definitely present. The chairman and managing director have many meetings with each other and with other BEN colleagues. These meetings do not always take place in the boardroom. BEN is an open office and discussions are held in the open spaces. They also participate in meetings, presentations and conferences of other parties.

Independent Bike Dealer

Cape Town has a lot of bicycling shops that sell all kinds of bicycles. The commuting bicycles are seen very seldom. Besides all bicycles in these shops are very expensive. (Retail shops: R800 - R1800, specialist shops: R1200 - R60.000).¹⁴

BEN makes a difference because it imports second hand commuting bicycles and sell them (through IBD's) for much less than other shops (from R100 for second hand bikes, California Bikes are R850).¹⁵ BEN wants to ensure that the 'lower-class income' people also get the chance and opportunity to buy a bicycle. BEN has opened five shops so far: one 'Woodstock Academy' for storage and four 'Independent Bike Dealers' (IBD's).

3.4 Objectives

3.4.1 BEN project objectives

- Importation of bikes and establishment of BEN Bicycle Project Workshops
- Lobbying and Advocacy for safe bike path networks
- Training and distribution in Schools, Corporate organisations and NGO's
- Cycle Skills and Fitness Clinics
- Cycle Tours and Tourism Training
- The forging of partnerships with other role players
- Poverty Alleviation

¹⁴ 1 Euro = 7.5 South African Rand, <http://www.netonline.be/financieel/wisselkoersen.asp>



- Policy Change
- Society Building¹⁶

3.4.2 Achievements of BEN in Cape Town

BEN has made some achievements during its 3 years of existence:

- Academy & Workshops Establishments
- Importation of bicycles
- Distribution of bicycles
- Infrastructure planning
- Training and advocacy
- Events and campaigns
- Media and promotions
- Bicycle tourism
- Expanding to new regions¹⁷

3.5 Conclusion

BEN is a non-profit organisation with 13 employees. It wants to ease poverty through promotion of the use of bicycle in all of its forms to enlarge low-cost, non-motorised, transport and improve health through linking exercise and mobility.

BEN has its own bicycle shops where people can buy imported second hand bicycles for a low price. They are involved in different cycle- projects and events as well as the infrastructure planning from the City of Cape Town. BEN has established a partnership with four organisations. BEN is funded by its partners and the government to be able to realize the project objectives.

¹⁵ 1 Euro = 7.5 South African Rand, <http://www.netonline.be/financieel/wisselkoersen.asp>

¹⁶ <http://www.benbikes.org.za/about.html>

¹⁷ BEN LA21 Forum, 9 november 2004



4. External situation analysis

This external situation analysis is meant to confirm the given point of view (page 6).

- The situation analysis explains that the modes of transport the poorer people use are general transport and by foot
- It becomes clear what the advantage, disadvantage and the relevance is of a bicycle
- It explains in what sector the employers and employees are active
- It explains in what areas companies are established that have employees traveling by foot or public transport.

The external situation analysis gives information about the employees. A bicycle project for companies is a new concept. Very less information is to be found on this subject. Therefore the information of the employees will be used as input for the communication advice for employers. With the result of this analysis an aimed research among employers possible (enclosure A).

4.1 Opportunities for cycling in Cape Town

'The bike is not integrated in the society of South Africa and Cape Town while there is space. This while half of China's population rides bicycles and as many as 30 to 40% of European follow suite, not even 1% of South Africans choose biking as a mode of transport.'¹⁸

A comparison between the bicycle, a car, public transport and walking shows the usefulness of a bicycle in Cape Town. There are definitely opportunities if more people use a bicycle. This comparison is based on the experience of BEN, inhabitants of Cape Town and our own experience with transportation.

| Bicycle | Car |
|--|---|
| <i>Independent of traffic (jams), flexible</i> → More often in time at work → More spare time → Freedom of movement: use the bicycle when necessary and whenever it suits → It is easy to avoid traffic jams | <i>Dependent on traffic (jams), not flexible</i> → Arriving too late at work → Less freedom of movement: ending up in traffic jams and spending an amount of useful time. |
| <i>Cheaper mode of transport</i> → No petrol costs → Maintenance costs are much lower | <i>Expensive mode of transport</i> → Spending a big amount of income on this mode of transport |

¹⁸ www.safrika.info/ess_info/sa_glance/social_delivery/bikedelivery.htm



| | |
|--|---|
| <p><i>Healthier mode of transport</i></p> <p>→ Having exercise while cycling</p> <p>→ Less pollution</p> | <p><i>Unhealthy mode of transport</i></p> <p>→ Stress because of traffic jams and waiting time</p> <p>→ No exercise</p> <p>→ A lot of pollution</p> |
|--|---|

| Bicycle | Public transport |
|---|---|
| <p><i>Independent of waiting time, flexible</i></p> <p>→ More often in time at work</p> <p>→ More spare time</p> <p>→ Freedom of movement: use the bicycle when necessary and when it suits</p> <p>→ It is easy to avoid traffic jams</p> | <p><i>Dependent on waiting time, less flexible</i></p> <p>→ Arriving too late at work</p> <p>→ There is always a waiting time</p> <p>→ Less freedom of movement, dependent of where the transport goes to</p> |
| <p><i>Cheaper mode of transport</i></p> <p>→ purchase a bicycle only once</p> | <p><i>Expensive mode of transport</i></p> <p>→ Spending an amount of income on tickets</p> |
| <p><i>Healthier mode of transport</i></p> <p>→ Having exercise while cycling</p> <p>→ Less pollution</p> | <p><i>Unhealthy mode of transport</i></p> <p>→ Crowded, this makes it uncomfortable</p> <p>→ Stress because of the dependence and waiting time</p> <p>→ No exercise</p> <p>→ A lot of pollution</p> |

| Bicycle | Walking |
|---|--|
| <p><i>Time saving mode of transport</i></p> <p>→ Faster with a bicycle</p> <p>→ Able to reach bigger distances in a shorter time</p> <p>→ adequate mobility</p> | <p><i>Time cost mode of transport</i></p> <p>→ It takes a lot of time to walk bigger distances</p> |

4.2 General obstacles of cycling in Cape Town

The obstacles have to be clear because it is important to know what the bottlenecks are. The most obstacles are found in these four areas¹⁹:

Culture of the bicycle

- Commuting cycling is seen as poor and 'un-sexy'
- In South Africa racing cycling is the norm but expensive

¹⁹ LA21 Forum, 9 November 2004



- A lot of inhabitants are afraid of cycling because of the criminal activities that take place in certain parts of the city (personal safety and the security of personal belongings)²⁰
- It is not common to ride a bicycle. People think that riding a bicycle is a strange way of transport and some may not know how to ride it.²¹ There are few cyclists in South Africa.
- In some communities, especially amongst lower income groups, it is 'not done' for women to cycle²².
- South Africans result in higher aspirations for driving a private motor vehicle than cycling to work²³
- People just do not prefer to cycle²⁴, because of the discomfort like getting tired.

Cost / travel

- Bicycles are very expensive for the majority inhabitants of Cape Town
- Urban sprawl. Distances are perceived as too far

Infrastructure

- The roads are designed for motorists who go too fast. People are afraid of being attacked. Drivers do not pay enough attention to cyclists.
- There is a shortage on cycle lanes in Cape Town, it causes insecurity on the road²⁵

Availability

- It is not well known where people can purchase cheaper bicycles. There are only a few BEN shops.

4.3 Population of Cape Town²⁶

Make up of Cape Town

| | |
|------------|-----------|
| People | 2,893,251 |
| Households | 759,767 |

Make up of Cape Town by race

| | |
|----------------|--------|
| Black African | 31.68% |
| Coloured | 48.13% |
| Indian / Asian | 1.43% |
| White | 18.75% |

²⁰ State of Energy report for cape town, city of cape town 2003

²¹ Burger, J., Nanning, M., 'Bike 2 school campaign', June 2005

²² Marianne Vanderschuren, teacher at the civil engineering department at UCT (University of Cape Town)

²³ State of Energy report for cape town, city of cape town 2003

²⁴ Report research Roger Behrens and Bertie Philips, Blauwberg and Khayelitsha areas in order by Department of Civil Engineering, UCT

²⁵ State of Energy report for cape town, city of cape town 2003

²⁶ <http://www.answers.com/topic/cape-town>



Population of Cape Town break down by age

| | |
|-----------------|-------|
| Under age of 15 | 26.6% |
| 15 – 24 | 20.0% |
| 25 – 44 | 33.4% |
| 45 – 64 | 15.0% |
| 65 and older | 5.0% |

4.4 Survey of income class, mode of transport and sector per group

This survey is compiled from three schedules in the complete external situation analysis (enclosure A).

| | Income class* | Mode of transport to work | Sector |
|----------------------|---|---|--|
| Black African | Low-income 100% | Walk 61% Train 13% Minibus-taxi 12% | <ul style="list-style-type: none"> ▪ 20,46% Wholesale and retail trade ▪ 18,36% Community, social and personal services ▪ 13,18% Private households with employed persons ▪ 12,09% Manufacturing |
| Coloured | Middle-income 85% high-income 10% low-income 5% | Walk 43% Car passenger 22% Car driver 17% | <ul style="list-style-type: none"> ▪ 19,36% Manufacturing ▪ 17,44% Wholesale and retail trade ▪ 16,83% Community, social and personal services ▪ 16,83% Agriculture, hunting, forestry and fishing |
| White | High-income 84% Middle-income 16% | Car driver 56% Car passenger 32% Walk 9% | <ul style="list-style-type: none"> ▪ 23,84% Community, social and personal services ▪ 21% Wholesale and retail trade ▪ 20,5% Financial intermediation, insurance, real estate and business services ▪ 15,09% Manufacturing |

*Average income in South African Rand:

Low-income: less than or equal to R2000, middle-income: R2001 to R6000, high-income: more than R6000

This survey explains that the low-income 'poorer' people travel by foot and public transport. This approves the point of view is correct.

The Black African population is part of the low-income class and 5% of the coloured people is part of the low-income class.

The main sectors are 'wholesale and retail trade' followed by 'community, social and personal services'.



4.5 **Politic development**

A new view on transportation and cycling in general reveals. According to the City of Cape town: 'The City's goal regarding non-motorised transport is to increase the use of bicycles and encourage walking by creating a safe and pleasant bicycle and pedestrian network of lanes to serve all the citizens in the Cape Town Area'.²⁷ The improvement of road safety on residential streets can be accomplished with the following objectives:

- The reduction of vehicle speeds to appropriate levels
- The removal of excessive extraneous traffic
- The enhancement of facilities for pedestrians, cyclists and vulnerable road users
- A uniform traffic management approach across the city
- Create a safer and livable environment.²⁸

4.6 **Advice external situation analysis**

BEN explained where to find the target audience that geographically suits the conclusions from the external situation analysis. With this information a final target audience can be created and will involve our research.

The situation analysis gives a few requirements for the target audience:

- Companies in the sector 'wholesale and retail trade', 'community, social and personal services' and / or 'manufacturing'
- Companies with employees travelling to work by public transport or by foot
- The employees are able to travel faster and/or cheaper to work with a bicycle then the mode of transport they use now

Recommendation from BEN

Companies that suit the requirements are established in Athlone Industrial areas 1 and 2 and in Lansdowne. Two similar areas close to each other (enclosure B). The sectors in these areas are mainly 'wholesale and retail trade' and 'manufacturing' (enclosure C). The focus of this marketing communication plan lies on these two sectors.

Most employees live in or near Athlone and Lansdowne (a distance of two to three kilometers). Others live in Mitchell's Plain (10 to 18 kilometers). People of the lower income group live in both areas. Lots of employees from these areas travel to work by foot or public transport.

The employees who travel by foot walk four to ten kilometers a day. This distance is not too far to cycle and it will take less time than walking.

²⁷ City of Cape Town, City of Cape Town Policy for Non-Motorised Transport, Draft, 22 January 2003



Some use a combination of two or three ways of transportation each day. For example traveling with a minibus-taxi to a train station, then travel by train to the next station and finally walk from the station to work. This costs a lot of time and money. Cycling is faster than using different modes of transport. Besides a cyclist has no waiting time, he/she can start his/her round when he/she wants and can travel from door to door.

Men and women of several ages and shapes are active in the different companies. Most of the men and women live in small council houses. A few live in shacks in informal settlements.²⁹

²⁸ http://www.capetown.gov.za/policies/policy_gw_frameset.asp

²⁹ Victor Sables and Andrew Wheeldon, Bicycling Empowerment Network, October 2005



PART TWO: RESEARCH



5. Research set-up

Research helps to make choices in the marketing communication advice. The results from the research help to develop the right communication positioning and proposition.

5.1 communication objectives

Before the central question can be developed it is important to understand what the objective of the research is. The general goal is:

'A strategic marketing communication plan in which we describe the means of communication BEN can use to reach the target audience.'

Specifically this is in terms of knowledge, attitude and behaviour:

Knowledge

'Enlarge the knowledge of the employer about the purchase, use, advantages, disadvantages and relevance of the bicycle for his/her employees and company. This knowledge is useful to change the attitude of the employer positively. An employer will not be interested in a bicycle project if the opportunities for his/her staff and company are not clear.'

Attitude

'Positively change the attitude of the employer by showing the advantages of the project, so that the employer realises that a bicycle project is a benefit for the company. The need for a bicycle project will be created.'

Behaviour

'Give the employer the opportunity to make contact with BEN and ask for information about a bicycle project.'

5.2 Central question

'How does BEN get as many employers as possible, of companies in the sectors 'wholesale & retail trade' and 'manufacturing', positively interested in a bicycle project for their employees, with the help of communication?'

5.3 Sub questions

1. What are the possibilities and impossibilities of a bicycle project for the employer and company?
2. Which advantages stimulate the employer's interest in a bicycle project for the company?



5.4 Research method

5.4.1 Qualitative research

Research has to show the experiences and meanings of the employers towards cycling to work and a bicycle project in the company.

The research will be about the daily circumstances of the employer and company. Finding out in what situation a bicycle project is relevant. Observing the employer directly makes it possible to understand the situation.

BEN is dealing with a new research problem. There is less knowledge and information available about the subject 'bicycle project for companies', therefore it will be an exploratory research.³⁰

5.4.2 Research technique

The qualitative research contains open interviews. The goal of this interview is to collect reliable information that gives an insight in possibilities and impossibilities of a bicycle project. It detects the advantages of a bicycle project. With this information it is possible to create a clear strategy.

A half-structured interview is most suitable. A lot of preliminary research has been done. With the obtained information answers can be estimated.

The interview starts with structured filter questions about the company. The interview questions are divided per topic. The questions are ordered from easy to difficult, neutral to tender and wide to small. The interview will be a 'personal conversation' (enclosure E).³¹

5.5 Research population

The research population is found in Athlone Industrial area 1 and 2 and Lansdowne. A lot of companies, with staff members who suit the requirements from the external situation analysis, are established in these areas.

Athlone Industrial has 81 companies in the sector 'wholesale and retail trade' and 48 in 'manufacturing'. Lansdowne has 127 companies in the sector 'wholesale and retail trade' and 92 in 'manufacturing' (enclosure C) After consulting BEN the decision is made to approach eight companies.

³⁰ Samenvatting Methoden en Technieken, Baarda en De Goede, tweede herziene druk. Derde oplage 1997, page 5

³¹ Kwalitatief onderzoek, Baarda, De Goede, Teunissen, 2001, page 131, 133-134, 138-139,



The sub questions will be answered by interviewing employers in Athlone Industrial and Lansdowne. Characteristics of the population:

- A company in the sector 'wholesale and retail trade' or 'manufacturing'
- A company with at least five employees
- Most employees travel to work by foot or public transport
- Located in the Athlone Industrial or Lansdowne

Eight companies will be approached. In each company one employer will be interviewed. Collecting and analysing information will be done until there is no new information and insights to be found (saturation).³²

³² ³² Kwalitatief onderzoek, Baarda, De Goede, Teunissen, 2001, page 74-77



6. Interview results

Research took place at eight companies in the industrial areas of Athlone and Lansdowne. These interviews give enough information to make reliable conclusions (enclosure D, enclosure E, enclosure F).

The results that answer the sub questions are mentioned below. The important results for the marketing communication plan are selected and summarized in a SWOT analysis. This analysis describes the strengths, weaknesses, opportunities and threats involving companies and a bicycle project. The confrontation matrix is an expedient to find a strategic action line in a systematic way.

6.1 Results

The results are based on eight interviews with employers and managers of companies in Athlone Industrial and Lansdowne. 6.2.2 and 6.2.3 answer the sub questions. These results answer the central question:

'How does BEN get as many employers as possible, of companies in the sectors 'wholesale & retail trade' and 'manufacturing', positively interested in a bicycle project for their employees, with the help of communication?'

6.1.1 Transport situation nowadays

General

- Employees in Athlone Industrial and Lansdowne travel to work with public transport when the distance to travel is around ten kilometers and more. A smaller group employees travels to work by foot, they have to walk four to ten kilometers a day.
- Employees use these forms of transportation because it is cheap and easy. It is the only available mode of transport as well.
- The employees live in a diversity of areas in Cape Town. Mitchell's Plain and Khayelitsha are two townships where people live who travel to work by public transport. The people who live in Medinburg and Hanover Park walk to work.

Problems with transport

- Employers find traveling with public transport is horrible in Cape Town. It is way too crowded and too dangerous because of criminality. Beside that this mode of transport is mainly late or does not appear at all.



- Employees who use general transport have to wake up very early to get the first mode of transport to work. It costs a lot of time to travel because this mode of transport does not take departure that often.
- Employers explain that employees do not complain about the transport system and the time it takes to get to work. They are used to this situation. The complaints are about the long waiting times. They know employers can not change it for them.
- Employees who not arrive in time cause problems sometimes. The delays can cost the companies a lot of money if there is no personnel during the busy hours.

Transport solutions

- Some of the companies introduced bus systems to collect employees to bring them to their job and back home. The system makes sure that the employees arrive in time at work and get home safely. Lift clubs are self-organized among employees (carpooling).

Transport budgets

- It is common in South Africa that employees pay the travel expenses themselves.
- Employers are ignorant about transport budgets for employees. Employers were surprised negatively when amounts were mentioned.

Other conclusions

- Companies want to invest in their employees if it effects the company as well.
- Companies know there are problems with the transportation to work. It needs to be improved. The reasons why employers have a passive attitude towards arranging something to improve the transport system is:
 - There is no time.
 - No money available.
 - Companies think they can not influence the situation.
 - It causes the management too much trouble.
 - It is not an important item to put on the agenda.

6.1.2 What are the possibilities and impossibilities of a bicycle project for the employer and company?

The information below explains why it is possible to introduce a bicycle project for companies. On the other hand it shows information that explains why it would not be possible to start a project.



What makes a bicycle project possible?

- A bicycle is cheap to purchase. Employers are totally ignorant about the price of a bicycle. A bicycle for R200³³ is seen as cheap and cheaper than they had expected.
- Price is an important reason to join or not join a bicycle project. A bicycle is cheap mode of transport what makes it interesting for employers to consider it.
- Cycling to work is efficient for employees who live close by and walk to work. Employers say they might prefer a bicycle above walking because it is faster.
- Enthusiastic employees have influence on the management. If they would like to have a bicycle they can persuade the management.
- It is all about image. A company can help its employees with a bicycle project. The employee's view and opinion towards the company will change. This will influence the image of the company eventually.
- The area of Athlone Industrial and Lansdowne is flat what makes it easier to cycle.
- If it shows that a bicycle project works, especially when it is subsidised, employers are interested in joining such project.
- The employer's reaction on 'a bicycle for your employees' was surprised in a positive way.

What makes a bicycle project impossible?

- Cycling is not a common thing in South Africa. The need of a bicycle project is mainly not recognised.
- A bicycle was not mentioned by the employers as a mode of transport for the employees (evoked set). Employers have never thought about a bicycle project for the company. It is a complete new concept.
- It is a management decision to join or not join a bicycle project. It is difficult to reach the management because this issue is not important enough to put on the agenda. Time is a difficulty that explains why the management is tough to reach with communication.
- Money is a very sensitive subject for companies. Regarding the financial situation, there is no money left at the end of the year.
- It is very difficult to change the behaviour of employees. They travel with a mode of transport they are used to or trust for many years.
- The practical reasons why employees will not use a bicycle, reasons why employers see a bicycle project as 'not yet attractive':
 - The distances to cycle are too far. A bicycle for someone who lives 30 kilometers away is not interesting.
 - There are no bicycle lanes in the industrial areas of Athlone and Lansdowne.
 - It is too dangerous to cycle, because of other road users. They do not pay enough attention to cyclists. Personal safety comes first.

³³ 1 Euro = 7.5 South African Rand, <http://www.netonline.be/financieel/wisselkoersen.asp>



- There is a lot of criminality in Cape Town, especially in some areas.
- Employees are not able to cycle because of their age (too old to cycle) or because of the type of work they do (having long and irregular shifts and work very hard).

6.1.3 Which advantages stimulate the employer's interest in a bicycle project?

There are several advantages that will interest the employer. The advantages are divided into three levels: primary advantages, secondary advantages and tertiary advantages. This gives an insight in the importance of the advantages for the company. Most important are the primary advantages, which need to become aware in the employer's mind. The other advantages are 'side advantages'.

Primary advantages

- With a bicycle project an employer invests in his employees.
- A bicycle is cheap to purchase.
- The attitude of employees towards the company changes which is good for the image of the company.
- Employees will be more in time, this saves money during the busy hours.
- Employees can concentrate better. This will have influence on the production of the company.

Secondary advantages

- Employees become fitter and healthier.
- They do not need to go to the gym anymore.

Tertiary advantages

- It saves petrol and will lead to a cleaner environment.
- The image of the bicycle changes.
- Finally some changes can effect the transport problem existing in South Africa.



6.2 SWOT analysis

The SWOT analysis summarizes and structures the collected results that are important for the marketing communication advice. The strengths and weaknesses that involve a bicycle (internal) and the opportunities and threats that involve the companies (external).

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> ▪ A bicycle is cheap to purchase ▪ Finally a bicycle is a cheaper mode of transport in comparison with general transport. ▪ A bicycle is faster than walking. Employees are able to reach bigger distances in a shorter amount of time. ▪ With a bicycle employees will be more in time at work. They are independent on waiting time. A bicycle can be used immediately and many trips can be made with it. ▪ A bicycle is a healthy form of transport, employees are having exercise while cycling. | <ul style="list-style-type: none"> ▪ A bicycle is a mode of transport that can not be used at all times and for every purpose. It depends for instance on distance, weather and carriage capacity. ▪ A cyclist is fragile on a bicycle ▪ Car drivers do not pay (enough) attention to cyclists. ▪ People are afraid of cycling because of the criminal activities. ▪ It is not common to ride a bicycle to work. ▪ There are not enough bicycle lanes. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> ▪ Employers find public transport horrible (crowded, dangerous, mainly late). ▪ Employees come too late at work (during the busy hours) because of the transport mode they use now. ▪ With a bicycle project a company invests in its employees. ▪ The image of the company can change in a positive way. A bicycle project will influence the view of the employer on the company. ▪ Employees can concentrate better if they cycle to work. This will influence the production. | <ul style="list-style-type: none"> ▪ Money is a sensitive subject for companies. ▪ Employees pay for their travel expenses. Employers do not make costs for transport (one exception: bus systems). ▪ Companies introduced bus systems to get employees to work in time. ▪ Employers are ignorant about transport budgets for employees. ▪ Employers are ignorant about what a bicycle costs. ▪ A bicycle is never mentioned as a form of transport for employees (evoked set). ▪ A bicycle project is a complete new concept. Employers have never thought about it ▪ Changing the transport mode is not an important issue on the agenda of the management. |

Figure: SWOT analysis



6.3 Confrontation matrix

The confrontation matrix is a tool to combine the internal factors with the external factors of the SWOT analysis. The matrix helps to develop a strategic line for the marketing communication plan.

The matrix answers the following questions:

1. How to use a strength to anticipate an opportunity?
2. How to use a strength to counter a threat?
3. How to intensify a weakness to anticipate an opportunity?
4. How to intensify a weakness to overcome a threat?³⁴

The confrontation matrix describes four strategic lines.³⁵ One strategic line will be the main line for the marketing communication plan.

| | Strengths | Weaknesses |
|---------------|---|--|
| Opportunities | <p>1. Offensive</p> <ul style="list-style-type: none"> ▪ 'The general transport is horrible' can be exploited by all strengths. ▪ Employees arrive too late at work, with a bike they will be more in time. ▪ With a bicycle project the companies invest in their employees. Employees get the opportunity to get healthy and safe money. This is why the image towards the company can change and why people will work harder. Finally it will influence the production what will be a benefit for the company. | <p>3. Adjust</p> <ul style="list-style-type: none"> ▪ It is dangerous to cycle but the general transport is horrible as well. They both have troubles with criminal activities. ▪ With a bicycle employees do not arrive late at work anymore and they are more independent on traveling. ▪ When there are more cyclists, BEN can convince the government to make a better environment for cyclists on the road. ▪ With a project, a lot of employees will cycle what makes it common to cycle. |
| Threats | <p>2. Defensive</p> <ul style="list-style-type: none"> ▪ Employers do not have much knowledge about a bicycle project while it has strengths for the company. Employers have to know that with a little investment several problems concerning transport mode and finances can be solved. ▪ Most companies do not have transport budgets for employees. With the purchase of a 'bicycle project' they make costs as an investment. Employees will be in time more often, become healthier and the image of the company will be influenced in a positive way. The investment will have advantages for the company eventually. | <p>4. Survive</p> <ul style="list-style-type: none"> ▪ First the weaknesses have to be solved. Then there will be enough strengths to convince employers that a bicycle project is possible for their company. Avoid this situation. |

Figure: Confrontation matrix

³⁴ http://www.reekx.nl/artikelen/Marketingplan_in_12_stappen.pdf

³⁵ http://www.12manage.com/methods_swot_analysis.html



6.4 Strategic line marketing communication plan

The results are positive towards a bicycle project but in the same time there are a lot of negative aspects that makes it a high-risk project. It is not straight to ignore this. An important conclusion that can be made: a bicycle project is new, employers are ignorant about it and it has to deal with practical obstacles that can not be solved with communication (page 24).

The solution: it would be a high risk to focus on a big target group and to use a lot of money for the communication. Therefore we make this project a trial. Only a limited of companies will be used in the target group. This limited of companies can possible get enlarged after evaluation if the project seems to be effective (chapter 11).

The 'defensive' strategy (How to use a strength to counter a threat?) is the most potential communication strategy to change the knowledge, attitude and behaviour of the employers towards a bicycle project. The attention of this marketing communication advice will be focused on this strategy.

Why

The 'defensive' strategy has the priority because there is no category need for a bicycle project at this moment (see threats). The advantages of a bicycle project are not clear in the heads of the employers, because they never thought about it (evoked set).

How

There are a number of issues involving a bicycle project that employers see as a threat. The strengths of a bicycle project defend the threats and can change them into an opportunity. The distinctive benefits of a bicycle project for employees need to be exposed.

Other strategies

For this marketing communication plan it is important to avoid the 'adjust' (3.) and 'survive' (4.) strategy in this stage. These problems are too difficult to solve with marketing communication and need another approach.³⁶

³⁶ http://www.12manage.com/methods_swot_analysis.html



PART THREE: MARKETING COMMUNICATION ADVICE



7. Communication target group

This marketing communication plan is focused on the decision-maker, buyer and payer of a bicycle project: the employer (enclosure G).

The segmentation of a target group has three different levels: General level, domain specific level and brand specific level. The segmentation is based on the general level (active variables) and fortified with the domain specific level and brand specific level (passive variables).³⁷ The information mentioned below is based on the research results in chapter 6.

7.1 General level

The general level gives an insight on the geographical and psychological characteristics.

7.1.1 Geographical

A communication target group needs to have a dimension that is big enough to be considered for a marketing communication plan.³⁸ Because a bicycle project is a new concept, the communication target group is limited (page 28).

The communication will focus on all male and female employers of companies in the sector 'wholesale and retail' and 'manufacturing' in the areas 'Athlone Industrial 1 and 2' and 'Lansdowne' (page 20). The companies are established close to each other in one area, which is a positive situation to approach these companies with communication.

The numbers of companies:

Wholesale: 18

Wholesale: 32

Retail: 63

Retail: 95

Manufacturing: 48

Manufacturing: 92

Athlone total: 129 companies

Lansdowne total: 219 companies

Total: 348 companies (enclosure C)

³⁷ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 120-121

³⁸ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 121



7.1.2 Psychological

Interest in employees

There is a big difference between the employers of the several companies. It is outstanding how involved most of the employers are in their employees. In those companies the opinion and needs of employees is important as well. Some employers are very aware of the way their staff travels to work. Other employers are not really dedicated towards the way their staff travel to work and what it costs them in terms of time and money.

Opinion bicycle project

Employers see the advantages of a bicycle and a bicycle project in particular. Especially when it comes to being in time at work. A healthy way of transport what will improve the concentration and productivity of the employees is seen as an advantage as well. The investment in the employees saves cost for the company in a long term and it can improve the image of the company.

Employers see the difficulties of a bicycle project as well. Crime, safety, distance, the difficulty of changing the South African culture, the financial part of the project, adjustments that perhaps need to be done (investments) and timing are disadvantages of a bicycle project.

Norms

There are financial risks attached to setting up a bicycle project. The employer is not always the decision-maker in a company about starting a bicycling project. Several companies need to discuss this issue with the board of directors or have a management team that makes the final decisions.

Employers are interested in a bicycle project but do not think it will be successful at this moment because of the practical obstacles (page 24).

7.1.3 Product possession

A bicycle project is a sensitive subject. It is a new concept and has no results or proof that it can be successful. It is difficult for the employers to estimate the value of a bicycle project for the company.

It is not a main task for companies to organize the transport mode of employees. Some companies have introduced bus systems to improve the transport for their employees.



7.2 Domain level

The domain specific level describes the bicycle project in terms of involvement, product advantages, product usage and the character of the usage.

7.2.1 Involvement degree

Employers are low involved in a bicycle project. It is a complete new concept. They never thought about introducing it. It is not the main task of an employer to take care of the transport mode. Employees have to arrange this.

A few companies have arrangements for transportation: organised bus systems and allowances for drivers of the several lift clubs.

7.2.2 Desired product advantages

The research shows the product advantages of a bicycle project for the employer (page 25):

Primary advantages

- With a bicycle project an employer invest in his employees
- A bicycle is cheap to purchase
- The attitude of employees towards the company changes which is good for the image of the company
- Employees will be more in time, this saves money during the busy hours
- Employees can concentrate better. This will have influence on the production of the company

7.2.3 Product usage

None of the companies have a bicycle project, the employers are prospects.

7.2.4 Character of the product usage

Employers can use the bicycle project to let their employees arrive in time at work and to get them healthier. This is good for a better production to reduce sudden costs and finally to increase the image of the company.

7.3 Brand specific level

The brand specific level describes the awareness, attitudes, intentions of buying and the buyer- and usage behaviour of the employer. In this case there is no brand that needs to be exposed, but a product called a bicycle project for companies.



7.3.1 Awareness

The awareness of the companies towards cycling as a mode of transport for their employees and a bicycle project is very moderate present. The research shows that employers never thought of using a bicycle to work and setting up a bicycle project. It is clear that the bicycle is not in the minds of the employers.

7.3.2 Attitudes

The research shows that there is a positive attitude towards cycling a bicycle project. A bicycle could be a good impulse for the employees and the company (page 23, 25).

7.3.3 Intentions of buying

Threats like crime, safety, distance, the difficulty of changing the South African culture, the financial site of the project, adjustments that perhaps need to be made (investments) and timing have a lot of influence in the intention of setting up a bicycle project. The employers are open to the idea of setting up a bicycle project if it does not take to much trouble for them. The distinctive benefits of a bicycle project need to be exposed to change the minds of the employer into a positive intention.

7.3.4 Buyer- and usage behaviour: New Category Users (NCU)

The bicycle belongs to the category 'transport mode', but a 'bicycle project' is new and does not match the category 'transport mode'. The present awareness of using a bike to work and therefore a bicycle project for employees is very moderate in the minds of the employers. That means that in this case the employers are New Category Users (actually buyers). Their minds on this matter are still fresh and 'new', which means that they can be influenced with communication easily. The minds of employers can be mould to setting up a bicycle project eventually.



8. Objectives

Before the objectives can be realised, a few steps need to be taken first:

February - June 2006: realise a marketing communication plan for employees

June - December 2006: budget and implementation of the marketing communication plan for employers and employees

The campaign with the mentioned objectives below can start in February 2007 with the duration of six months.

Buyer Response Steps Model

The communication objectives (page 19) are developed into communication effect objectives. The Buyer Response Steps Model of Rossiter & Percy³⁹ is used to make it SMART: specific, measurable, acceptable, realistic and bound to a time limit. The communication is aimed at 348 companies in Athlone Industrial and Lansdowne before the exposure.

Exposure and processing

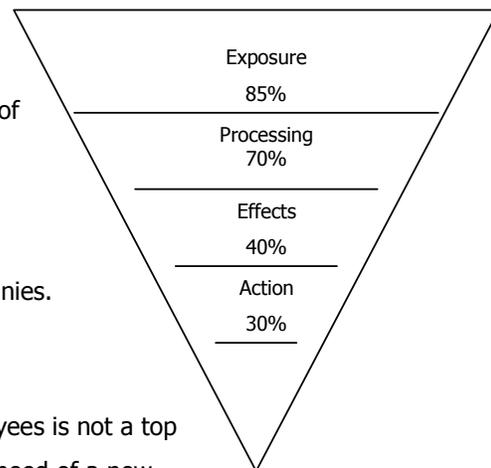
A bicycle project is a high involvement product; therefore the scanning and focussing phases are important⁴⁰. 85% of the 348 companies will have exposure of the campaign (scanning)⁴¹. This contains 296 companies.

The communication creates 'category need' and 'attitude' (focussing)⁴² at 70% of these 296 companies: 207 companies.

Knowledge: category need

Because the bicycle used as a way of transport for employees is not a top of mind issue for employers, it is important to create the need of a new category for transportation: a bicycle project. The category need towards a bicycle project is not or present, which means the category need must be 'sold' using category communication effects (page 33).

Figure: Buyer Response Steps Model, Rossiter & Percy



³⁹ Dick Onstenk, Sheets M CCP Marketing Communication Strategy Lessons, Oktober 2004

⁴⁰ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 103

⁴¹ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 102

⁴² Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 102



Attitude: attitude

The attitude towards a bicycle project is neutral or not present because employers never heard about such a project. The attitude of the employer towards a bicycle project has to become positive. This way the employer will be more prepared to pay attention to and is interested in a possible bicycle project. An extension on this objective is behaviour intention. If it is just changing the attitude of the employer and the communication stops, the danger appears of losing the target group. That way nothing will be reached.

Effects

40% of the companies will reach the behaviour intention objective. This contains 83 companies.

Attitude: behaviour intention

This attitude objective is close related to the objective 'attitude'. In this case they can not be seen separate, because then an act of behavior is not possible.

The employer has to get the intention or plan to contact BEN and ask for information or make an appointment to visit BEN for more information about a bicycle project.

Action

30% of the companies will have a positive behaviour intention and therefore behaviour facilitation. 25 companies in total will have the intention and facilitation to contact BEN for more information about a bicycle project.

Behaviour: behaviour facilitation

This objective assumes there is a positive behaviour intention of the employer. Information about the possibilities to contact BEN is provided so the employer has the opportunity to translate his intention into behaviour. The employer might contact BEN for information.



9. Marketing communication strategy

The positioning and proposition with the promise and message are compiled with the 'diversity' strategy in the mind (page 28).

9.1 Positioning

Different visions exist on what positioning is. According to Ries en Trout, 'The Battle For Your Mind' (1981) positioning is to get a brand in the consumers brain:

'Positioning is not what you do to a product. It is what you do to the consumers mind.'

Van Alsem (1998) agrees and shows a positioning triangle:

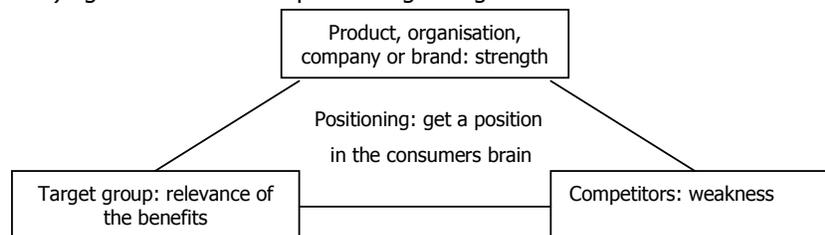


Figure: Positioning triangle, Van Alsem (1998)⁴³

Three points are important:

- The target group thinks the benefits are important (9.1.1)
- It is a strength of the product, organisation, company or brand (9.1.1)
- It is a weakness of the competitors (9.1.2)

9.1.1 Important benefits of a bicycle project

Companies in Athlone and Lansdowne have the same problems: employees are not fit, do not get in time because of the mode of transport they use and are not involved in the company. Employers can stimulate the attitude of their employees with a bicycle project. The purchase of a bicycle project solves several problems and will have advantages for the company eventually. Employees get more in time and become healthier. This will have influence on sudden costs and the production. The image of the company will be influenced in a positive way.⁴⁴

9.1.2 Categorization: 'competitors of the bicycle project'

The other modes of transport used by employees (public transport and walking) are competitors of a bicycle project in the mind of the employer. These modes of transport cause problems in the company (page 22, 23).

⁴³ <http://ehv-srvhost-fe.fontys.nl/co/scriptie/scripties/HUS4403Globrands.doc>

⁴⁴ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, FCB-matrix and R&P-matrix page 108 – 112



9.2 Communication strategy new product

Employers have to learn what a bicycle project means for the company because it is a new concept. This is why category need has to be created. The benefits and the advantages for the company need to be communicated.

9.2.1 Two sided communication

A communication strategy for a new product has usually an informational positioning. A bicycle project involves informational and transformational decision motives (Rossiter & Percy⁴⁵). Therefore the target group will be approached with two sided communication.

The motivation of the employer to purchase a bicycle at first is problem removal (informational). A bicycle project makes sure the employees are more in time at work, more fit and therefore more productive. This will result into a healthier position for the company and on a long term it will save costs.

The other motivation is social approval (transformational). The research showed that it is very important for the employer to take care of his staff. To do something nice for the employees is good for the environment of the company and the relationship between employer and employees. It will have a positive reaction inside the company that expands to the outside eventually.

9.2.2 Elaboration

The functional product qualities as well as the values will be communicated. The informational positioning is the biggest part because a long duration of the focussing phase is necessary for high involvement products.⁴⁶

Informational positioning

- Knowledge: category need
- Attitude: attitude

'Employers have to know that with a little investment a lot of problems according to the transport mode and finances in the company can be solved.'

Informational positioning is frequently used for new products and problem solvers like a bicycle project. The functional benefits of a bicycle project will be communicated: employees get more in time, are fit and finally more productive, therefore realizing a better production.

⁴⁵ Sheet Advertising in Communications & Promotions Management, Rossiter & Percy, Chapter 5 Communication objectives, Part 3: Communication objectives and positioning, pages 109 – 112

⁴⁶ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, FCB-matrix and R&P-matrix page 112



Specific information of the product qualities is necessary. The employer wants to know what the functional effects are according to the product performance of the bicycle project.

Transformational positioning

- Attitude: behaviour intention
- Behaviour: behaviour facilitation

'Employees appreciate it when the company does something for them. Employees are going to be involved in the bicycle project. Therefore the attitude of employees towards the company will change positively.'

The benefits of the bicycle project are connected with emotional values. The bicycle project can have influence on the social effects and values of the company. An employer wants to take care of his staff. The employer can do something for his employees with a bicycle project. The company can show to outsiders as well how close they are with their employees. The image of the company will change positively. Impressive: the attitude from employees towards the company. Expressive: the attitude from the outsiders towards the company.

9.2.3 Proposition

Promise

A promise explains what benefits the employer has when joining a bicycle project. It describes the qualities of a bicycle project. The developed promise suits the target group and strategy and can be used for different communication instruments:

'A little investment such as a bicycle project solves several problems in the company. Employees are in time at work and fit for a better production. The company gets healthier and as an extra the image of the company will change in a positive way.'

Message

Important questions for the message:

- What are different values of a bicycle project?
- Why should an employer decide to join a project?
- What can BEN do?



A bicycle project is an investment, fairly cheap to purchase and it has advantages for the company. Employers are not bothered with too much trouble. They 'just contact BEN' and BEN will help them setting up the project eventually.

'Make your employees and company healthy. Invest in a bicycle project. Just contact BEN!'



10. Marketing communication instruments

Various instruments will be used to reach the objectives (chapter 8). The instruments implement the positioning and proposition (chapter 9).

The instrument use is six months. If the budget is not firm, concessions need to be made about being just for a period of time intensive present in the media. The time when the communication takes place is called a burst. This is mainly used for a new product or service like the bicycle project. The information is not new, but unknown for the communication target group.⁴⁷

Only a limited of companies is used in the target group (chapter 7). It is a new concept with several risks. Therefore a small amount of instruments and media is used for the six months trial. These instruments can measure the results of the campaign and conclude if the campaign is successful or not.

10.1 The communication focus

The communication towards the companies in Athlone Industrial and Lansdowne will be business to business. The emphasis is on the functional qualities of the bicycle project and on the social values.⁴⁸

10.2 Limitations and conditions instruments

- The duration of the campaign is six months in total
- The campaign is depended on a budget (chapter 11)
- It is not possible to use existing instruments of BEN, all the instruments have to be developed
- The objectives need to be realized (chapter 8)
- Complex messages will be sent because a bicycle project is a high involvement product
- The instruments have to appeal the employers

10.3 Marketing communication instruments⁴⁹

The suitable medium is mentioned below the instrument. The instruments are connected and complete each other. The objectives are assimilated into it. With this campaign eventually 30% of the companies will have a positive attitude towards a bicycle project, a behaviour intention and behaviour facilitation to contact BEN.

10.3.1 Main instruments

Two instruments are mainly used to realize the objectives. The instruments are satisfied to the limitations and conditions.

⁴⁷ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, 1999

⁴⁸ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 275



Direct marketing / promotion

Direct marketing is an instrument to realize and keep a relationship with the employer. Direct marketing is useful to reach the employers in Athlone Industrial and Lansdowne directly. It is useful to communicate complex messages as well. With this instrument BEN can analyse the effects of the communication towards the employer. Direct marketing is fulfilling an important role in giving previous information and sales leads.⁵⁰

Medium: brochure + promotions

A brochure combined with a promotional leaflet to introduce the bicycle project to the complete target group of 348 companies. The brochure will communicate the functional qualities of a bicycle project. It shows what a bicycle project does for a company, how it works, the opinion of employers who have set up a bicycle project already, etc.

The leaflet is included to stimulate the attitude of the employer towards a bicycle project and let him get the intention to contact BEN. For instance: buy more bicycles for less money.

It is important that the brochure has facilitations for the employer to contact BEN: by e-mail, telephone or website. This gives the employer the possibility to get more information about a bicycle project or to join the promotion.

Goals:

- direct marketing is an instrument to realize and keep a relationship with the employer
- all 348 companies can be reached with a minimum of waste

Medium: telebusiness

BEN makes a follow-up call to the non-responded companies after the brochure is sent. BEN can still try to convince these companies and positively change the attitude toward a bicycle project.

Goal:

- Getting a higher response. It can be different reasons why companies did not respond. Therefore give them another opportunity to response

Medium: direct Mail + match

The employers that responded positively after the brochure and the follow-up call get a mailing with a 'match'. This 'match' is an extra stimulance to create behavior intention. The behaviour facilitations as telephone number, website and e-mail address are still mentioned.

⁴⁹ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 265 - 446

⁵⁰ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 417



There is another facilitation added: filling in a form to join a match or a company recruits company contest. For example: winning five bicycles from BEN. The change to win increases if companies write down the address of another company.

Goals:

- Getting more detail information of the company and the employer. This way the communication towards the employer can intensify and be more specifically tuned at the employer.
- Influencing the attitude and interest of the employer and let him get into action.
- Receiving new data with the new addresses to use to enlarge the target group (page 30).

Personal sales

BEN can trace and recruit prospects by using personal sales. The companies are established in one area, close to each other. This is an ideal situation for personal sales. Personal sales is useful to communicate complex messages as well. It creates a directly personal and interactive contact between the buyer and salesman. The message can be even more tuned to the needs of the employer. Personal sales will be more effective if there has been contact with potential buyer in other ways, the employer.

Medium: a representative of BEN visits companies

A representative of BEN visits the companies that declared to be interested in a bicycle project.

Goals:

- Giving advice about a bicycle project and explaining what it contains specifically for the company
- Convincing the employer with the advantages of a bicycle project

10.3.2 Supporting instruments⁵¹

The function of these instruments is to complete and support the main instruments.

Web communication

Medium: adjust the website of BEN

A website that is linked on the existing website of BEN with general information about a bicycle project: what is it, what are the advantages and consequences to start it etc. The employer can get information about the bicycle project any time that it suits him. The facilitation of leaving contact information behind is given as well.

⁵¹ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 265 - 446



Goal:

- Creating a very direct relationship with the employer. Let the employer visit the website of the bicycle project to get general information about it. As an extra it is possible to read more about BEN as a company.

Marketing Public Relations

Use marketing PR to get publicity for a new product like the bicycle project.

Medium: free publicity

A bicycle project is a new product. With free publicity the bicycle project gets attention in the media. This intensifies the direct marketing. BEN has to acquire free publicity with journalists. The newspapers will reach the employers.

Goals:

- Getting publicity for the bicycle project in the media
- Keeping the realized relationship in tact

10.4 Schedule of the implemented instruments

| Schedule of the implemented instruments | | | | | | |
|---|---------|----------|-------|-------|-----|------|
| INSTRUMENTS AND MEDIA | MONTHS | | | | | |
| | January | February | March | April | May | June |
| Direct Marketing | | | | | | |
| Brochure | | | | | | |
| Telebusiness | | | | | | |
| Direct Mail | | | | | | |
| Personal sales | | | | | | |
| Representative BEN | | | | | | |
| Web communication | | | | | | |
| Website of BEN | | | | | | |
| Marketing Public Relations | | | | | | |
| Free publicity | | | | | | |

- Brochure: reaching the complete target group, 348 companies
- Telebusiness: reaching the companies that did not respond to BEN in any way
- Direct Mail: reaching the companies that responded positively after brochure and telebusiness
- Representative BEN: depending on the budget, BEN selects companies by measuring of the response on direct marketing
- Website of BEN: maintains the entire period
- Free publicity: during the campaign BEN has to achieve free publicity



11. Completion

The marketing communication plan of employers and employees will meet at this point. When the instruments for the plan of employees are developed it is possible to make one implementation and one final budget for both plans. It is not possible to use the advice for employers without using a marketing communication plan for employees. This chapter describes the planning from this point.

11.1 Planning

A few steps need to be taken before the campaign starts:

- February – June 2006: realise a marketing communication plan for employees
- June – December 2006: final budget and implementation of the marketing communication plan for employers and employees

The campaign starts in February 2007 with a duration of six months.

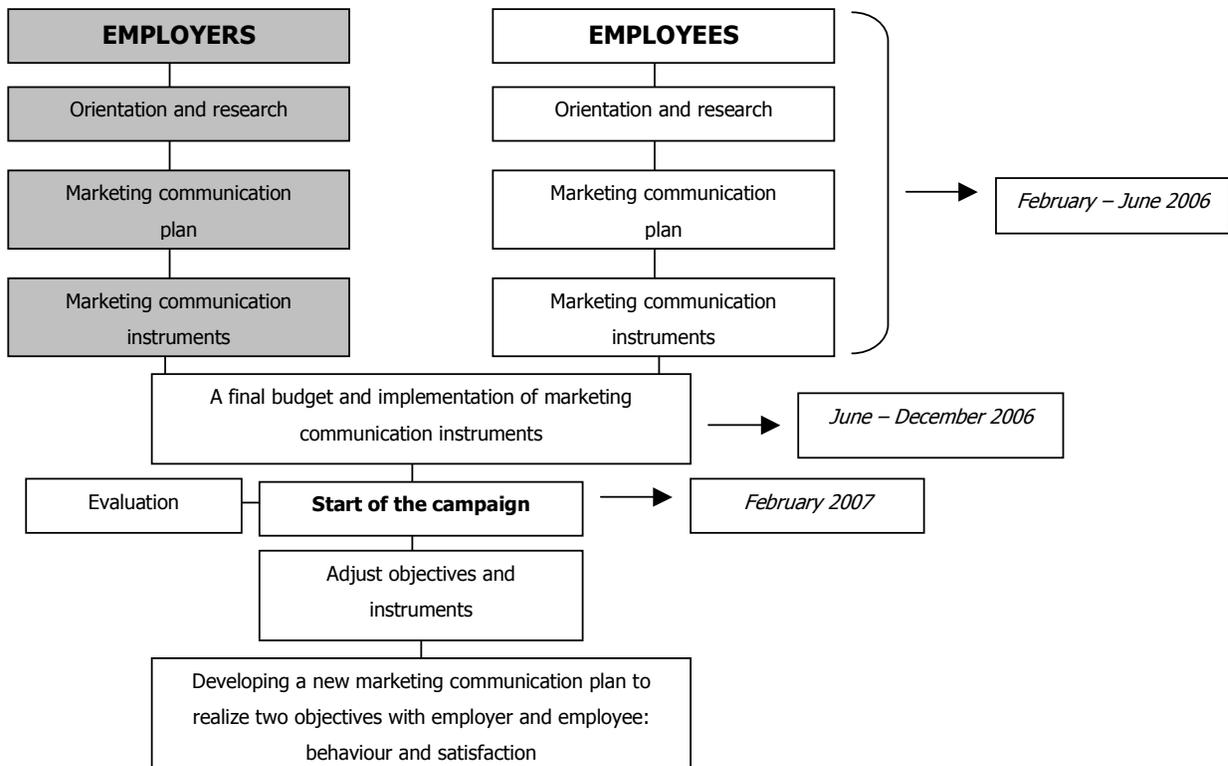


Figure: detailed planning campaign



11.2 Final budget

The execution of a marketing communication plan costs money. BEN does not have a clear budget available for marketing communication. BEN depends on funding and sponsoring. It is difficult to pinpoint in advance what budget is available that BEN wants to use for this marketing communication plan.

BEN needs a proposal to get a budget for the implementation. This proposal contains the marketing communication plan for employers and employees. The objectives and instruments from both plans determine the final budget.⁵²

The instruments from both plans will be elaborated into one estimate. It is useful to make two proposals:

1. Optimal package: using all the instruments
2. Base package: the main instruments will be used when less budget is available.

11.3 Implementation

The implementation of the instruments is an important phase to get as much efficiency as possible. Implementation is possible after developing a marketing communication plan for employees. The instruments from both plans intensify the operation from the campaign. BEN has to appoint a media planner to organise this implementation and fulfil the media selection.

11.4 Evaluation during the campaign

The evaluation phase explains if the campaign is efficient. It is important to set up an evaluation plan to measure the effects of the campaign. It is easy to count the amount of employers that responded. The evaluation plan shows if the objectives are obtained. Adjust the objectives or instruments if the objectives are not reached.

If the evaluation shows that the limited of companies that are used for this communication plan are interested, then the advice is to enlarge the target group (page 30).

11.5 Marketing communication plan: behaviour and satisfaction

This marketing communication plan is mainly about knowledge and it stops at behaviour facilitation. Finally the purpose is to reach the effect objectives behaviour and satisfaction as well. The solution is to develop a marketing communication plan with new marketing communication instruments that reach the new objectives.

⁵² conversation with the Chairman of BEN: Louis de Waal



12. Other recommendations

A list of extra recommendations is developed while making the marketing communication plan.

1. Before the campaign starts

It is important to develop a creative concept for the message to obtain the desirable result. Make sure a briefing about this will be held. Appoint a creative communication expert to realize this concept. It is necessary to have one unity. This will be for the benefit of the recognition of the communication.

The campaign has to start at the beginning of a year. Companies have more money left in this period than at the end of the year.

2. Establish a database

Establish a database with 348 companies in the sector 'wholesale and retail' and 'manufacturing' in the areas 'Athlone Industrial 1 and 2' and 'Lansdowne'. Take care of accurate adaptations and replenishments in the database. During the campaign the database shows which companies reacted (positive, negative, non-response) on the marketing communication instruments. Use this information for the personal sales.

BEN will have insight in the purchased bicycles at the end of the campaign. BEN has to approach the government with this information. Convincing them with the results of the campaign.

3. Make an estimate

Money is a sensitive subject for companies. Employers are not aware of the costs of a bicycle. Make an estimate example to give the employer an idea. Let the Personal Sales representative make a specific estimate for each company while visiting them.

4. Make a plan with practical matters

A bicycle plan is a new product, there are a lot of insecurities involved. Employers have questions about practical matters. Make a starter plan with information and regulations about a bicycle:

- How to set up a bicycle project
- Regulations
- What provisions need to change in the company
- Practical and technical bicycle instructions
- Explaining the responsibilities of companies towards BEN, BEN towards the companies, employees towards the company and the company towards his employees, etc.



5. Lobbying with the government

The results from the research and the fact that BEN is setting up a bicycle project for companies in Athlone and Lansdowne can convince the government. If more cycle lanes will be developed and the city becomes more cycle friendly it is easier to sell a bicycle project. The threats will lessen.

6. Realise behaviour and satisfaction

Chapter 11 (page 45) describes the need to develop a new marketing communication plan to realise behaviour and satisfaction. The 'offensive' strategy (page 27) can be used in this stage to complete the 'defensive' strategy used in this marketing communication plan.

7. Get an active attitude

Employers will be more passive than active in searching for information and making contact with BEN. BEN has to keep and maintain contacts and relationships with companies very well. BEN has to be active at all stages. Keep on convincing the employers and get them moving.



13. Personal evaluation

A personal evaluation of Marieke van Oorschot and Ellen van Vegchel about the internship at BEN.

5 January 2006,

'An evaluation about my internship in South Africa... where to start and where to end the story about all the experiences? I can talk for hours about it because so many things did happen. I had to graduate but for the first time in my life I had to be independent as well. With all the difficulties it was one big learning process that started on 30 August 2005... I wrote everything in my diary, so I will never forget about the striking things of my life in South Africa. I will reduce this evaluation to the internship itself.

'Tuesday 13 September, It is difficult to work in this, for me, strange environment. I am only thinking about what is happening outside this building (my new city Cape Town) and I am missing my family and friends. I don't know where to start with the project.'

It was difficult to work in the first month. The assignment was vague and I had to learn to work in a company with a South African mentality. The orientation part of the project was difficult and quite complex.

'Tuesday 25 October, Marianne sent us some feedback. It makes me insecure because we have to change almost everything. There is no structure in the report. But she is right about the things she wrote down for us. I am really happy she is fair about it and her comments help me to improve it, so I can only see the positive thing about it.'

During the orientation it was hard to change the report again and again. It did cost energy to write in English as well. After all I am really happy that we wrote it in English. It was one of the few opportunities for me to work on it during the four years of study. English is a language you have to learn because it is always useful.

Ellen and I had a lot of discussions because she works different than I do. I always start with 'thinking', making a structure and then I start 'doing'. She works the other way around. We always found a solution in the isolated environment of Cape Town and BEN office.

It was instructive to think about the comment, to do something with it and to sort out what went wrong and why. I was relieved when we got through it; it was worth all the trouble. I really felt that I did get through a learning process. That was nice!



'Wednesday 7 December, we finished the interviews and started with the best part of the plan: marketing communication advice! Finally, I feel the challenge again!'

Things got realized really fast from the moment we started with the marketing communication plan. We could handle the comment of Marianne much faster, I like to make things perfect.

The assignment was about strategy and analyses. After this internship I know I am more a coordination and planning person. I like to organize things, to adjust and execute things and to make plannings.

I will never regret and never forget that I had my internship in South Africa. It is not only about graduating but also about living with a lot of new people from different nationalities, being independent, integrating yourself in new surroundings, becoming more assertive... etc.

I want to thank EVERYONE I met in South Africa, for the help and the great time I've had. I will not mention names because I will forget someone definitely.

Thanks mama, papa, Maartje, Joris, Max and my friends, for listening to me. You supported me in the good and bad times. You are really important to me.

Thanks to Marianne for the excellent supervision and patience.

Thanks to Ellen for the cooperation!!!

Cape Town... good memories!'

Marieke van Oorschot, MCCP

Ellen's personal note

It was an intense period of 17 weeks. Being in another country with different cultures and values and working together with people who all have got different backgrounds was very impressive. Being away from home and friends was slightly difficult sometimes. But making new friends, seeing and learning new beautiful as well as awful things, seeing Cape Town with his different faces, keeping myself together and enjoying my stay in Cape Town....that was the big, interesting and grateful challenge!

Working together with Marieke was a challenge as well. We both choose a different field of study and it appeared that not only this was different but also our personalities were. It was something we were not really aware of before we started. But when it comes to that particular point you can not just walk away. We are in Cape Town far away from home and Fontys Hogeschool. There is no choice but to



handle the situation properly. And it did work out. A decent essay is the result of our co-operation. Something we made together and something we can be proud of. To me it was worth all the struggles we have been through. It gives this essay an extra dimension and a special place on my own shelf.

We did not only have struggles during the co-operation. We struggled with the content of the essay as well. Cape Town is not that organised as the Netherlands is. It is not developed enough in having everything registered in a database. In fact it is the opposite. There is less information registered and a lot of things for this essay were very hard to find. Trusting on own knowledge and experience and the knowledge and experience of BEN was something we had to do. Therefore it was hard to make the right choices sometimes.

Before Marieke and I came and had our internship at BEN we knew they had less knowledge about the speciality 'communication'. Therefore the supervision was not optimal. I found it definitely an extra challenge, but when the decisions are difficult to make it is nice to have someone that has more knowledge about communication. Nevertheless the whole BEN staff was there when needed and anything could be ask if we needed help. And they definitely helped a lot.

Marianne was our backbone from the Netherlands. She helped us a lot with the difficulties we had. She told us many times that it would work out, that we did not needed to worry. 'If the railway is placed properly, the train will ride smoothly' and so it was.

Having an internship abroad was something I had in mind for a long time. Finally I did go and ended up in a beautiful country with its own issues that can not be compared to the Netherlands. Cape Town is now locked up in my heart forever. I still find it amazing that I did my internship here. Therefore I agreed to come back to Cape Town and visit BEN again. This time it is not an internship anymore. This time it is for real!

Many thanks to everybody who helped compiling this essay and helped me having a great time at BEN. I learned a lot during my internship. I believe I took out the most of it and that resulted in an essay I am very proud of. Besides I got to know some nice people who had one by one a good influence on me.

Thank you Andrew Wheeldon, Louis de Waal, Victor Sables, Bradley Schroeder, Jan Burger and Zandiswa Cacambile. Thank you Marianne van den Bosch and thanks Marieke for your co-operation.

Greetings,

Ellen van Vegchel, MCAS



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- <http://www.bookinafrica.com>
- <http://www.capetimes.co.za>
- <http://www.capetown.gov.za>
- <http://www.cia.gov/cia/publications/factbook/geos/sf.html#geo>
- <http://www.com2know.nl>
- <http://www.fontys.nl/communicatie>
- <http://www.getty-images.com>
- <http://www.google.com>
- <http://www.itc.nl>
- <http://www.knooppuntwtc.nl/kennisontwikkeling/documents/Hoofdstuk17.pdf>
- <http://www.markensteijn.com/organisatiecultuur.htm>
- <http://www.netonline.be>
- <http://www.pedalpower.co.za>
- <http://www.reekx.nl>
- <http://www.safarinow.com>
- <http://www.safrica.info>
- <http://www.southafrica.co.za>
- <http://www.statssa.gov.za>
- <http://www.transport.gov.za>
- <http://www.yellowpages.co.za>
- <http://www.zuidafrikaonline.nl>

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- *'City transport heading for meltdown – experts'*, Cape Times, Monday November 28, 2005
- *'It's push or get pushed on the Khayelitsha line'*, Cape Times, Monday November 28, 2005
- *'The taxi warlords' empire dices with death'*, Cape Times, Tuesday November 29, 2005
- *'Tickets please for the long ride to nowhere'*, Cape Times, Wednesday November 30, 2005
- *'City heads for gridlock – with no way out'*, Cape Times, Thursday December 1, 2005

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- Cinque, A. del, purchase manager, assistant to the managing director Southern Wind Shipyard (PTY) LTD, December 2005
- Heerden, C. van, product manager Concretex, November 2005
- Inglis, A., factory manager Polo / Lantana, November 2005
- Oranson, D., Human Resource Manager Bibette Clothing Manufacturers & Distributors, December 2005
- Osman, Mr., Gatti's Ice-cream, November 2005
- Titus, Y., Human Research Manager Coca Cola Peninsula Beverage Co (PTY) LTD, November 2005
- Tomlinson, D., production manager MOMAR, December 2005

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- Sables, V., Bicycling Empowerment Network
- Waal, L. De, Bicycling Empowerment Network
- Wheeldon, A., Bicycling Empowerment Network



Enclosures

- A. Complete external situation analysis
- B. Map of Cape Town, Athlone and Lansdowne
- C. Amount of companies in Athlone and Lansdowne
- D. Process description interviews
- E. Interview questions
- F. Elaboration interviews
- G. Different roles in the decision process



A. Complete external situation analysis

DEMOGRAPHIC DEVELOPMENTS

An estimated 1.500.000 South Africans make use of bicycles as a form of transport, recreation or sport in 2006. In Cape Town alone, there is an estimated total of 15.000 cyclists.⁵³

Population of Cape Town⁵⁴

Make up of Cape Town

| | |
|------------|-----------|
| People | 2,893,251 |
| Households | 759,767 |

Make up of Cape Town by race

| | |
|----------------|--------|
| Black African | 31.68% |
| Coloured | 48.13% |
| Indian / Asian | 1.43% |
| White | 18.75% |

Population of Cape Town break down by age

| | |
|-----------------|-------|
| Under age of 15 | 26.6% |
| 15 – 24 | 20.0% |
| 25 – 44 | 33.4% |
| 45 – 64 | 15.0% |
| 65 and older | 5.0% |

⁵³ Velo Mondial 2006 Fact Sheet, www.velomondial2006.com

⁵⁴ <http://www.answers.com/topic/cape-town>



Preferred mode of transport in Cape Town 2001⁵⁵

| Mode of transport Cape Town | African | Coloured | White |
|-----------------------------|---------|----------|---------|
| On foot | 221.873 | 290.374 | 33.620 |
| By bicycle | 3.154 | 5.967 | 5.167 |
| By motorcycle | 1.458 | 2.395 | 4.210 |
| By car as a driver | 16.545 | 104.411 | 183.562 |
| By car as a passenger | 29.614 | 113.759 | 90.625 |
| By minibus/taxi | 57.668 | 118.462 | 6.300 |
| By bus | 49.882 | 60.989 | 6.745 |
| By train | 96.351 | 87.983 | 10.616 |
| Other | 4.467 | 7.218 | 3.813 |

Public transport is mostly used by black and coloured people in comparison to white. Most of the white population commute by car. Public transport users walk from home to respective stops and then walk again from the stops to the destination to complete their trip.⁵⁶

The papers show that the transport system in Cape Town is messy and the general transport is old and not maintained well through the years. The department of transport has to do something about it, because it is getting more and more out of hand. This links with the crime and safety aspect that people fear⁵⁷.

ECONOMICAL DEVELOPMENTS

Lower income employees spend 30% of their income on taxi fares to get to work.⁵⁸

Income level different groups in Cape Town⁵⁹

| Income class | Average income (monthly) in Rand |
|---------------|----------------------------------|
| Low-income | Less than or equal to 2000 |
| Middle-income | 2001 to 6000 |
| High-income | More than 6000 |

⁵⁵ <http://www.statssa.gov.za>

⁵⁶ http://www.itc.nl/library/Papers_2003/msc/upla/kanth.pdf, page 31

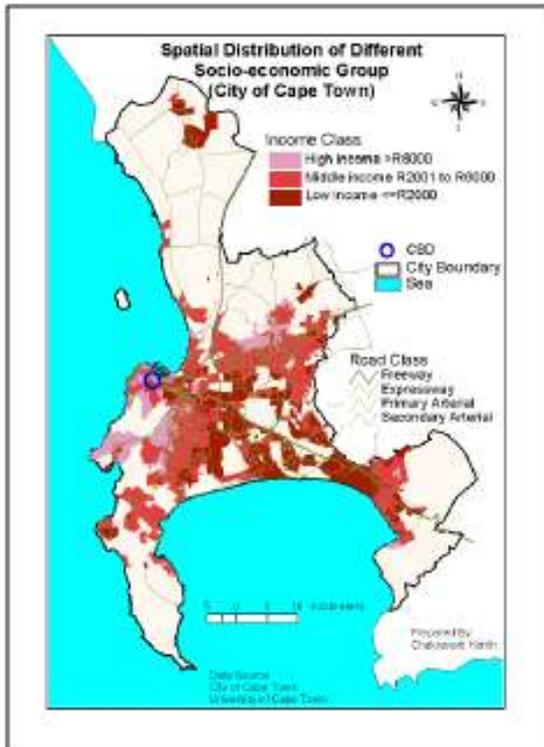
⁵⁷ Cape Times, Monday 28th, Tuesday 29th, Wednesday 30th of November and Thursday 1st of December 2005

⁵⁸ www.pedalpower.co.za/default.aspx?PageContentID=71&tabid=93

⁵⁹ http://www.itc.nl/library/Papers_2003/msc/upla/kanth.pdf, page 28



Spatial distribution of population based on income⁶⁰

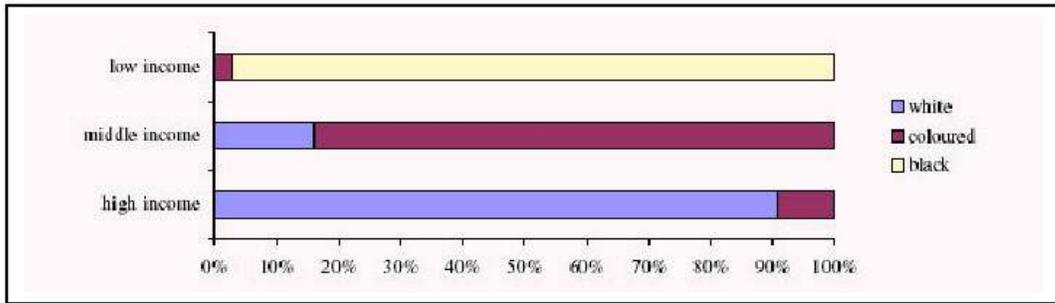


The high-income areas are concentrated around the main Central Business District, then the area of middle-income followed by low-income area.

⁶⁰ http://www.itc.nl/library/Papers_2003/msc/upla/kanth.pdf, page 29



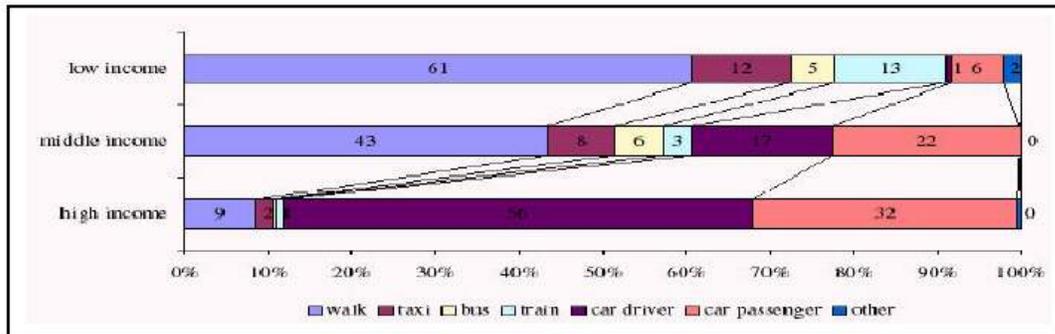
Relationship between income level and race



More than 90% of the population in the low-income group represents black population. The remaining population is coloured. Middle-income group constitutes the population from coloured and white which shares approximately 84% and 16% respectively. Slightly above 90% of the population is represented by white people in the high-income group. The remaining percentage is shared by coloured people. The validity of the result may be questionable, but we consider this as a basis.⁶¹

Mode use for work by different income household

Household survey in six different suburbs



This schedule shows maximum dependency on walk for low and middle-income groups. Car mode (though it is used as a passenger) represents the second highest percentage among the modes used by them.⁶²

⁶¹ http://www.itc.nl/library/Papers_2003/msc/upla/kanth.pdf, page 30

⁶² http://www.itc.nl/library/Papers_2003/msc/upla/kanth.pdf, page 31



Employment state in Cape Town break down by race⁶³

19.4% of the population aged 15 – 65 is unemployed. Of the unemployed persons is:

| | |
|----------------|-------|
| Black African | 58.3% |
| Coloured | 38.1% |
| Indian / Asian | 0.5% |
| White | 3.1% |

Workers (employers, employees and self-employed)

By main industry, population group and sex, all sectors in South Africa⁶⁴

| Main industry | Black African | | | Coloured | | | Indian/Asian | | | White | | | Total | | |
|--|---------------|-------|--------|----------|------|--------|--------------|------|--------|-------|-------|--------|--------|-------|--------|
| | Total | Male | Female | Total | Male | Female | Total | Male | Female | Total | Male | Female | Total | Male | Female |
| Total | 8 149 | 4 580 | 3 569 | 1 462 | 774 | 687 | 425 | 278 | 147 | 1 942 | 1 108 | 834 | 11 984 | 6 747 | 5 237 |
| Agriculture, hunting, forestry and fishing | 942 | 607 | 336 | 246 | 160 | 87 | * | * | * | 81 | 58 | 22 | 1 271 | 826 | 445 |
| Mining and quarrying | 512 | 501 | 11 | * | * | * | * | * | * | 67 | 56 | 11 | 588 | 565 | 23 |
| Manufacturing | 985 | 678 | 307 | 283 | 151 | 132 | 108 | 75 | 33 | 293 | 210 | 83 | 1 670 | 1 115 | 555 |
| Electricity, gas and water supply | 71 | 53 | 18 | 17 | 14 | * | * | * | * | 19 | 14 | * | 110 | 85 | 26 |
| Construction | 507 | 463 | 44 | 94 | 83 | 12 | * | * | * | 67 | 59 | * | 674 | 609 | 65 |
| Wholesale and retail trade | 1 667 | 787 | 880 | 255 | 114 | 141 | 128 | 92 | 37 | 408 | 254 | 154 | 2 461 | 1 249 | 1 212 |
| Transport, storage and communication | 366 | 309 | 57 | 68 | 57 | 11 | 29 | 21 | * | 135 | 87 | 48 | 599 | 475 | 124 |
| Financial intermediation, insurance, real estate and business services | 516 | 335 | 181 | 120 | 61 | 59 | 70 | 38 | 32 | 398 | 205 | 193 | 1 104 | 639 | 465 |
| Community, social and personal services | 1 496 | 645 | 851 | 246 | 107 | 139 | 77 | 43 | 34 | 463 | 161 | 302 | 2 283 | 955 | 1 327 |
| Private households with employed persons | 1 074 | 193 | 880 | 118 | 16 | 102 | * | * | * | * | * | * | 1 195 | 209 | 986 |
| Exterritorial organisations and foreign government | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |
| Other/ not adequately defined | * | * | * | * | * | * | * | * | * | * | * | * | 15 | 12 | * |
| Unspecified | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |

*For values of 10.000 or lower the sample size is too small for reliable estimates.

Totals include other and unspecified population groups. Due to rounding numbers do not necessarily add up to totals.

Black African: wholesale and retail trade, community, social and personal services, private households with employed persons, manufacturing.

Coloured: manufacturing, wholesale and retail trade, community, social and personal services, agriculture, hunting, forestry and fishing.

White: community, social and personal services, wholesale and retail trade, financial intermediation, insurance, real estate and business services, manufacturing.

⁶³ <http://www.answers.com/topic/cape-town>

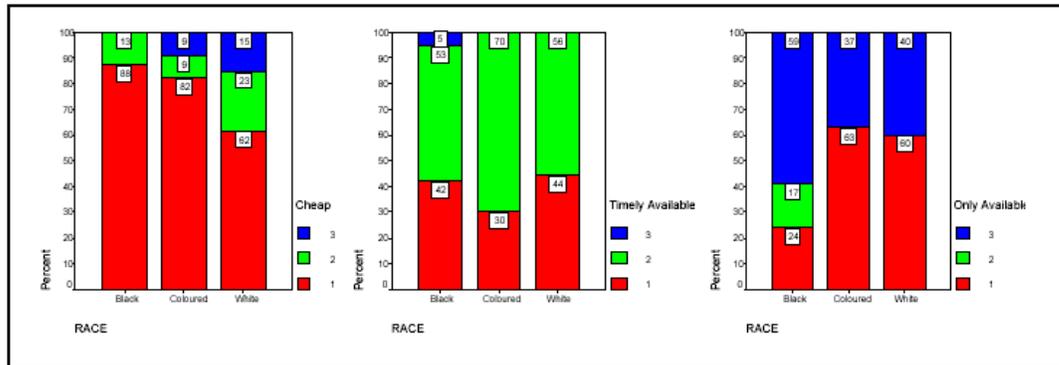
⁶⁴ labour force survey, March 2004, page 20, workers (employers, employees and self-employed)



SOCIAL DEVELOPMENTS

Public transport user attitude in Cape Central

Public transport is used mainly for three reasons: cheap, timely available and due to only available mode. These three factors were scaled from one (most concerned) to three (least concerned).

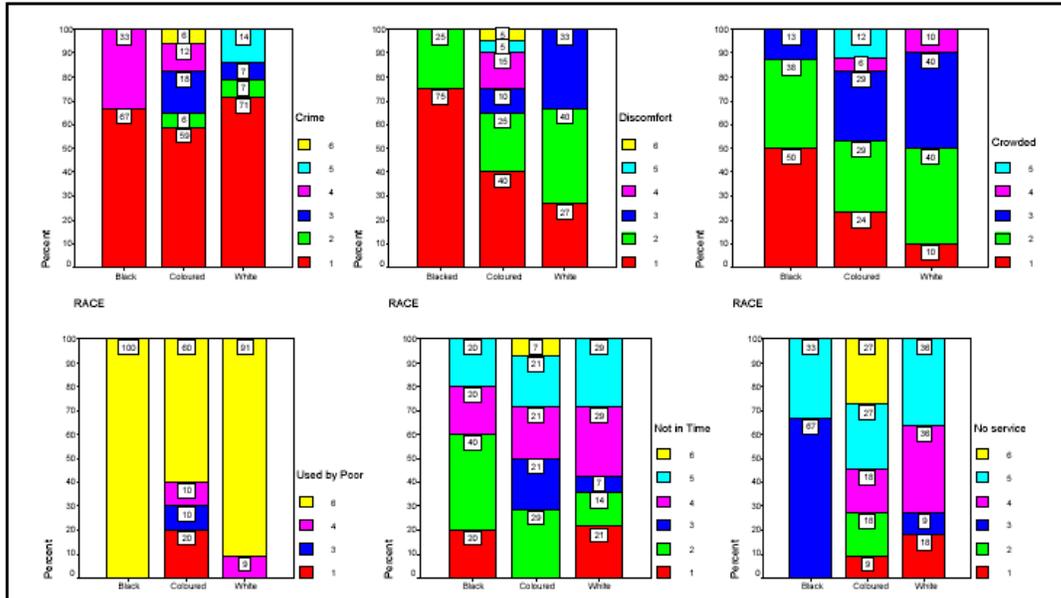


Cheapness is the most concerned factor among all the income groups for using public transport followed by the issue of the only available mode. The time available issue is not so important in comparison with the other two issues.⁶⁵



Car user attitude to public transport in Cape Central

Car users were asked to assign weight to six different issues, from one (most concerned) to six (least concerned). This to find out why car users do not use public transport. The six issues: crime in public transport, discomfort service, crowded, mode used by poor, not in time and service not available.



Low percentage of the car users responded to the issue that they are not using the transport because this mode is used by poor people. Crime, discomfort and not in time are the main issues.⁶⁶

⁶⁵ http://www.itc.nl/library/Papers_2003/msc/upla/kanth.pdf, page 32

⁶⁶ http://www.itc.nl/library/Papers_2003/msc/upla/kanth.pdf, page 34



Opportunities of cycling in Cape Town

The bike is not integrated in the society of South Africa and Cape Town while there is space. This while half of China's population rides bicycles and as many as 30 to 40% of European follow suite, not even 1% of South Africans choose biking as a mode of transport. ⁶⁷

A comparison between the bicycle and a car, general transport and walking makes obvious why a bicycle can be useful in Cape Town*. There are definitely opportunities if more people will use a bicycle.

| Bicycle | Car |
|---|--|
| <i>Independent of traffic (jams), flexible</i> → More often in time at work → There is time left to do something else → Freedom of movement: using the bicycle when necessary and when ever it suits → It is easy to avoid traffic jams | <i>Dependent on traffic (jams), not flexible</i> → Arriving too late at work → Less freedom of movement: ending up in traffic jams and spend an amount of useful time. |
| <i>Cheaper mode of transport</i> → No petrol costs → Maintenance costs are much lower | <i>Expensive mode of transport**</i> → Spending a big amount of income on this mode of transport |
| <i>Healthier mode of transport</i> → Having exercise while cycling → Less pollution | <i>Unhealthy mode of transport</i> → Stress because of traffic jams and waiting times → no exercise → A lot of pollution |

| Bicycle | Public transport |
|--|--|
| <i>Independent of waiting time, flexible</i> → More often in time at work → There is time left to do something else → Freedom of movement: using the bicycle when necessary and when it suits → It is easy to avoid traffic jams | <i>Dependent on waiting time, less flexible</i> → arriving too late at work → There is always a waiting time → Less freedom of movement, dependent of where the transport goes to |
| <i>Cheaper mode of transport</i> → Not needing a ticket to travel | <i>Expensive mode of transport**</i> → Spending a big amount of income on tickets |

⁶⁷ www.safrika.info/ess_info/sa_glance/social_delivery/bikedelivery.htm



| | |
|---|---|
| <p><i>Healthier mode of transport</i></p> <ul style="list-style-type: none"> → Having exercise while cycling → Less pollution | <p><i>Unhealthy mode of transport</i></p> <ul style="list-style-type: none"> → Crowded what makes it uncomfortable → Stress because of the dependence and waiting time → no exercise → a lot of pollution |
|---|---|

| | |
|--|---|
| <p>Bicycle</p> <p><i>Time saving mode of transport</i></p> <ul style="list-style-type: none"> → Faster with a bicycle → Able to reach bigger distances in a short time → adequate mobility | <p>Walking</p> <p><i>Time cost mode of transport</i></p> <ul style="list-style-type: none"> → It takes a lot of time to walk bigger distances |
|--|---|

*This comparison is based on the experience from BEN, inhabitants of Cape Town and our own experience with transport

**Explanation: costs of transport in Cape Town

The next cheapest form of personal travel, after walking, is the bicycle, which per trip costs roughly one third of the cheapest possible form of public transport in buses or minibuses.⁶⁸

Costs of transport in Cape Town

Bike

There is a one-time amount of money for the purchase of a bicycle. The average prices of BEN bicycles are between the R200 and R700⁶⁹. You can get a second hand commuting bike for R200. But you can also get a racing bike for R700. The costs are the purchase of a bicycle and possible reparations.

General transport

South Africa has a good network of railway and roads. Bus services in the city of Cape Town are adequate and relatively cheap. 'Transnet' and 'Spoornet' train and bus services are good, but finding taxi services in smaller places can be a problem. Taxis are found at designated places at airports and railway stations. Travelling by taxi is rather expensive. Less costly are the "black taxis". These minibuses are often very crowded and do not have designated stopping points. They provide a quick means of urban transport. But they also get often involved in accidents. Suburban train services in the Western Cape and Gauteng are extensive and fairly efficient.

⁶⁸ www.afribike.org/AFB_shova.html

⁶⁹ 1 Euro = 7.5 South African Rand, <http://www.netonline.be/financieel/wisselkoersen.asp>



Average travel expenses general transport

Minibus: one way is about R3 – R6

Train: one way ticket is about R5.50 return is about R11

Taxi: is about R8 – R11 per km

Bus: is about R3.50 and more

Car

Buying a car is very expensive. And on top of that comes the costs you make while driving and making sure the car stays in tact. Second hand cars are R18.000 – R20.000 exclusive the price for petrol, insurance and tax. A car is an important issue in Cape Town. It is a status symbol, especially for black people.

The purchase of a car leads to the payment of gas and insurance. It is known that a lot of people in townships try to save money to buy a car. At the beginning of the month black people can afford this gas money and they drive a lot. During each month there comes a time that those people run out of money and the car runs out of gas.⁷⁰

General obstacles of cycling in Cape Town

The obstacles have to be clear because it is important to know what the bottlenecks are. This information we have to keep in mind. The most obstacles that are found are in these 4 areas⁷¹:

Culture of the bicycle

- Commuting cycling is seen as poor and 'un-sexy'
- In South Africa racing cycling is the norm, it is expensive
- A lot of inhabitants are afraid of cycling because of the criminal activities that take place in certain parts of the city (personal safety and the security of personal belongings)⁷²
- It is not common to ride a bike. People think that riding a bike is a strange way of transport and some may not know how to ride a bike. There are not a lot of cyclists.
- In some communities, especially amongst lower income groups, it is 'not done' for women to cycle⁷³.
- South Africans result in higher aspirations for driving a private motor vehicle than cycling to work⁷⁴
- People just do not prefer to cycle⁷⁵, because of discomfort like getting tired and so on.

⁷⁰ Marianne Vanderschuren, teacher at the civil engineering department at UCT (University of Cape Town)

⁷¹ LA21 Forum, 9 November 2004

⁷² State of Energy report for cape town, city of cape town 2003

⁷³ Marianne Vanderschuren, teacher at the civil engineering department at UCT (University of Cape Town)

⁷⁴ State of Energy report for cape town, city of cape town 2003

⁷⁵ Report research Roger Behrens and Bertie Philips Blauwberg and Khayelitsha areas in order by Department of Civil EngIneering, UCT



Cost / travel

- Bicycles are very expensive for the majority inhabitants of Cape Town
- Urban sprawl, distances are perceived as too far

Infrastructure

- The roads are designed for motorists who go too fast, people are afraid of being attacked, people do not pay attention to cyclists.
- There is a limited of cycle lanes in Cape Town, it is unsafe in terms of road safety⁷⁶

Availability

- It is not well known where people can get cheap bikes, there is only a limited of BEN shops.

POLITIC DEVELOPMENTS

A new view on transportation and on cycling in general is coming up, according to the City of Cape town: 'The City's goal regarding non-motorised transport is to increase the use of bicycles and encourage walking by creating a safe and pleasant bicycle and pedestrian network of paths to serve all the citizens in the Cape Town Area'.⁷⁷ The improvement of road safety on residential streets can be accomplished through the following objectives:

- The reduction of vehicle speeds to appropriate levels
- The removal of excessive extraneous traffic
- The enhancement of facilities for pedestrians, cyclists and vulnerable road users
- A uniform traffic management approach across the city
- Create a safer a livable environment.⁷⁸

Cycling is an attractive mode of transport for many South Africans, there would be more cyclists on the road if cities were more bike-friendly.⁷⁹ Although small by international standard the City of Cape Town and the Provincial Government of the Western Cape have the most advanced transport policies for integrating cycling with public transport and school access. At present Cape Town has 90 kilometers of functional bicycle paths with many more planned for construction in the near future.⁸⁰

Projects

- The NDot has made funds available for bicycle planning and infrastructure provision projects in Mitchell's Plain and Khayelitsha as part of a national government driven program called the Allocation for Poverty Alleviation Infrastructure and Job Summit Projects.

⁷⁶ State of Energy report for cape town, city of cape town 2003

⁷⁷ City of Cape Town, City of Cape Town Policy for Non-Motorised Transport, Draft, 22 January 2003

⁷⁸ http://www.capetown.gov.za/policies/policy_gw_frameset.asp

⁷⁹ www.safrika.info/ess_info/sa_glance/social_delivery/bikedelivery.htm

⁸⁰ Velo Mondial 2006 Fact Sheet, www.velomondial2006.com



- The City has initiated **the Vukuhamba project**, which focuses on job creation opportunities in poor areas. A possibility exists that bicycle projects can be implemented as part of this project.
- The City actively engages with lobby groups and interested and affected parties for bicycles in Cape Town.⁸¹ The government is involved in several initiatives organised by BEN, Afribike, Pedal Power Association and other organisations. For example the Car Free Day, 'Bike to Work' Day, Velo Mondial and the Cape Argus Pick 'n Pay Tour.

⁸¹ State of Energy report for cape town, city of cape town 2003



B. Map of Cape Town⁸², Athlone and Lansdowne⁸³

Figure: map of Cape Town



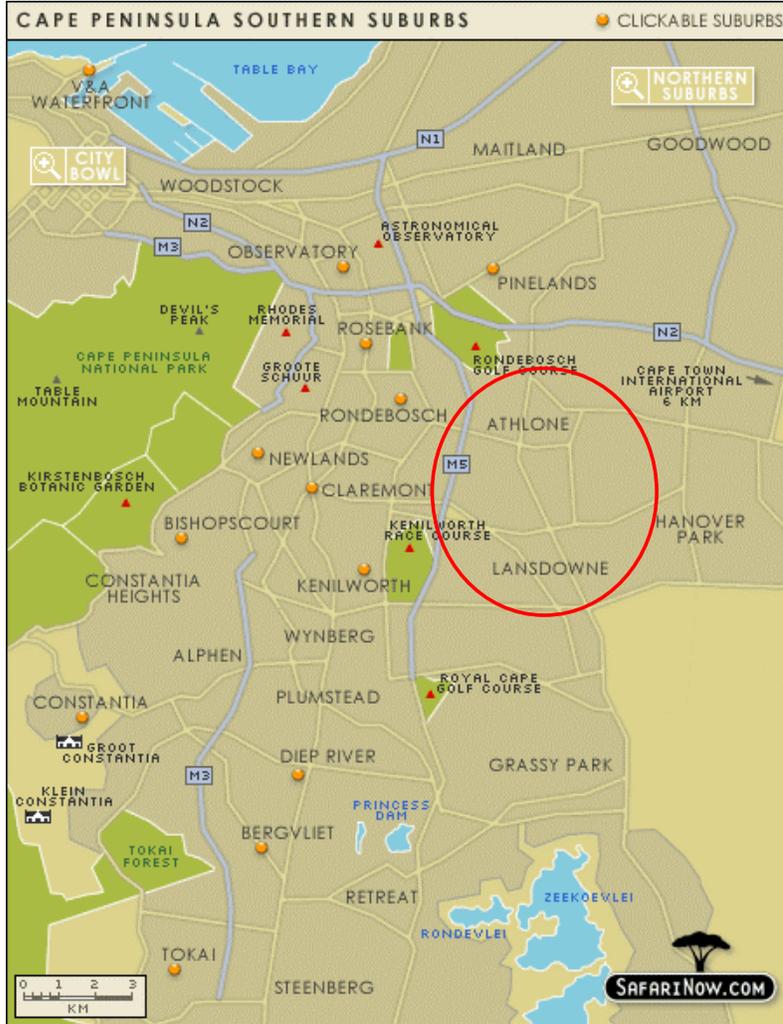
⁸² www.bookinafrica.com/travel-to-cape-town

⁸³ www.safarinow.com/.../southern-suburbs/map.aspx





Figure: map of Athlone and Lansdowne





C. Amount of companies in Athlone and Lansdowne

Athlone

Retail, 63 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=LrhHjPqeB7U6VACRXTdwwpwPYAuIOHqldqP1f4QHQLPB3RV%2FeRE3G%2BHX4g4c8RWQgSox%2F2%2BuVXF%0A8EzSRW1hARh0ufxWC8MF4xH66SGY11dxdqSHTAHaSDKLN2%2Fm%2BVeNcTsTTTB12o1xOxNNMHXajXE%0A7E00wddqNcTsTTTB12o1xOxNNMHXajXE7E00wddqNcTsTTTB12qqavqsEPOxFt7MpsIK0abhTHiq%0AgBj3j35nN7x9hwcWPIKM8WekKgE9hDDgVokNLZII5S4wEsBRaAk%2B73DWq2DfDIKko54%2F3oB0IK3r%0AnyySq0baLi4fMYR%2BjynjDA3YOsvdSIQ%2BYFd%2FGoQOSLBMxofVVEces%2FfqKVU%2F%2F0BcI75muu8OQN%0AX5xG&&more=true&>

Wholesale, 18 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=EfsqOC4HmrXDbAFSmdWfoOtaUufomY7ZNQJNIDK1Mn1AX7qJANMS7jJNjHf8LV%2FSSz3U%2FSSbZ%0AyCOsxxZpPFMABqhA3MlrOXengIc8bEDDR3rbsJBUDaK4gs6XJw8wAYpWUHPsZeQeuYdjApXoZFHG%0A4apuRbsgbORmd8rGrK52LTO6VCN42wsIfx%2BUqEAT>

Manufacturing, 48 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=PwI%2F8lqKtrQsMfcPtLQApP3a0VImd4amFRpGZHD16l0Mm%2FZMzP%2BocVoh9FIQMGEJ%2BoFr2GovrHY%0AVn7IBClvueWIRFIEFcfIuY6lYjvlgEBA%2F8rmJ%2F5bY50N9lbrSUlFedEIL24AVFI6XpoYkp4bnqt%0AaBKp1PwbDIFZ0KFLnlbjNM9cLdd44P1tlj%2BCuHBEa67w5A1fnEY%3D>

Social, 7 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=RTJkpb%2BomHqXwsgt%2BrVS0Vy53mRknfugBHGp6eZ3e2dvh1%2BIOHPEVkiEqMf9vrlVxfBM0kvtYQY%0AdLn8VgvDBeMR%2BukhmNdXcXarEh7QB2kHlpmX9PmUB0UMt9ANmwOn78kFMGgETPTcnCbbU%2FMPIkUM%0At9ANmwOn78kFMGgETPTcnCbbU%2FMPIkUMt9ANmwOn78kFMGgETPRqh8hkDiYKtLnM0nJBVtuU0DgX%0AXuZw5x%2Fts3PKh4XxAoKM8WekKgE96N92mV2E2%2BQ%3D>

Community, 3 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=TjzQjLwy2Cwo%2BRpeoBq1QS7zIIBollox5CLcUdCLInjx5wrv67juG7om%2BTYy%2FY2pNika2FMypgg2%0Aygueo6%2BzyS9ZWRnOg48pMk%2B3biCxBbFu%2FWI%2BHQMUwHEomaiVC%2BLFvEjOcemPbN950QgvbgBUdwU%0AVFoPF4ugFvEjOcemPbN950QgvbgBUdwUVFoPF4ugFvEjOcemPbN950QgvbgBUTHpaNOZpVq5xpDi%0A1zz0QzhGuxE4Op3siCTo%2BDTtnY5%2FW0uP4K4cERrvDkDV%2BcRg%3D%3D>

Personal, 2 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=c%2F2Fd5AjSaaELCZ%2B5ksLRJcAjllJASwFFoF%2FU5cGJI485cud5kSp37hgRxj%2Bnmd3tnb4dfiDhxfZC%0ABKjH%2Fb65VcXwTNJFbWEBGHS5%2FFYLwwXjEfrpIzjXV3F2qxIe0AdpBy6ZI%2FT5lAdFDLfdQZsDp%2B%2FJ%0ABTBoBEz03Jwm21PzD5ZFDLfdQZsDp%2B%2FJBTBoBEz03Jwm21PzD5ZFDLfdQZsDp%2B%2FJBTBoBEz0aofI%0AZA4mCrSzZtjYQvbbINA4F17mcOcf7bNzyoeF8QKCjPfnPcoBPejfdpldhNvk>



Lansdowne

Retail, 95 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=5ngqT6q%2BxFCBYcLCEIT9xpsGH9BTbxMdCOUuMBLAUWgKsKpU%2BcKtKrom%2BTYy%2FY2pNika2FMypgg2%0Aygueo6%2BzjyS9ZWrNOg48pMk%2B3biCxBYK86O23t88Pz6G9kSfoTV7ZZFOPkNp45qMkvKvzfQx5tVR%0AwunJiO2ESFEgfeK1eL9bS4%2FgrhwRHZ31%2FDtZtxwQ3QYaeiO82iDrWILn6JmO1FgxQLmhhtsR%2FER%0AoNOVLrcc%2FzTkdnBLrbuZpiHNYOjTtcbAo6zWtD2urIuPSOU7ot3vIGrTYZqU>

Wholesale, 32 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=EfsqOC4HmrXDXkGA1HY6Z9%2BHKExQaBVfPFX8O1m3HC1Y5uN8XLxRfpyUtxyp1CG08pcsUEqgC0p%0A5wJGuSOd4xX3ZzUfKO9iFKN%2BAmtrwreRET%2BblwksN97MpsIK0abhTHiaggBj3j35nN7x9hwcWPIKM%0A8WekKgE9hDDgVokNLZII5S4wEsBRaAk%2B73DWq2DfDIKko54%2F3oB0IK3rnyySq0baLi4fMYR%2Bgozx%0AZ6QqAT2CBonEiVAf45VT%2F%2FQFwjvmyjnjDA3YOsVdSIQ%2BYFd%2FGoQOSLBmXofYVEces%2FfqpLvUw01%0AmShC5g%3D%3D>

Manufacturing, 92 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=PwI%2F8lqKtrQsMfcPtLQApPILJBR3o2TrgBmkloqQHRvUclPyYjthM2ksOHxoWesY0JTCrYVIEYI%0AfnDvyxsEfjsVh4XdlgOvW8ch1fUjJyWzAbpJEwD4n%2FLyHtxPHkAo8TgnQrzDMHxG2LJJD4Rwn%0Ad8pvbImDKIKo54%2F3oB0IK3rnyySq0baLi4fMYR%2BgozxZ6QqAT2EMOBWiQ0tkgjlJASwFFoCT7v%0AcNarYN8MgqSjn%2FegHSUreufLJKrrouLh8xhH7KOeMMDdg6xV1KVD5gV38ahA5IsGZeh9hUR5x6%0Az9%2BqkpVT%2F%2FQFwjvmyjnjDA3YOsUoSwN0oxA6LQ%3D%3D>

Social, 1 company:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=RTJkpb%2BomHqnKvx9VWTH%2BN05cDL0xvyAOm%2BMjgD55QchT6uOQnVmZILmJbMK5%2FQ522R%2Fs23dQgI%0AuMwRU3wmtUVS5kvJKgORTM82C4u0tzHZhyo3KnMY5PvcaJ6Rh4Njg61pS5%2BiZjsxmZgOS1esMdVR%0AwunJiO2ESFEgfeK1eL9bS4%2FgrhwRHZ31%2FDtZtxwQ3QYaeiO82iDrWILn6JmOzGZmASLV6wx1VHC%0A6cmI7YRIUSB%2FF4rV4v1tLj%2BCuHBEu5mmIc1g6NO1xsCjrNa0Pa6si49I5Tuir%2FERoNOVLrcc%2FzTK%0AdnBLrbuZpiHNYOjTfxW5YJyXLF8%3D>

Community, 5 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=TjzQjLwy2CwhbX4W%2FfznbN%2BHKExQaBVb4dfiDhZxZCBKjH%2Fb65VcxwTNJFbWEBGHS5%2FFYLwwXj%0AEfrpIZjV3F2qxIe0AdpwU%2Bydcy0KblmaujoMFRStMLPNHfljRN%2Fmy1gBU4BQRFG2i4uHzGEfoKM%0A8WekKgE9hDDgVokNLZII5S4wEsBRaAk%2B73DWq2DfDIKko54%2F3oB0IK3rnyySq0baLi4fMYR%2Bgozx%0AZ6QqAT2EMOBWiQ0tkgjlJASwFFoip2xswuOfOZUR5x6z9%2BqkpVT%2F%2FQFwjvmyjnjDA3YOsVdSIQ%2B%0AYFd%2FGoQOSLBmXofYPLmPaz7ZiE%3D>

Personal, 3 companies:

<http://www.yellowpages.co.za/iyellow/WebSearchServlet?key=c%2Fd5AjSaaEJVVCngy2PP7mu2y3kLuCMkWgf0UhwZsQn6gWvYai%2BsdhWfsgEKW%2B55YhEWUQVx%2Bsi%0A5jxXKO%2BWAQED%2FyYn%2FitE%2B5r66AFiCTUNbZvoYygSneV2fhktHWJfPFX8O1m3HBDdBhp6I7zaIoT%0AaUufomY7MzYDktXrDHVUclPyYjthEhRIH8XitXi%2FW0uP4K4cER899f7WbcccEN0GGnoyvNog61p%0AS5%2BiZjsxmZgOS1esMdVRwunJiO2EEZPF9I5Pax2urIuPSOU7okfxEaDTIS63Av805HZwS627maYh%0AzWDo07XGwKOs1rQ9ni5DIQWfJU%3D>



D. Process description interviews

Visit Athlone and Lansdowne

Visiting Athlone and Lansdowne was necessary to get a first impression of the area and select companies that suit the requirements above.

Companies in these areas are close together and living areas are built around it. There is no access for train and bus, therefore most people travel by minibus-taxi, taxi or foot. The people who live around the Industries have to walk around a lake to get to their work. With a bicycle it is possible to get better access for a lot of people to the Athlone Industrial area and Lansdowne.

There are a lot of criminal activities and social problems in the areas round the companies where the employees live. Cycling might help to ease the situation for these people.

Bottlenecks with making appointments

In total we approached 23 companies by telephone to arrange an interview, eight companies were prepared to co-operate. Making appointments was not always easy. Some problems:

- not answering the phone
- long waiting times, 5-10 minutes is no exception
- continual put through and eventually hanging up
- calling back up to five times before the right person is on the line

Beside these problems, there was another issue: the time of the year. A lot of companies have a very busy time of the year in the months October up to and including December. This made it difficult to arrange an appointment for an interview. All reasons of rejection are mentioned in the schedule below.

Solutions

- Always ask for the Human Resource manager, then the receptionist put you through immediately
- To get attention we told the Human Resource managers we were doing a research about the way employees travel to work. That we would like to establish data in order to use for BEN and for the '2010 World Cup' transportation problem.

Impression interviews

Finally eight interviews in total were held. Six on location and two by telephone. There is a big difference between the employers we visited. It is outstanding how involving most of the employers are with their employees. In those companies the opinion of employees is important as well. Most of



the employers were thinking about the needs for the employees as well as the needs for the company when a bicycle project was mentioned.

Two of the managers could not tell a lot because they are not the deciders for a bicycle project. They were afraid of telling too much. One employer seemed to be uninterested towards his employees. The input of this interview is useful but limited.

In general the results show a positive attitude towards a bicycle project; employers are interested but do not think it will work right now because of practical obstacles (see Chapter 6 Results). A bicycle project is still a sensitive subject because it is complete new concept for companies.

Companies we tried that did not want to co-operate:

| Company | Address | Telephone | Why not participating? |
|---|--------------------------------|--|--|
| Jolly Licks Mnfrs & Packers of dried fruit & nuts, Mebos, Ice Lollies | 31 Endeavour St Athlone | 021 691 03 36 | A family company that was not interested because they were too busy. |
| Hot Spice Products (PTY) LTD, Sales Manager Asleff | 5 Carrick Cres Athlone Ind | 021 638 31 32 head office: 021 797 04 14 | A company that has it's own truck to pick up it's staff and bring them back home. The employees do not have any transport costs. |
| Snugglers Manufacturing | 4 Mymoeng Crescent Athlone Ind | 021 691 00 37 | This company had a very busy time of the year. The staff works from Mondays till Saturdays. No one had time for an interview. Most of the employees live in Mitchell's Plain and come to work by public transport: the Arrow busses. |
| Golden Food Packers Cape CC | Reen Ave Athlone Ind | 021 637 81 67 | Too busy at the moment |
| Sonnendal Diaries, G.P. Botma, HR manager J. Carmien | 1 Endeavourst Hannoverpark | 021 691 74 81 | Not interested at all |
| Sherco Pastel Clothing | Athlone Ind 2 | 021 699 91 00 | Closed down |
| Bonwit | Lansdowne | 021 691 64 36 | Too busy, impossible to have interviews |
| City Chips | 1 Gani Road Athlone Ind. | 021 692 15 35 | No manager available |
| Easipack CC | 6 Pleasant | 021 638 11 31 | Managers are not in the office, they |



| | | | |
|----------------------------|--------------------------------------|---------------|---|
| | way Athlone Industria | | come and go |
| Patti | Induland Crescent | 021 692 13 03 | No managers available |
| Tradewinds | 43 Induland Crescent Lansdowne | 021 691 89 30 | They gave an e-mail address. Sent and e-mail and called back again to see if an interview by phone was possible. The answer was: no we are close to shut down |
| Heat pump international | 5 Induland cres. | 021 691 35 62 | An interview would not be interesting because all the staff members come to work by car and lift clubs. |
| Hardware and builders city | - | 021 692 08 14 | An interview was possible at the end of January |
| Marmoran | 16 Turfhall road Lansdowne | 021 797 42 50 | No time at this moment of the year |
| Ace chicken man | Reen ave Athlone ind. 1 | 021 637 80 65 | Call back two weeks. That did not suit us. |



E. Interview questions

Sub questions that need to be answered:

1. *What are the possibilities and impossibilities of a bicycle project for the employers and the company? (Practical)*
2. *What advantages of a bicycle project for the company stimulates the interest by the employer? (Emotional)*

General

- Name and function employer?
- What kind of company and numbers of employees?

Questions to filter:

- Is this a company in the sector 'wholesale and retail trade' or 'manufacturing'?
- Does this company have at least five employees that travel by general transport or by foot?
- Is it located in Athlone Industries or surroundings?

Everything yes? Then continue with:

Situation nowadays

1. Are you aware of how your employees travel to and from work?
2. Why do your employees travel to work this way?
3. What are the advantages and disadvantages of this transport?
4. What other ways of transport to travel to work exist for your employees?
5. What way of transport you think is the best for your employees?
6. Is there an arrangement according to the transport costs? Who pays the travel expenses in this company?
7. Is it a problem now that people do not come to their work or come too late because of the distance they have to travel and because of the way they travel?

Desirable situation

8. Is a bicycle an efficient way of transport for your employees?
9. What will be an obstacle for your employees to cycle to work?
10. Have you ever thought of setting up a bicycle project for your employees?
11. In what way does a bicycle project fit in this company?
12. In what way does a bicycle project not fit?
13. How can a bicycle project be an opportunity for your company?
14. How can a bicycle project be a threat for your company?



Bicycle project in the company

15. What is financially possible? How much are you willing to spend on a bicycle?
16. How many bikes would you like to have, for how many employees?
17. Can all your employees get the opportunity to purchase a bike from this company?
18. How many times a week do the employees have to use the bike?
19. Would you keep an eye on the usage of the bicycles or do you not care what will happen with it?

Limiting conditions bicycle project

20. What makes it interesting for this company to join a bicycle project:
 - Suppose you could purchase bikes from BEN for a very reasonable price, and your employees could buy them or rent them for a nice price, would that be an attractive reason to start a bicycle project?
 - Suppose your employees are so enthusiastic and really want to cycle to work, would that make it easier for you to decide to join a bicycle project?
 - Suppose your company gets subsidised for joining a bicycle project, would that make it easier for you to decide to join?
 - Suppose the image of the company would be influenced in a positive way if you joined a bicycle project, would that make it interesting to start one?
 - The City of Cape Town is developing a safer environment for cyclist, by adjusting the traffic rules and infrastructure. Would that be a reason for you to start a bicycle project?
 - Are there other things that make it interesting for your company to start a bicycle project?
 - Which one (reasonable price, enthusiastic employees, subsidised, image, safer environment, other) is the most important?
21. What makes you decide not to join a bicycle project?
22. Do you think your employees still prefer their present transport above cycling if they get the opportunity to purchase a bike from this company, looking at the advantages and disadvantages?
23. Do you think that a bike can change the attitude of your employees against the company if they could use it to go to work? In what way?



F. Elaboration interviews

INTERVIEW 1

With: Mr. Osman

Date: 22 November 2005, 15.00 h

Gatti's Ice-cream, Ice Cream & Ice Lolly Manufacturers

Orion Rd Lansdowne, Cape Town

Main Phone: 021 797 51 00

<http://www.gattiicecream.co.za>

Company

Gatti's is an ice cream manufacturer in South Africa. The company has 89 employees.

Impression interview

Mr. Osman is very positive about a bicycle project. He also knows a lot of his employees and is very close to them. Mr. Osman could not make an appointment with us so the interview was by telephone.

Elaboration

Situation nowadays

The employees of Gatti's travel to work by minibus or taxi because this is the cheapest and easiest way to come to work. There are also employees who walk to work; they do not live too far from the company. Employees arriving too late at work because of the transport mode they use is a problem sometimes.

Mr. Osman was not aware of any other ways of transport. The employees in his company pay the transport costs themselves.

Desirable situation

Mr. Osman thinks a bicycle can be an efficient way of transport for the employees who live close by. They might even become fitter when they would cycle to work. He has never thought of setting up a bicycle project because people can use taxis and other forms of transport nowadays. The biggest problem to realize a bicycle project is parking the bicycles. There is not much space. He has got the feeling that a bicycle project can have opportunities for his company but it is too difficult to indicate what exactly. It will not be a threat for his company.



Limiting conditions bicycle project

For Gatti's a bicycle project will be more attractive if they can purchase bicycles for a reasonable price and if the image of his company will change in a positive way. There is no reason why Gatti's would not join a bicycle project because he never really thought about it. For some of his employees it would be fine to cycle, but not in winter. The employees will be fitter and might get another view on the company.

Bicycle project in the company

A bicycle above R500 is expensive. A bike for R200 is cheap looking at the expenses of the employees. Gatti's has 120 employees, 20 have transport of their own. 50% of the employees live nearby and would get the opportunity to buy a bicycle. Mr. Osman does not care about the use of the bicycles, it is up to the employees, only if the project was subsidized.



INTERVIEW 2

With: Carlo van Heerden, product manager

Date: 23 November 2005, 14.00 h

Concretex

021 691 00 27



Company

Concretex concretes houses and deckings. The main task is manufacturing and storing. Concretex has ten employees from the lower income group. Besides Concretex hires staff members.

Impression interview

Mr. van Heerden has got employees who have bicycles but they do not use it because they are broken all the time. He was very surprised when he heard the prices of transportation his employees use to get to work. While interviewing Mr. van Heerden was very excited about a bicycle project. He has a very kind attitude towards his employees.

Elaboration

Situation nowadays

The employees from Concretex live round Athlone Industrial area and surroundings such as Lansdowne Road. Some live further away in places like Khayelitsha. People travel by taxi, train, bus and walk from the train station. The people who live close by walk. Mr. van Heerden believes these ways of transport are easy, cheap and convenient. A disadvantage is when people have to work till late they can not use the general transport anymore. But there are always arrangements for this because someone can drop off the particular employees.

Another disadvantage is that several employees have to wake up really early at (3 o'clock) to get in time at work. They have to walk long distances before they can travel by general transport. It is difficult to change the way of travelling because there is no other way. Only if bus routes and taxi stops can get closer the transportation can improve. Sometimes his people arrive too late at work in the morning. This is not good for the company because busy times are from 7 till 11 o'clock.

The employees pay the travel expenses themselves. Taking a bus costs R37 a week, a taxi or minibus Rand 9 a day. Mr. van Heerden thinks this is a lot. It concerns him.

**Desirable situation**

A bicycle can be efficient for employees who live close by and walk. It can be a solution for them because it is easier and it saves time. The size of the road is big enough to cycle.

Mr. van Heerden never thought about setting up a bicycle project because it is not a common thing and people do not complain about the transportation they use. He does not think that a bicycle project can be a problem in his company, especially not if it would make his employees happy. Only the storage of the bikes will be an extra cost.

Limiting conditions bicycle project

Enthusiastic employees are definitely a reason for Mr. van Heerden that makes a bicycle project more attractive. Also to getting a better image is important; it is all about image. He thinks there might be other reasons but a project like this is something new, it is just that this is the first time he hears about it. If it works, he would join this project.

Mr. van Heerden has no idea if his employees would prefer a bike. They never had a choice and the way of life is to take a taxi. Perhaps his employees will cycle. Using a bicycle can definitely change the attitude towards the company.

Bicycle project in the company

R200 for a bicycle does not sound bad. Mr. van Heerden has no idea what a bicycle cost nowadays. It would be better if there are more people excited about joining the project. He would not keep an eye on the use of bikes, only on the selling and possible reselling. A bicycle project sounds good. Mr. van Heerden has to talk to his employees. If they are interested in a bicycle, he will join a bicycle project.



INTERVIEW 3

With: Alan Inglis, factory manager

Date: 28 November 2005, 10.00 h

Polo / Lantana

18 unduland Crescent Lansdowne

021 691 99 00



The company

The Human Manager of Polo, Ms Losfer, explained that Polo is a clothing company and that they had 260 employees. Polo shut down the factory side of the company and handed it over to Lantana.

Lantana is now the factory that makes the clothing for Polo. Polo itself has now only 40 employees active. Lantana is established in the same building as Polo. Ms Losfer arranged a meeting for us with Mr Alan Inglis, the factory manager of Lantana.

Impression interview

A very kind man. He was very open and co-operative towards the interview. He has given us a lot of information and we got a good idea about his thoughts and emotions towards a bicycle project. He gave us the idea that he was involved and interested in his employees. That he had a good connection with his staff and that a hierarchy was not physically present. He has 70 employees and most of them are female in the ages of 30 – 65 years old.

Elaboration

Situation nowadays

Mr Inglis is fully aware of how his employees travel to work. His staff people come from Mitchell's Plain and most of them travel by bus or minibus-taxis. For the bus they have a club card (subscription) for a week which costs R48. A minibus-taxi costs R6 every day. This way of travelling is convenient for them and cheaper than going by train or car. A bus trip takes about 25 minutes. The train is inconvenient. From Mitchell's Plain they have to take two trains to get to work. A taxicab is inconvenient as well and expensive too. Mr. English thinks the best way of travelling for his staff is by bus. The problem that appears sometimes with this mode of transport is that his employees are late because of traffic jams. The employees pay their own transport expenses and get a little allowance from the company as well.



Desirable situation

A bicycle is not an efficient way of transport for his employees. They live about 30 kilometres from their work. This distance is too far to travel by bike. When the employees are finished work in the factory in Lansdowne they have to go to Woodstock to fulfil their workday. Therefore if they would cycle they have to cycle from Mitchell's Plain to Lansdowne, from Lansdowne to Woodstock and then from Woodstock back home again. This is much too far.

Criminal activities are a big problem as well. Mr Inglis himself would like to cycle to work because using a car is so expensive (petrol). But he finds it too dangerous to cycle. It would be a big challenge for his employees to cycle. The roads are wide, but the behaviour of the drivers is not good. Cape Town is not like the Netherlands. Drivers do not pay attention to cyclists. And there are only a few cycle lanes in few areas in Cape Town. The bad habits of the people who drive, especially in winter, is a very big issue for Mr Inglis.

A bicycle would make the employees fitter, they would save money and would work better in levels of concentration: 'when you are fitter your performance is better'. At this moment his employees are not fit, they would use a bike as an excuse to arrive late at work. Cycling is a good exercise and it is cleaner for the environment. 'Cycling does the trick: if you cycle you do not need to go to the gym'.

A bicycle project would be a gain if it is applied properly, says Mr. Inglis. But he has never heard of a project like this for companies. He knows about the school projects to get children on a bike to school.

Mr Inglis thinks you can get a good bike for R400. He did not know it was possible to get second hand bikes for R200. He was surprised and interested. He thinks it is very cheap for that price. He would not give all of his employees the opportunity to purchase a bike, because there are some older ladies that will not cycle. He thinks that the number of bikes would be around 50. The employees have to use their bike every day and he will keep an eye on the usage of the bikes. Make sure everything is in order, how his employees use the bike and if it is used at all.

Limiting conditions bicycle project

If Mr Inglis and his employees could purchase bikes for a very reasonable price, he would join a bicycle project. If his staff would be very enthusiastic he would join as well. It would be very encouraging if the project is subsidised. If the image of the company will be influenced in a positive way, he would join. The most important reason for Mr Inglis to start a bicycle project is 'if there would be a safer environment for cyclists'. If it would be safer, he would love to cycle. Fuel is not going to last forever he says. The two reasons for Mr Inglis not to start a bicycle project: 'the distance his employees have to attempt from and to work is too far and it is too dangerous to cycle'.

He finds it difficult to answer if his employees would still prefer their present transport above using a bicycle, because his employees live too far away and they have to travel not only from and to work but



also between Lansdowne and Woodstock. If his staff would live more close by they would like to cycle, he thinks. The attitude of his employees towards the company should change if they cycle. It will change their whole mind setting eventually because they cycle.



INTERVIEW 4

With: Ms Amine, Human Resource Manager

Date: 29 November 2005, 15.30 h

Elite Cash and Carry Wholesalers

7 Reen Ave Athlone

021 638 38 98

Company

This company in the wholesale sector has 95 employees. It is located in Athlone Industrial Area.

Impression interview

We made an appointment with Human Resource manager Ms Amine. We had to call her back as a reminder. Then she told us that she did not have time anymore to meet us. A week later was not possible as well because she had other important things to do. She definitely wanted to help us so she suggested to have the interview on the phone. It went well. Unfortunately she is not person who can make decisions about bicycle projects. The company has a management for that. This made it difficult for Ms Amine to answer the questions sometimes.

Elaboration

Situation Nowadays

The employees travel by general transport like a taxi or the bus because this is the only means of transport. Everyone knows these are not the best modes transport. Ms Amine would definitely never travel with it. The best solution would be that everyone could have there own vehicles but this is financially not possible. The employees pay their own travel expenses. They get the opportunity to travel with the vans of the company. Elite provides vans to bring staff members home from work.

Desirable situation

If a bicycle is cheap it is surely an efficient way of travelling. It can definitely be a challenge because they will be fitter. Ms Amine has never thought about setting up a bicycle project for her employees. She does not know in what way a bicycle project can fit in. She is worried that her employees do not know how to cycle. A bicycle can be a threat but it is a cheap way of travelling, it saves petrol.

**Bicycle project in the company**

For Ms Amine it is difficult to tell what financially is possible for the company. The management has to decide about these things. She thinks a bicycle of R200 is very cheap and definitely cheap enough. The management has to find out if cycling is better than the transportation they provide already. This could not be answered because they are all management decisions.

Limiting conditions

It is very important to look at the season. Do not ask to join a bicycle project at the end of the year because there is no money left. Ms Amine could not answer if a bicycle project could affect the image of the company in a positive way. The employees will prefer a bicycle because it is cheaper.



INTERVIEW 5

With: Youssef Titus, Human Research Manager

Date: 30 November 2005, 14.00 h

Coca Cola Peninsula Beverage Co (PTY) LTD

Industria Ring Road

021 684 45 00



Company

The Coca Cola factory established in Athlone Industrial Area is a factory for bottling. The company has 284 employees on contract and 60 to 80 temporary employees. The average age of his staff is between the 30 and 40 years old.

Impression interview

Mr. Titus was not consequent when he mentioned numbers of facts. He had to be careful with answering the questions as well. He is not in the position to tell too much. This is why he could not answer all questions properly.

Elaboration

Situation nowadays

The staff of Mr. Titus travels by train, bus and taxi (45%). 40% has their own transport. The company also provides transport. Coca-Cola fetches his employees and takes them home again. Besides there are lift clubs among the employees: several employees have a car, they collect 3 or 4 other employees and travel to work. 20% walk 4 – 5 kilometers because they live in Hanover Park and Medinburg. The staff lives in close proximity of the factory (60%) around 20 kilometers in areas like Mitchell's plain, Athlone, Bishop and Khayelitsha. The employees use public transport because it is the cheapest way and a reliable way of traveling. People can not afford a car.

The disadvantage of general transport is a lot of crime. Employees have to walk four to five kilometers in the dark to the station, which is dangerous because sometimes they get robbed or mugged. Mr. Titus thinks his staff would be prepared to use a bicycle, but they are scared for the crimes and their safety because of the behaviour of the drivers.

Especially the guys that travel by car want to cycle in the summer. They do not have to go to the gym anymore. In the company they have facilities like showers. The people from rural areas who do not have it at home mainly use it.



Road transport is the safest way. Cycling is too far for people who live in Khayelitsha. The taxis are fine but they drive crazy.

Some staff members arrive too late at work. This it is not a problem according to Mr. Titus. The only thing is that some of the guys can only use the public transport early in the morning, they have to wait very long when they miss it. It takes a lot of time for these employees to get to work everyday. The employees pay their own travel expenses. The drivers of the lift clubs get transport / shift allowance.

Desirable situation

Mr. Titus thinks that a bicycle is an efficient way of transport for his employees. Some employees come to work with their own bicycle already. The people who live close to the factory might want to cycle. There is a factor that discourages cycling: the distance is too far. Because his staff has a certain age it will be difficult to let them cycle. They have never done it before or it is a very long time ago. The safety aspect is a problem as well. There are not much cycle lanes and the drivers do not pay much attention to cyclists. Other obstacles are the health aspect and time factor. It is difficult to get employees out of the transport they use now. They are used to it. According to Mr. Titus it will be very difficult to convince them to use a different way of transport. It will be easier with the younger generation. When we told Mr. Titus that 30% of the salary goes to transport costs he thought that was a lot. Using a bicycle would also be an environmental benefit.

There was never need for a bicycle project in the company. It would make the staff members healthier but a lot of people in the company are too old. Probably the people of the dayshift will use a bicycle. A bicycle project will not affect the company, it remains the same.

Bicycle project in the company

Mr. Titus is not in the position to answer questions about the financial possibilities He works for a big branch. It is a decision of the board of directors. He thinks a bicycle will cost between R1000 and R2000.

Mr Titus says: "If a guy is coming late all the time and he comes to me, and he tells me the solution is a bicycle, then he gets the opportunity (money) to go to the shop to buy a bike. If that solves the problem. Being on time at work is very important"

Limiting conditions bicycle project

Mr. Titus does not know if it is an attractive reason for his company to buy bicycles for a cheap price. He needs to discuss this with his staff. He says that one person can not speak for the whole group. He is afraid that if the bicycle is cheap his staff members might give it away to their children.

If the entire staff will ask for bicycles then it is impossible for the employer to say no. He thinks a bicycle is a big change for his staff members. If the company would give them a bike, then it is necessary to promote the benefits. His employees will be fitter, healthier and more productive.



INTERVIEW 6

With: Dave Tomlinson, production manager

Date: 1 December 2005, 10.00 h

MOMAR

8 Induland Crescent

Lansdowne Cape Town

021 692 12 95



Company

Momar is a manufacturing company of cleaning chemicals and has 30 active employees.

Impression interview

Mr Tomlinson was not very enthusiastic about our visit and having the interview. He did not know anymore why we were having an interview, while we spoke to him on the telephone. We explained on the telephone why we would like to have an interview with him and he agreed to it. He seemed to have less time and was not in the mood to answer questions properly. Sometimes he contradicted himself. He even said that he hardly speaks to his staff.

Elaboration

Situation at the moment

Mr Tomlinson was quite aware of the transport mode his staff uses to work. He mentioned that most staff people travel by car. There are four cars and drivers, and each car picks up four people to go to work and back home. Like a lift club. Two or three staff members take the train and one or two walk. The people who take the train are coming out of the direction of Somerset West. Mr Tomlinson thinks that his staff travels to work that way because of the convenience. With a car they can get straight from home to work. His staff pays the travel costs themselves. The people that join the lift club are paying the driver an amount of money for the petrol. Mr Tomlinson did not know how much that is. The train could cause some trouble with delays at work or not showing up at all, but that is an exception.

Desirable situation

If his staff members would live close enough a bicycle could be an efficient way of transport. But Mr Tomlinson does not think his staff will use bicycles. Most of them come by car, join the lift clubs and only pay petrol costs. A bicycle could be a challenge if his staff feels like it, if they are fit enough. He never thought about setting up a bicycle project for his employees, because he thinks his employees will not use a bicycle. They travel by car.



At this point Mr Tomlinson explains to us that he can not answer the questions we ask. We have to speak to his employees about that.

We skipped the questions that followed and came to the point we presented Mr Tomlinson some theses about 'Limiting conditions bicycle project: buying for a reasonable price, enthusiastic employees who want to cycle, project subsidised, influence on image of the company and safer environment'. It became much clearer that Mr Tomlinson was not interested in perhaps starting a bicycle project. He mentioned to go to his employees and interview them. But when we presented the thesis 'suppose your employees are so enthusiastic and really want to cycle to work, would that make it easier for you to decide to join a bicycle project?' Mr Tomlinson answered no. He told us he had a small staff, and his people travel by car to work. Between his employees there are only four people with a car and each car takes four people. His employees will not be interested. This would mean that his employees can not influence him about this matter.



INTERVIEW 7

With: Alberto del Cinque, purchase manager, assistant to the managing director

Date: 1 December 2005, 14,45 h

Southern Wind Shipyard (PTY) LTD

Reen avenue

Athlone Industria 1

021 637 80 43

www.southernwindshipyard.com



Company

Southern Wind Shipyard is a company that makes advanced composite constructions of semi-customs sailing yachts. The personnel is composed by 220 people divided into departments such as lamination, wood carpentry, systems, fittings, techniques, drawings, quality control, purchasing, finance and administration.

Impression interview

This company is the first smart company we visited in Athlone Industrial Area. The owner is Italian. This was noticeable in the company and during the interview. Mr. Del Cinque (a cycle lover) was the first talking out of himself. We have not asked question per question to get answers. He knew a lot about his employees and the transport situation.

Elaboration

Situation nowadays

The company has a problem with transport. Some employees do not have transport at all. Most of them come to work by foot. They live in Lansdowne that is two to three kilometers far. Others come to work by minibus. When employees work overtime the company is able to give them a lift home with a shuttle service. Mr. Del Cinque said literally: 'we do what we can'.

The employees are always complaining about the transport. An example: they have to wait for the minibus.

Desirable situation

One guy comes to work by bicycle. He has got everything like a helmet, special clothes and so on. He always parks his bicycle where he can lock it. Because the area is totally flat he is able to cycle.

A bicycle can not be efficient really. This because of the high criminality in the area. If Southern Wind Shipyard would buy bicycles for their employees they would definitely sell it to someone else to get money for it. Mr. Del Cinque would prefer to rent a minibus.

**Limiting conditions bicycle project**

'If my employees would prefer a bicycle above the way of transport they use now, they might be happy for a while, until it is winter'.



INTERVIEW 8

With: Denise Oranson, Human Resource Manager

Date: 6 December 2005, 11.00 h

Bibette Clothing Manufacturers & Distributors 1

Induland crescent

Nerissa Estate, Lansdowne

021 691 89 30

Company

Bibette is a clothing manufacturers and distributors company of ladies outerwear. The clothes they manufacture are for South Africans department store 'Woolworths'. The company has 1.043 employees and they work from Monday till Friday from 08.00h to 17.00h. Only 7% of the employees is male, 93% is female.

Impression interview

Ms Oranson asked us immediately: 'we are talking about the transport problem in this country for so long. Will you actually do something with the results? Something has to change'. We told her what our target is with the interview and what BEN is and does. She was willing to help us. She even likes to talk about transport and bicycles. Ms Oranson told us: 'transport really misses us around a lot'.

Elaboration

Situation nowadays

Most employees (90%) travel by public transport such as bus, minibus and train. The employees live in a wide range of areas. The majority lives in Mitchell's Plain, 15 kilometers of Bibette. Quite a few live in Hanover Park and Medinburg. These employees walk distances of 2-3 kilometers to work. A bus company has an agreement with Bibette. Employees get picked up and get dropped everyday. The first one gets picked up at 06.30h. Work starts at 07.45h.

General transport in South Africa is terrible unreliable, the train is the worse. It is totally unacceptable. General transport is always late, overcrowded and people can not get in. This is why they arrive late at work. A lot of crime makes it is very dangerous as well. Besides the cost factor is a disadvantage of this way of transport.

An advantage is the 'bus agreement'. Employees know the bus where to get in and it gives stability. It is also flexible: 'if I will call the bus company to pick up some extra employees during the day, they are ensured the bus picks them up'. The bus is also economical interesting. Employees pay for a Club



card. Ms Oranson does not know the price of this card. She has also no idea what the other ways of transport cost. The travel expenses are not subsidised by the company at all. This is not the norm in South Africa.

Desirable situation

When we mentioned: 'bicycle', the first reaction of Ms Oranson was: 'I love to talk about that'. She thinks a bicycle is not efficient because there are no lanes, it is terrible unsafe because of car drivers. Except when the streets would not be so busy, a bicycle could be efficient.

The employees of Bibette work very hard. If they would cycle they would be tired before the working day starts. The employees bring a lot of stuff with them to the company.

Ms Oranson had never thought of setting up a bicycle project. It would fit in the company. It is cost and time effective for employees who live a reasonable distance from Bibette. But still, safety comes first. A project can be an opportunity because employees arrive more in time. They can not blame something (such as the general transport) for arriving too late at work. The workers are not healthy at all, for health purposes it would definitely be an opportunity. Ms Oranson can not imagine what can be a threat.

Bicycle project in the company

When it comes to finances in textile industries, nothing is possible. In these times (until January) surviving is the most important thing. The textile sector is one of the lowest paid sectors in South Africa. Bibette would be very selective with giving away the bicycles. Once in the three months an inspection will be held to check if the bikes are correctly used. When the employees realise that the bicycles are still from the company they would take responsibility for it.

Ms Oranson respects her adult employees to watch the bicycles themselves once they leave the company.

Limiting conditions bicycle project

It is not a good idea to get a project like this in textile companies now. She is sure that they look at nothing because of heavy times. From January till Easter it is less busy in clothing, then there is a chance.

If the image of the company would change by having a bicycle project, the management definitely would go for it. Anything that is subsidised is interesting for Bibette. They agree to have learner ships because it is subsidised.

To get employees enthusiastic, a complete mind change is necessary. For a long term they produce a lot and are always in a rush to go to their children after work. The work stress and the immense



responsibilities they have in their social life are more important issues than how to get to and from work.

Employees love to see that the company wants to do something for their future. That is why a bicycle project can change the attitude from the employees towards the company. It gives them a positive thought.

To the question: 'what makes you decide not to set up a bicycle project?' Ms Oranson answered: 'I would set it up if I could, I believe in it! I love the idea, when I see a cyclist I think: it must be lovely to cycle!'

A bicycle project is a good start to change the attitude of people towards bicycles. If the employees will not use it, then at least their children see the bicycles. It can change the image. Seeing a bicycle project like this at Bibettes can impress other companies. The idea passes on if it is successful.



G. Different roles in the decision process

It is important to know what roles are played in the decision process. Communication campaigns are not only focused on users, but also on decision-makers and influentials. For a complete view, these various roles are to be mentioned⁸⁴:

- Initiator:** BEN is the one that suggests companies to purchase bicycles for their employees.
- Influential:** the employees guide the opinion of the decision-maker in a certain direction so they influence the process of choice. Employees can suggest, approve or disapprove the idea of using a bicycle to work.
- Decision-maker:** the employer is the person who makes the final decision.
- Buyer:** the employer buys the bicycles first hand from BEN. Next is the employee who buys the bicycle from his employer.
- Payer:** the employers pay BEN for the purchased bikes. The employee purchases a bicycle from the company, which means he pays his employer.
- User:** the employee is the one who uses the bicycle.
- Complainer:** the employer as well as the employee can be the complainer. It depends on what the complaint is about.

⁸⁴ Drs. J.M.G. Floor en van Prof. Dr. W.F. van Raaij, Marketing-communicatiestrategie, derde druk, page 132-133