

## 8 THE NETHERLANDS

### 8.1 Introduction

This report covers the state of the art in past, present and future travel awareness and travel behaviour campaigns in the Netherlands. An introduction in the policy setting is followed by a review of recent campaigns and trends, which have a demonstrable value in the European context. Their characteristics and, wherever applicable, lessons learnt and future developments are outlined.

### 8.2 Transport strategy and “soft” measures

The Dutch Transport Policy is laid down in the National Traffic and Transportation Plan (NVVP), 2001-2020<sup>13</sup> which is the successor of the former “Structuurschema’s Verkeer en Vervoer” (SVV- I and II). The NVVP plan was presented in 2000 to the Parliament and went through a formal procedure of consultation from 2000 to January 2001. The latest version was issued May 2001.

The National Plan highlights the freedom of mode choices, shared responsibilities, a business like approach, public-private partnership, decentralisation where ever possible - centralised wherever needed and flexibility in planning. The overall objective is a target-oriented, safe and sustainable traffic and transportation system in which a balance is sought between the needs of the individual user and the quality of society in global.

The following table draws a selective overview of some of the major awareness-related initiatives in the Netherlands.

**Table B3: Overview of major awareness-related initiatives in the Netherlands**

Level	Ongoing travel awareness projects and campaigns (selection)
National	Short Distance Travel programme
Provincial	National Carpool Campaign
Local	Logistic Chain and modal shift
	Auto dating (car sharing) project and campaign
	Car Free Day / Mobility Weeks (39 participating municipalities in 2002)
	Coordinated traffic safety campaigns
	Mobility Management
	Carpool campaign Schiphol airport
	Bicycle campaign Schiphol Airport
	Public transport campaign Schiphol Airport

### 8.3 Review of campaign initiatives



#### 8.3.1 National traffic and transportation plan

For communicative reasons, the NVVP is called “Van A naar Beter” and is launched as a campaign by itself. As mentioned before, the plan went through a formal procedure of consultation from 2000 to January 2001. The NVVP is published in a readable set of booklets

<sup>13</sup> <http://www.minvenw.nl>

and a well-designed “Van A naar Beter” website makes the content easy accessible to the public and the professional (www.vananaarbeter.nl) A national traffic and transportation policy game is distributed and considered an educational resource.

### *Promoted topic and priority issues*

The goals of the plan are:

- Accessibility (efficient use of the networks, pricing and building)
- Traffic safety
- Quality of the environment and liveability
- Technology

The priority topics as reflected in the ongoing programmes and built - in campaigns such as:

- Electronic guided weaving in on motorways (“Ritsen”)
- Chain mobility
- Short distance travel
- Social safety on public transport
- Auto date
- Various traffic safety issues (see below)
- Mobility management (see below)

Although the NVVP itself can be considered as a policy framework towards travel awareness and travel choice, travel awareness is most clearly targeted in the projects on chain mobility, short distance travel, auto dating (car sharing), traffic safety and mobility management.

In 2002 the “Van A naar Beter” campaign (communication, website, NVVP topic related campaigns) had a budget estimated 3 million Euro.

### **8.3.2 Networks Activities**

The Dutch Ministry of Transport, Public Works and Water Management **approaches** campaigns as network activities between the central administration, the provincial and local levels and / or intermediate social profit and branch organisations. Each single campaign has its own stakeholder network. In some cases the Netherlands **establishes** autonomous platforms of stakeholders to run the projects and services in a business-like and market based approach.

The above is illustrated in the three following examples.

#### **Example 1: The short distance travel project**



To stimulate the use of alternative travel modes to the car for short trips, in 1999 the ministries of Transport, Public Works and Water Management, Land Use and Environment and Economic Affairs initiated the Short Distance Travel project (1999 - 2002). Novem led the project in co-operation with the three ministries and associate platforms. Central issues are urban and land use, planning, shopping, commuting, collecting and bringing (people / goods), sports and leisure.

An Internet based knowledge centre for short distance travel ([www.korteritten.nl](http://www.korteritten.nl)) has been established to co-ordinate the collected knowledge, information and practices. Its target groups are the national, provincial and local authorities and various social profit and branch organisations, research institutes and consultants.

The Knowledge Centre will be integrated in the overall Dutch VERDI Knowledge Centre that covers most of the NVVP related targeted projects and related information.

### Example 2: Logistic Chain and modal shift



Improving efficiency in goods transport within the entire logistical chain, and contributing to the reduction of emissions of CO<sub>2</sub> and NO<sub>x</sub>, are the main targets of the project Transactie Modal Shift (TMS). This is to be achieved by improving road transport efficiency, reducing the number of kilometres and savings in fuel consumption and transferring part of goods transport to other means of transport than road haulage (modal shift). The approach of the project is market oriented. See: [www.transactie-modalshift.nl](http://www.transactie-modalshift.nl).

Transactie Modal Shift was established in May 1999. The project brought together the Transactie (1995) and Modal Shift (1997) projects. TMS is an initiative of the Dutch Ministry of Transport, Public Works and Water Management in association with transport industry organisations EVO, KNV and TLN. The project supports companies in reducing the number of kilometres driven and fuel consumption in road haulage.

TMS operates under the SLE Programme 1999-2006 (Stimulation of Logistical Efficiency) and is the programme's orchestrator. The SLE programme is divided into:

1. Subsidies for projects: companies formerly received direct support through subsidies for projects. This part of SLE finished in October 2002 although some projects are continuing until completion mid-2005. Projects completed up to the end of September 2002 yielded a total reduction of 145 million kilometres.
2. Transfer of knowledge: The TMS challenge is to package acquired knowledge and experience for immediate use by companies without the need for further subsidies. The TMS Self Scan was developed with this goal in mind. It has been available since 1<sup>st</sup> February 2003 on CD-ROM, complete with a user's manual and various attachments.

### Example 3: Auto date (car sharing)



To stimulate the use of car sharing the foundation "Stichting voor Gedeeld Autogebruik" was established in 1995. It functions as an independent market – based intermediate organisation between government, service providers and customers on users. The foundation sees campaigns as marketing tools to deliver their services. See: [www.autodate.nl](http://www.autodate.nl)

### 8.3.3 *Traffic safety*<sup>14</sup>

#### *Promoted topic and priority issues*

Traffic safety campaigns have a long standing tradition in the Netherlands aiming at safe road-user behaviour and are characterised by long lasting programmes and continuity. Road user behaviour and the road / vehicle interaction have for long been the central themes in the National Plan. The Netherlands implements the impressive “Duurzaam Veilig I and II” concept and plan, outlined in the nineties. “Duurzaam Veilig” is basically dealing with road networks, re-engineering and are residential areas with a traffic calming regime (Zone 30 for instance). Vehicle safety issues are addressed within the framework of an Advanced Driver Assistance Systems (ADAS) programme.

In the field of safe road-user behaviour the Dutch campaigns aim at reinforcement of the values and responsibilities of individual and shared traffic safety by campaigns.

#### *Main actors and target groups*

Campaigns are seen as network activities between the national, provincial and local levels. Enforcement activities by the police and decentralised initiatives complement the campaigns that are carried out centrally. Private social profit and regional based organisations are partners in the network. A working team has been established to co-ordinate and to optimise the campaign efforts. Members of the campaign working team are the car driver association ANWB, the social profit traffic safety platform 3VO, the automotive branch sector BOVAG, the Bureau Verkeershandhaving branch of the Department of Justice, police organisations (Korps Landelijke Politie and Nederlands Politie Instituut), the Ministry of Traffic and Transportation and the insurance sector Verbond van Verzekeraars. The target groups are drunk drivers, cyclists, mopeds, driving on specific trajectories and the driving public at large.

#### *Level of implementation and future plans*

The campaign calendar 2003 – 2007 is structured into a common but restricted set of traffic safety topics that represent the national plan. The following campaign themes 2003 – 2007 have been selected:

#### **Main themes**

- Drinking and driving

The Netherlands BOB campaign 2002



<sup>14</sup>The Campagne Gids 2003, Handreiking bij de uitvoering van de campagnekalender verkeersveiligheid 2003 in Nederland, Ministerie van Verkeer en Waterstaat

- Seat belts and other car safety devices



- Distance keeping (the 2 seconds rule)



- Common values: aggressive driving, new driving style...
- Cycle lights and devices for reflection on cycles

### Subthemes

- Moped helmets
- Driving style on targeted roads

The campaign strategy is characterised by a positive, friendly, non-confronting approach. The baseline is that safe road-user behaviour is something that goes without saying. The focus is on individual benefits and values such as respect, security and responsibility, clearly not on risks. For this reason the common strap line “Daar kun je mee thuis komen” is designed and will be used in every single campaign, for instance “your safety belt gets you home in one piece”.

The working group also established a website with campaign documents, materials and references to evaluations. This website is accessible for organisations that want to support the campaigns and want to make use of the materials.

### *Funding and participation in EU projects or other initiatives*

On the central level a 4 million Euro budget is spent for traffic safety campaigns, not included provincial or local campaign budgets.

### *Barriers, opportunities and critical success factors*

To overcome former barriers in co-ordination and calendar setting, the Ministry of Traffic and Transportation installed a campaign working group, which resulted in a clear organisational and instrumental shift. The campaign coordination introduced a new campaign

strategy to work in network activities, the production of a middle to long term campaign programme (2003 – 2007) and an annual campaign calendar, which includes co-ordination, co-programming, monitoring and evaluation and it produces the campaign calendar, which defines the campaign topics on an annual basis. The methodology of the co-ordinated calendar matches the needs of the various stakeholders to synergise and to improve their preparatory campaign efforts in a professional programme planning way.

#### *Statistical data*

Campaigns are carefully monitored. A campaign guidance system is developed by the campaign working group ([www.campagnekalender.nl](http://www.campagnekalender.nl)) which includes campaign impact data. These data are accessible to members or organisations, which want to support specific campaigns.

The Dutch BOB campaign, transferred from its Belgian counterpart and original, is seen as a big public success. 95 % of the Dutch know “Bob” and know what the figure stands for. Four out of five car drivers had already taken the Bob stand before the campaign and 18 % says that they make Bob-style arrangements. The campaign gets a 7.6 out of 10 rating due to its clear, informative and non-irritating message.

#### ***8.3.4 Mobility management (Transport demand management) policy, roles and communication being reviewed<sup>15</sup>***

##### *Promoted topic and priority issues*

Transport demand management policy (and its communicative efforts and campaigns) has a history of more than 10 years in the Netherlands. Central government has used transport demand management since 1990 to tackle a major element in the problem of accessibility, i.e. commuter traffic. There have been various shifts in emphasis over this ten year period, from a largely centrally managed approach to a more decentralised one and from an approach directly aimed at employers to one aimed more at adjacent areas of policy.

Although transport demand management was primarily seen as an instrument for improving accessibility, it was not long before links were made with other areas of policy than just traffic and transport. Policy on spatial planning, the environment, the economy and employment, as well as parking also offered useful leverage for transport demand management. (*R.C Boot, Dr.J.H.T. Kramer, Drs. B. Swart*).

##### *Target groups*

The central Dutch government has used transport demand management since 1990 to tackle a major element in the problem of accessibility, i.e. commuter traffic.

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<sup>15</sup> ‘Transport demand management new style – from transport demand management to location accessibility’, Drs. R.C Boot, Dr.J.H.T. Kramer, Drs. B. Swart, ECOMM paper, Karlstad Sweden, 2003 .

### *Main actors*

Since the mid-1990s the relationship between the various tiers of government has drastically changed in the Netherlands, not least in the area of traffic and transport policy. Whereas at the start of the 1990s central government still had an important steering and decision-making function, with the move towards decentralisation of financial resources, the provincial and municipal authorities have gained greater powers since 1<sup>st</sup> January 2000. This decentralisation has allowed the provincial and municipal authorities to bring policy more into line with regional needs and interests. This is shown by the wide variety of regional traffic and transport policies. A network of implementing bodies (VCCs) has been created, innovation is encouraged and the subject has certainly been put on the traffic and transport policy agenda. A great deal of knowledge and experience has also been garnered through research and from pilot projects. (*R.C Boot, Dr.J.H.T. Kramer, Drs. B. Swart*)

### *Level of implementation*

Looking back at the period 1990-2002, transport demand management policy in the Netherlands can be described on the basis of a number of observations, i.e.:

- from central steering to decentralised activities;
- voluntary but ambitious policy goals;
- integrated transport demand management;
- providing a certain level of facilities.

Transport demand management in the Netherlands has mainly consisted of steering supply, both before and after the decentralisation of tasks. The national network of regional implementing bodies (VCCs) operates as a series of intermediaries between government, industry and employers. Their function is mainly to oversee the implementation of effective transport plans within companies, if necessary supported by government and industry. After the decentralisation, these VCC bodies were steered and funded by the regional authorities. This resulted not only in different working methods between the VCCs in each region, but also created uncertainty with regard to future funding.

Besides setting up the network of VCCs, technical innovation was encouraged through a subsidy scheme. The scheme was mainly intended to encourage the development of products and services to benefit public transport and other alternatives to car mobility. A number of subsidised projects have actually resulted in innovation; the true market value of these products will be demonstrated in the coming period.

Two concepts, which are related to location accessibility, are the area-based approach and park management. The area-based approach makes use of the added benefit to be gained from working with other stakeholders (often the public authorities and companies) to set up joint projects at local or regional level. Park management is an example of an area-based approach targeted mainly at new trading and industrial estates or business parks in which a private service provider manages and maintains the site on behalf of an association of the companies. These services could include waste disposal, security, sign posting and accessibility. Park management is clearly on the increase in the Netherlands.

### *Funding and participation in EU projects or other initiatives*

After the decentralisation, the network of regional implementing bodies (VCCs) were steered and funded by the regional authorities but also created uncertainty with regard to future funding. Some of the provinces have withdrawn or reduced their subsidies, and as a consequence the VCCs involved had to reduce their activities.

Intermediate bodies such as NOVEM issued a project programme to support the development and implementation of new services and products, mostly in the field of chain mobility. The Netherlands has participated in the following major EU projects on mobility management:

- MOMENTUM (FP4)
- MOST (FP5)
- OPTIMUM (INTERREG)

### *Barriers, opportunities and critical success factors*

Despite supply management by the authorities, it is difficult to get companies to take the step to implement transport demand management. Clearly there is still not a sufficient sense of urgency among companies to take this step. By extension, it is clear that transport demand management can be seen from two different points of view, i.e. from the companies' viewpoint and from the public interest viewpoint. Transport demand management is primarily about balancing the accessibility and other interests of employers and employees at a commercial level, i.e. the company viewpoint. Considered from the public interest point of view, however, it is sometimes desirable to make transport demand management a policy topic. Congestion, parking problems and environmental nuisance may be the triggers, which lead to this. Transport demand management then becomes an instrument that the various tiers of government can use to make agreements with companies about mobility. In this case the degree of monitoring and enforcement will determine to what extent companies actually feel the need to tackle transport demand management.

A recent survey of 954 companies in industry and B-to-B services conducted by the employers' association in the Netherlands (VNO-NCW), showed that more than a third of the companies felt that the accessibility of their company was a problem (or a major problem). More than three quarters of these companies indicated that the operating results were to some extent adversely affected by these accessibility problems. (Source: VNO-NCW West, RAI, ANWB, 2002)

### *Statistical data*

The ambitious policy goals in the field of transport demand management formulated in the first half of the 1990s were rather over optimistic: the number of active companies has remained below or even well below the targets set in policy. All in all, the results have been disappointing in terms of reaching targets. In 1999 about 6% of the target group (companies with more than 50 employees) were actively using transport demand management in the Netherlands (AVV, 2000).

The results with transport demand management (expressed as the number of active companies) so far suggest that companies do not have an interest in accessibility. Various surveys and research have shown, however, that this is not the true picture. In some

companies accessibility is actually a highly topical issue. What conclusions can we draw from this? That transport demand management is ineffective? That would probably be going too far. Research has in fact shown that a number of transport demand management measures which are relatively easy to introduce could already result in an average reduction in car use of 7% (Novem, 2002). These are measures which encourage car pooling, cycling and the use of public transport.

With regard to the number of active companies, however, it has to be said that this has remained very small and that the envisaged policy effect on car use has not been achieved. It may justly be concluded therefore, that transport demand management has not been effective. *(R.C Boot, Dr.J.H.T. Kramer, Drs. B. Swart)*

### *Future plans*

The need for transport demand management is clearly not widely recognised by companies. This therefore begs the question: to what extent has the policy been effective over this ten-plus year period and what does that mean for new policy? The policy needs reviewing, not just in the light of this ten years of experience, but also because there is a clear shift in present-day perceptions of public and private initiative. Public authority management does not always appear to be effective and is generally very much supply-oriented. By contrast, private initiatives are more demand-driven and can make use of the expertise available within the private parties to bring about process and technology innovations. Government support is sometimes necessary for this, and this is where the added value of a Public-Private Partnership (PPP) comes in. Experience with PPP structures has already been built up in major projects, particularly in infrastructure and property development, but this has hardly been the case, if at all, in transport demand management. *(R.C Boot, Dr.J.H.T. Kramer, Drs. B. Swart)*

### **Example 1: The EFTELING theme park**

The Efteling is the Netherlands' largest theme park and attracts around 3 million visitors over a period of 7 months in each year. An abiding consideration for such a theme park is to make sure that it continues to be attractive to customers. Good accessibility is just one aspect of this. Most visits (80%) are made by car (although with an average of 3.9 passengers per car). The remaining 20% come by public transport, coach or touring car and bicycle. To improve accessibility Efteling has itself invested in access roads, parking facilities, sound barriers and a bus station. To encourage the use of public transport a shuttle bus service (known as the Fairytale shuttle - Sprookjespendel) was introduced between the mainline stations in the area and Efteling;. Besides providing passenger transport this shuttle was also used for promotion purposes. The project has since been stopped because it was too costly. Efteling is now working on the creation of a car-free bus lane to bring visitors who come by train quickly to the park. Efteling provides a good example of a private initiative. What this experience shows is that government support (in whatever form) is a critical success factor.

### **Example 2: Flexible Mobility Budgets**

In 1998 the ICT company Origin introduced a flexible package of employment terms. Among the main reasons for this were to increase the loyalty of the existing workforce in a tight labour market and to be able to offer an interesting package to potential employees. The poor accessibility of the office by car was increasingly seen as a reason for employees to switch to

another employer or not to opt for Origin. One element in the package is a mobility budget. The employee can use this mobility budget either for a leased car or for alternative transport arrangements. Since the introduction of this measure, 23% of new and existing employees (those whose lease contract had expired) have opted for the alternative transport arrangements. Most employees opted either for a lump sum payment of the mobility budget or, alternatively, for the use of a public transport annual season ticket. The main obstacle turned out to be the increased administrative burden that was created. The initiative has since been adopted by other companies. (*R.C Boot, Dr.J.H.T. Kramer, Drs. B. Swart*)

### 8.3.5 *National Carpool Campaign*

#### *A country-wide campaign*

As the average car occupancy in the Netherlands is very low – 1.17 in home to work traffic – the Dutch government has set a target average occupancy of 1.6<sup>16</sup>, to be reached by 2010. In 1995 a country-wide carpool campaign was implemented in the Netherlands. The campaign included TV and radio spots as well as billboards along the roads. The main message spread to the car drivers was “fill those empty seats”. After 1995 the campaign has been repeated yearly.

#### *Carpool information packages*

In annex to the publicity campaign carpool information packages could be ordered by phone. These packages contained practical information including useful addresses, practical guidelines for car-poolers, a map showing potential savings for car-poolers depending on the commuting distance, a map with carpool parking places.

#### *Actors & funding*

The campaign was initiated by the Dutch Ministry of Transport, Public Works and Water Management in 1995. It was implemented partly by the association “Veilig Verkeer Nederland” (Safe Traffic Netherlands).

#### *Effectiveness and lessons learnt from past efforts*

The evaluation of the campaign itself was limited. A number of related surveys provide relevant related information however.

A survey in 1997<sup>17</sup> revealed the following data on awareness of the concept:

- 99% of the population knows the concept carpooling
- the average car occupancy has risen from 1.2 to 1.3
- 91% of people interviewed in the Netherlands thought that carpooling could help to reduce traffic congestion
- the image of carpooling is positive. The majority of the population agrees that carpooling is smart, modern and fun and, above all, good for the environment

<sup>16</sup> Buys, W., Reusen, R., ICARO, Activity 1.1., The Netherlands, National report. NEA, 1997.

<sup>17</sup> Buys, W., Reusen, R., 1997.

These facts and attitudes are a result of the carpool policy as a whole and it is difficult to estimate to which extent this is due to the campaign measures.

Another survey<sup>18</sup> among car users in home to work traffic has shown that:

- about 48% of the solo drivers are potential car-poolers: i.e. they stated to have no absolute objections against carpooling
- 19% of them constitute a realistic potential, i.e. those who stated that they are open to initiatives.

The authors of the survey stress the need for mental changes as the first priority in attempts to activate the potential.

A survey among the management of Dutch companies<sup>19</sup> revealed that:

- 100% of the companies knows the concept of carpooling
- about 1/3 of the respondents believes the promotion of carpooling is of interest for the organisation or its employees.
- equally 1/3 is actively promoting carpooling in the home to work traffic of their employees. The most popular measure is carpool matching.

According to a paper presented on a carpool conference<sup>20</sup> carpooling campaigns should be focussing on specific target groups rather than on the general public.

This brings us to an important conclusion drawn by the Ministry of Transport, Public Works and Water Management after evaluating the campaign initiative: carpool campaigns should be targeted at specific groups, in which the specific local context is taken into account. Therefore the Ministry of Transport, Public Works and Water Management is now dropping the idea of country-wide campaigns to give way for local and targeted initiatives.

### **8.3.6 Carpool campaign Schiphol airport**

#### *Introduction: the Transport Management Association*

Since the early nineties a Transport Management Association (TMA) is active on the site of Schiphol airport, one of the most important employment sites in the Netherlands. The TMA is conducting mobility management actions addressed at the employees of all companies on the site with regard to their home to work travel. There is a leaflet containing information on all sustainable transport modes (cycling, public transport and carpooling), but most of the campaigns so far were targeted to one particular transport mode. There are 3 main streams: a carpool campaign, a bike campaign and a public transport campaign.

#### *Description*

The carpool campaign was conducted by the TMA simultaneously with the introduction of a new parking management policy. This parking management policy included removal of the

<sup>18</sup> Katteleer, H.A., De (on)mogelijkheid van gedragsbeïnvloeding: de potenties voor carpoolen In: Koppen bij elkaar. Lustrumcongres vijf jaar carpoolbeleid. (Heads together. Lustrum congress 5 years carpool policy). (Conference proceedings). ANWB, 1997

<sup>19</sup> Nijssen, A., 1995.

<sup>20</sup> Delsing, P.J., Workshop carpoolcommunicatie (workshop carpool communication). In: Koppen bij elkaar. Lustrumcongres vijf jaar carpoolbeleid. (Heads together. Lustrum congress 5 years carpool policy). (Conference proceedings). ANWB, 1997

majority of the staff parking places from the centre of the site to remote parking areas. The central parking areas were partly converted to customer parking. As a consequence all solo driving employees had to park their vehicles on the remote parking areas, with a frequent bus shuttle to the main employment sites. The remaining places for employees were reserved for carpoolers. A strong enforcement policy keeps violations limited. Together with this policy a carpool matching system was introduced.

All this was guided by an intensive campaign. The campaign consisted of:

- Distribution of leaflets to the employees in staff restaurants
- A poster campaign
- Articles in company newsletters of the companies on the site.

The leaflets and articles included a registration section for the carpool database, required to obtain a carpool badge giving access to the central parking areas.

The campaign was repeated yearly in the autumn (the period in which the annual carpool badges had to be renewed).

#### *Actors & funding*

The campaign was initiated and implemented by the Transport Management Association (TMA). The centre itself is financed by the companies located on the airport site.

#### *Effectiveness and lessons learnt from past efforts*

In 1993 1500 employees (out of a total of 50 000 on the site) registered for the carpool database. Now 5000 employees are registered. As the campaign was part of a large number of actions, it's difficult to estimate how much of this change was due to the campaign.

One of the main lessons learnt is that carpool campaigns – even more than campaigns targeted at other transport modes – have to be repeated regularly to lead to long lasting success. The critical point here is to keep innovating to refresh the idea instead of an ordinary repeat of former campaigns.

### **8.3.7 *Bicycle campaign Schiphol Airport***

#### *Description*

A number of measures have been implemented to facilitate cycling to the employment sites on the airport. This includes separate cycle lanes on the airport site, cycle lockers near bus stop (for bike and ride), bicycle lease initiatives.

These measures were accompanied by an awareness campaign. The campaign consisted of:

- The distribution of a general information leaflets with a map showing all cyclist facilities on the site.
- A dedicated information package on cycle lease which could be ordered for free.
- A present for the 50 first lease customers

### *Actors & funding*

The campaign (and the other measures) were initiated and implemented by the Transport Management Association (TMA). The centre itself is financed by the companies located on the airport site.

### *Effectiveness and lessons learnt from past efforts*

The results were measured in a survey in 1994<sup>21</sup>. This showed an increase in the share of cyclists from 4% in 1991 to 9% in 1994. As the bicycle campaign was implemented together with infrastructure measures (a large cycle lane scheme) and disincentives for car drivers, it is impossible to separate the effect of the campaign measures from the overall change.

### **8.3.8 Public transport campaign Schiphol Airport**

#### *Description*

A campaign was conducted towards employees of the airport site to promote the use of public transport for home to work traffic. This campaign was conducted jointly with a number of other public transport initiatives:

- special free of charge staff bus service on the airport site: every 5 minutes
- reduced ticket prices for large companies with a sizable number of public transport users
- additional peak bus services

However in 1994 the number of peak hour services was again decreased as a result of:

- the deconcentration of work schedules, i.e. fewer employees travelling during peak hours;
- insufficient cost coverage of the bus services.

### *Actors & funding*

The campaign was initiated and implemented by the Transport Management Association (TMA). The centre itself is financed by the companies located on the airport site.

### *Effectiveness and lessons learnt from past efforts*

The campaign did not result in an increase of public transport patronage, as shown by the results of a survey on the airport site<sup>22</sup>. The market share of public transport in home to work traffic decreased from 17% in 1991 to 14% in 1994. However, as shown above, the number of cyclists increased during the same period.

<sup>21</sup> X, Bereikbaarheid Schiphol Vraagt om Groen (Accessibility Schiphol Asks for Green). Vervoer Coördinatie Centrum Schiphol, s.d. (brochure)

<sup>22</sup> X, Bereikbaarheid Schiphol Vraagt om Groen (Accessibility Schiphol Asks for Green).

### 8.3.9 *The commuter newspaper (“De forenzenkrant”)*

#### *Description*

The “Forenzenkrant” is a door-to-door newspaper about all possible issues to do with commuting<sup>23</sup>. About 500 000 copies of the paper are distributed 6 times a year in the north of the Netherlands. Besides the information given in the articles commuters can put a carpool ad in the paper for free. These ads are classified according to home address. All towns in the area are listed in the Forenzenkrant in alphabetical order. Readers contact carpool advertisers directly. Anyone who has placed an ad is contacted twice during the year to ask them if the ad was successful. This is done to measure effectiveness. The Forenzenkrant also provides topical information on regional mobility issues.

The main objective of the newsletter is to provide an exchange for all car-poolers in the north of the Netherlands and to remind people regularly of all the alternatives available for commuting.

#### *Actors & funding*

The newsletter is published by a private company on behalf of Ministry of Transport, Public Works and Water Management in co-operation with the Chambers of Commerce in Groningen, Friesland and Drenthe. It is also edited and compiled by a private company. The Provinces of Groningen, Friesland and Drenthe provided a one-off start-up grant. The newsletter is now dependent on advertising income. Although commuters are the main target group, advertisements need not necessarily be targeted at them.

#### *Effectiveness and lessons learnt from past efforts*

The first issue of the Forenzenkrant contained 300 carpool ads, this had risen to 500 in the second issue. In view of the growing interest it is likely that the newsletter will have to be split into separate editions for each of the provinces in the near future.

The Forenzenkrant gives information on all possible commute modalities. It is likely that this has an effect on the behaviour of the commuters. In total about 1800 people have placed an ad in the Forenzenkrant. 25% of these people succeeded in finding a carpool partner. This is a good result, especially in the perspective that the Forenzenkrant will appear in more provinces.

The survey among the management of companies already quoted before<sup>24</sup>, covered the Forenzenkrant as well. Only 42% of the companies contacted in the province where the paper was distributed was aware of its existence. The majority of them have not undertaken any action related to its publication.

## 8.4 **Barriers, Opportunities and Critical Success Factors**

In general, the ongoing communication about the NVVP is centrally coordinated, but involves tailor-made co-operation with other public and private stakeholders. However, as the

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<sup>23</sup> Buys, W., Reusen, R., 1997.

<sup>24</sup> Nijssen, A., 1995.

national plan is heading towards more decentralisation and public–private co-operation, a more business-like approach and new campaign constraints / opportunities will arise. With a shift in the role of the central government, the communication and, consequently, the campaign initiatives tend to change accordingly. As a result key actions are developed in project communication, product marketing, networking and decentralisation. Campaigns are definitely not stand-alone but they are imbedded in a project based traffic and transportation policy.

Barriers, opportunities and critical success factors are inherent in the way existing and new stakeholders are able to participate actively in the transport policy market place. If stakeholders fail to adapt themselves to the new needs of the national traffic plan or fail to develop new services or products, they will lose their market positions and vice versa.

Traffic safety campaigns, however, do not fit in this overall economic approach and tend to remain an overall government’s concern, albeit within a tight partnership of public and social profit organisations.

## **8.5 Suggestions and future plans**

The interaction between the national plan and transport market place stakeholders will have a further impact to various transport topics in general and on mobility management and on its art of communication in particular. As R.C Boot, J.H.T. Kramer and B. Swart of the Dutch Ministry of Traffic, Transportation and Water management put it:

“The Dutch policy on mobility management (transport demand management) is in a process of review not just in the light of this ten years of experience, but also because there is a clear shift in present-day perceptions of public and private initiatives.

Several options are open. One of them is a policy shift to the companies’ inherent interest in overall accessibility for customers, employees, and delivery of goods. The basic principle is that companies decide for themselves about how the accessibility of their location can be improved. They are in the best position to decide what is likely to work and what not, based on their own expertise and interests. The other competing option is the shift to marketable new mobility products and services. A key condition for companies to undertake private initiatives is the market supply of mobility products and services. Such initiatives will be almost impossible without an adequate market supply to improve location accessibility. The challenge is to encourage the industry to develop mobility products and services, which have a market value, without creating an oversupply. This supply could be aimed at public transport, seamless mobility (trip chains) and cycling, as well as car use.

Another option is to develop transport demand management as a negotiating tool between the authorities and companies e.g. transport demand management in exchange for an environmental permit. This potential is already being exploited in some places through covenants, although in practice such processes are often long and drawn out.

Consequently the role for the public authorities with regard to transport demand management is essentially two-fold, i.e.:

- Facilitating and supporting private initiatives,
- Safeguarding accessibility, quality of life and safety in the region.

The first role of public authorities - facilitating and supporting private initiatives - requires not only a different approach but also a shift in thinking about transport demand management in companies. Just as transport demand management for companies is just one aspect of accessibility, so the authorities need to consider transport demand management as just one element in an integrated policy on traffic and transport, spatial planning and economic affairs. Private initiatives cannot always go it alone. Government support in the form of funding, legislation or coordination, for example, may be necessary to help get private initiatives underway.

The second role of public authorities is to safeguard accessibility, quality of life and safety in the region. When one of these goals is threatened (and scarcity is created), it is one of the responsibilities of the authorities to deal with this scarcity, not least by addressing the party causing the threat. The role of the authorities now will mainly lie in creating the right conditions and supporting private initiatives. An interesting development in recent years has been the industrial covenants that have been entered into between the public and private sector.

Based on these conclusions the Dutch approach will take the private initiative as the basis for transport demand management but under the conditions laid down by government. The private sector is in the best position to calculate the potential of the instrument based on their expertise and in relation to other aspects of their operations. This decision-making process can be influenced through policy, mobility agreements and Public-Private Partnerships (PPP).

Taken as a whole, mobility agreements between the public and private sectors can be seen as a promising instrument in taking a concerted approach to the problem of accessibility. Based on a mutual sense of urgency (for the public authorities: accessibility, quality of life and safety; for the private sector: efficient operations, satisfied customers, employees, visitors and suppliers; for private suppliers: profit), goals can be jointly formulated and steering can take place on the basis of allocated roles based on what which each party is best at. In short: a businesslike approach. At the local and regional levels this businesslike approach will mainly be reflected in agreements made between the provincial and municipal authorities and employers on specific projects. At the national level there will be more administrative agreements and commitments between central government and the umbrella organisations of the regional authorities and private sector parties.