ISCTE Business School
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IN-COMPANY PROJECT: AN INTEGRATED COMMUNICATION PLAN TO INCREASE THE USAGE OF THE E-FLOATER SHARING SERVICE IN LISBON

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- confidential -

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Abstract

This Master's project is an in-company project about the micro mobility company Floatility that offers an electric micro scooter sharing service with its three-wheeled e-floater. The company figured out that most its e-floater trips were conducted by users who did three or more trips. In order to address these regular users and trigger more trips by them, it needs an effective integrated communication plan. As Floatility does not yet have a clear and structured communication plan for these regular users, the objective of this Master's project is to develop an effective communication plan for the regular users of the e-floater sharing service in Lisbon. The users with the most trips during the three-month pilot project in Lisbon Carnide served as the target audience who were interviewed and surveyed in order to develop an integrated communication plan. Firstly, a situation analysis has been done incorporating the shared mobility market in Lisbon, Floatility's competitors in Lisbon and the company's e-floater including its plans for the Lisbon market. Next, the integrated communication plan has been developed based on six steps proposed by Kotler and Armstrong (2012). They consist of identifying the target audience, determining the communication objectives, designing a message, choosing the right media, selecting the message source and collecting feedback from the users. Having analysed the results of the primary research with the regular users of the pilot project, eventually an implementation plan is recommended for Floatility's operations in the entire city of Lisbon.

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M16 (International Business Administration); M31 (Marketing); M37 (Advertising)

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Communication plan, B2C Marketing, IMC, Shared mobility, Electric micro scooter

Resumo

Este projeto de mestrado é um projeto in company sobre a empresa de micro mobilidade Floatility que oferece um serviço de partilha de micro scooter elétrico com o seu e-floater de três rodas. A empresa descobriu que a maioria das suas viagens de e-floater foram realizadas por utilizadores que fizeram três ou mais viagens. Para atender a esses usuários regulares e desencadear mais viagens por eles, é necessário um plano de comunicação integrado e eficaz. Como a Floatility ainda não tem um plano de comunicação claro e estruturado para estes utilizadores regulares, o objectivo deste projecto de mestrado é desenvolver um plano de comunicação eficaz para os utilizadores regulares do serviço e-floater sharing em Lisboa. Os utilizadores que fizeram mais viagens durante os três meses de projeto piloto no Polo de Carnide, em Lisboa, serviram de público alvo e foram entrevistados de forma a desenvolver um plano de comunicação integrado. Em primeiro lugar, foi feita uma análise da situação incorporando o mercado de mobilidade partilhada em Lisboa, os concorrentes da Floatility em Lisboa e o e-floater da empresa incluindo os seus planos para o mercado de Lisboa. Em seguida, o plano de comunicação integrada foi desenvolvido com base em seis etapas propostas por Kotler e Armstrong (2012). Consistem em identificar o público-alvo, determinar os objetivos de comunicação, desenhar uma mensagem, escolher o meio de comunicação adequado, selecionar a fonte da mensagem e recolher o feedback dos utilizadores. Tendo analisado os resultados da investigação primária com os utilizadores regulares do projecto-piloto, recomenda-se eventualmente um plano de implementação para as operações da Floatility em toda a cidade de Lisboa.

Executive summary

Floatility is a German micro mobility company that offers an electric micro scooter sharing service with its own-developed three-wheeled e-floater. After the first sharing operations in Singapore in 2017 it wanted to expand its business to the European market. Lisbon was chosen as the first city to operate the e-floater sharing service in cooperation with the local company Ferrovial. Before operating in the entire city, it was decided to start with a pilot project in a technological hub including two university campuses and in total 2,000 potential users in Lisbon Carnide. From the operations in Singapore Floatility knew that the majority of its trips and hence revenue came from the users who used the service three time or more. As there was no clear and structured communication plan yet to address these regular users, this was determined as the objective of this Master's project. The research question was hence formulated as: "*What is an effective integrated communication plan for the users of the e-floater sharing service in Lisbon in order to increase their usage frequency?"*

In order to answer that research question, secondary research was used to develop a theoretical base and structure for the primary research and the information analysis. The underlying theory and models were majorly based on Integrated Marketing Communications (IMC) and the six steps to develop an effective promotion plan by Kotler and Armstrong (2012). The six users with the most trips during the pilot have been interviewed and 16 additional regular users answered the survey so that in total 22 people were considered for the primary research.

Before answering the main research question, a situation analysis has been done incorporating Lisbon's shared mobility market, the competitive landscape in Lisbon and Floatility's e-floater and its plans in Lisbon. The shared mobility market is quite new in Lisbon and is evolving very quickly by bringing up new vehicle types that are offered either as free-floating or station-based sharing models. This is displayed in the various forms of competitors that are ranked from extremely close to distant. The close competitors offer a similar value proposition and service, but Floatility can differentiate itself for example with a different electric micro scooter model that offers three wheels instead of two and a higher availability

that is achieved through swappable batteries. After the three months pilot, the company plans to expand the operations to the entire city with at least 500 e-floaters.

The research question is answered based on the previously presented six steps:

1. Identify the target audience: The regular users of the e-floater sharing service at the pilot in Lisbon were mainly male, Portuguese, 34 years or older, and mostly professionals. They can be divided into two groups: commuters and joyriders. The most important criteria for using the e-floater more often are: price, availability, the vehicle and the app.

2. Determine the communication objectives: Floatility is planning to trigger more e-floater trips with existing users by communicating a relevant message on commonly used channels to them. In order to reach that objective, Floatility should make existing users happy about the service, foster loyalty and establish a community among them.

3. Design a message: Floatility should adapt its communication messages, where possible, to the two different user groups commuters and joyriders. Commuters can be addressed with messages containing more rational (e.g. benefits) and moral (e.g. ecological impact) appeals. Joyriders can be approached with emotional appeals like “floating is fun”. The messages to both user groups should be delivered with high quality images and videos that show happy people on the e-floater in different use cases that is supported with relevant texts. The message content, structure and form should be aligned with the company’s corporate identity, but adapt locally in different aspects.

4. Choose the media through which to send the message: There are eight different communication channels from which some can be neglected by Floatility and others are highly relevant for the company. For example, within i*nteractive/ internet media* social media, a website and SEO are highly relevant for Floatility. On social media the company can update, inspire and exchange with its existing users, the website can be used to inform them about details of the service and SEO helps to be found on search engines. *Word-of-mouth marketing* should be fostered by Floatility by pro actively supporting the

establishment of an e-floater community in Lisbon. For example, platforms and content to exchange can be provided to them by the company. As *direct marketing* channels app push notifications and e-mail newsletter are highly recommended to be used by Floatility. Both channels can be used to remind the user about the service with for example special use cases or discounts and vouchers like free minutes in order to incentivise additional e-floater usage. In terms of *PR and publicity* Floatility should offer the press representatives interesting and exclusive stories in order to be featured positively in the media. In addition, influencer marketing is recommended to be done by working together with local influencers. Discounts or vouchers can be offered to the users as part of *sales promotion* in form of friend recommendations, loyalty programs and once in a while street promotions. Within *advertisings* only online advertisement are recommended to be used by Floatility. They can be targeted very precisely to Floatility's existing customers on social media platforms, search engines and relevant websites. The preferred channels of the survey respondents were social media (internet media) and app push notifications (direct marketing), so that these two channels have to be considered especially by Floatility.

5. Select the message source: As message source the company itself, its employees and mainly its regular users should be used.

6. Collect feedback: Floatility should use channels like social media, online advertisements, friends recommendations or street promotions to collect feedback from its users in order to improve its service, product and communication.

When implementing the communication plan in Lisbon it is very important to consider it as an integrated communication plan that is consistent and connected with all other communications by Floatility. However, the communication also needs to have the freedom to be adapted in terms of content, images and language to the local market in Lisbon.

Glossary

AIDA - attention, interest, desire and action

B2B – Business to Business

B2C – Business to Consumer

CAQDAS - computer assisted qualitative data analysis software

IMC - Integrated Marketing Communications

LISPOLIS - Associação para o Polo Tecnológico de Lisboa (Association for the Technological Pole of Lisbon)

PR - Public Relations

R&D – Research and Development

SMS - Short Message Service

UIX - User Interaction and Experience

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1. Introduction

1.1 The new mobility market

The urban mobility landscape has worsened over the past decade. Congestion and traffic have increased in almost every big city worldwide and urbanisation, the trend of people moving from rural to urban areas, continues to grow and puts constraints on existing infrastructure and public transport systems in cities (Hazan, Reeves & Marteau, 2018). Mobility is an important ingredient to ensure economic wealth, environmental sustainability and social inclusion. However, nowadays it is mostly responsible for a lot of frustration amongst urban residents. Especially the under-financed public transportation systems with unreliable services, bad connections, and limited networks lead to long commuting times, so that city dwellers are forced into using their own cars. This trend is destructive as accidents, congestion, and pollution in cities steadily increase and commuting times often become longer. Today, with more than one billion cars on the streets worldwide, it is a matter of common knowledge that liveability of urban areas is at stake and the economy is suffering from this (Bouchard, 2015). In addition, governments and cities are starting to understand that the current approach of investing in more streets and only slightly in public transport infrastructure is not sustainable enough to absorb the increasing number of vehicles and support the commuting and general movement of people in cities. Consequently, our society is in need of a drastic change and improvement in urban mobility.

Nowadays, technological advancements and insights of gathered data offer the ability to influence many aspects of the urban mobility positively. The *new mobility* industry arose and its players understand the magnitude of the urban mobility issue and make use of technology and data in order to improve it. In comparison to existing fixed public transport systems, they often start providing flexible and demand-responsive individual and collective passenger transportation (Barba, 2018). Private companies and startups in new mobility such as Waymo from Google, Uber and Lyft have flourished over the past years and brought disruptive services and products to the cities worldwide (Sperling, 2018; Huet, 2014). This new industry is expanding big and rapidly with more than US$28 billion of investment only in 2017. These investments come mainly from investment fonds and traditional mobility players such as

automotive manufacturers and suppliers who recognise the potential of the new mobility industry (Center for Automotive Research, 2018; Chediak, 2018). The products and services of this industry include mobility platforms, autonomous and electrified vehicles, ride-sharing solutions as well as sharing systems for cars, bikes, and scooters. Since 2017 shared electric micro scooters are complementing the new mobility. After launching the first shared micro scooter systems by three different startups 2017 in Singapore, the market started to become big with high investments into the US companies Bird and Lime in 2018. Since then shared electric micro scooter systems have been launched in many cities worldwide contributing to the trend of shifting urban mobility towards more sustainability in the cities.

1.2 Company profile

The company Floatility was founded in 2013 in Hamburg and offers such aforementioned new mobility services. It has two main offices in Hamburg and Singapore where it currently employs in total thirteen employees. Floatility developed and produces the e-floater (see Appendix 1), a three-wheeled electric micro scooter that operates on the basis of a smartphone-enabled, pay-per-use sharing model. It aims to solve the first-and-last-mile issue with a free-floating sharing system. The first- and last-mile problem consists of the need often faced by people to get from their origin to transit stops or from a transit stop to their destination (King, 2016). A vehicle such as the e-floater solves this problem. Engineered as a free-floating device, it can be parked anywhere in the city within the business area. This offers users more flexibility as they do not need to drive to specific docking stations, which are mostly located not very close to the final destination. To use the e-floater customers have to download the app, register themselves and then pay the usage on a cent per minute base. As an 'intelligent' vehicle, the e-floater is able to send among others its GPS location to the company so that data about the moving patterns in the cities can be collected. The operator has with the help of a fleet management platform full control over the e-floater fleet on the streets. The production of the physical vehicle is outsourced to an injection moulding company in Indonesia, whereas all software and platform related topics are handled from Hamburg.

1.3 Problem definition

Having started the first e-floater sharing service in November 2017 in Singapore, Floatility wanted to expand its sharing operations to the European market. As in many other European countries the deployment for electric scooters was not allowed yet, the German company decided to start its first European operations in Lisbon. In cooperation with a local company the operations were planned to start with a pilot in the district Carnide and then expand the operations to the entire city. The pilot was scheduled for 3 months and the objective was to test the e-floater sharing service and use the experiences and learnings from a smaller area for the big operations in the entire city.

The planning and organisation for the pilot started in July 2018. At that time, there was no other electric micro scooter sharing company in Lisbon and the city hall had no experiences with free-floating scooter sharing systems so that they decided to be partner of the pilot and use it to gather experiences and feedback from the users as well. As the planning phase took longer than expected, the pilot operations only started in December 2018. Meanwhile, the electric micro scooter sharing company Lime started its sharing service with two-wheeled scooters in October 2018 and other companies offering the same service followed in the next few months. These new and quicker than expected entrances of competitors changed the situation and exerted a new pressure on Floatility to make the service soon accessible to all people in Lisbon. As the pilot contract with the local partner could not be changed anymore, it was decided to make use of the planned pilot in the best way in order to improve the system and the communication to the users.

Based on the experiences from the operations in Singapore, the company discovered that the communication can be divided into two approaches with two different user groups: new customers and already existing users. The experiences from one year of own sharing operations in Singapore showed that the regular users account for the majority of the total trips and therefore also the turnover. The internal data show that in Singapore 85% of the total trips are being done by regular users who used the sharing system three times or more (Floatility, 2019).

Hence, for the pilot in Lisbon there were set two objectives: First of all, win as many users as possible to use the e-floater sharing service and secondly make the users happy to stay as customers and trigger them to make more trips during the pilot phase. After the pilot, the data from Singapore were considered as approved as the users with three or more trips were responsible for 78% of all trips (Floatility, 2019). For Floatility's business success of the big operations in Lisbon it is therefore crucial that existing customers are made happy about the e-floater sharing service and got triggered to use it even more often.

However, the company does not have a clear and structured plan yet, how to communicate to the existing users, who already used the e-floater sharing service at least three times or more.

1.4 Research question

Based on the findings in the problem definition, it was decided to concentrate the Master's project not on the communication to new users, but to already existing customers.
The research question of this Master's project is therefore:

What is an effective integrated communication plan for the users of the e-floater sharing service in Lisbon in order to increase their usage frequency?

Hence, the objective of this Master's project is to develop an effective integrated communication plan for the users of the e-floater sharing service in Lisbon. In order to reach this objective, first of all a *situation analysis* will be done, where the shared mobility market, Floatility's competitors and the e-floater and its market entrance in Lisbon will be presented.
With the help of this knowledge and the results of the primary research, the *integrated communication plan* will be developed. This communication plan contains the following six aspects:

1. User identification
2. Communication objectives
3. Communication message

4. Communication media
5. Message source
6. User feedback

Based on the developed communication plan an *implementation plan* will be recommended so that Floatility can implement the results into the sharing operations practice in Lisbon.

At the end of the thesis it should be clear which profile the existing users of Floatility have, which concrete objective Floatility pursues in the case of this target group and which message it must spread thereby over which channels in order to reach the objective in the best possible and efficient way.

1.5 Background and importance of the work

The planning for this Master's project started in July 2018 and initially it was planned that the author moves to Singapore in autumn 2018 to lead the operations in Singapore and write the Master's project about an integrated marketing communication plan for the already existing customers in Singapore. This plan was changed by the company and the author became project leader for the operations in Lisbon. Therefore, also the localisation of the market for the Master's project changed from Singapore to Lisbon. The topic for the Master's project only changed very slightly as the objective of triggering more usage among the already existing users in order to gain more revenue was in both countries equally important.

For the Lisbon project it became even more important for the company as since October 2018 more and more other electric micro scooter sharing companies entered the market in Lisbon so that users have more shared electric micro scooters to choose for their usage. Hence, making the customers satisfied with the e-floater sharing service in order to become their preferred scooter sharing company has a great importance for Floatility when starting in Lisbon.

The results of this Masters project shall help the company Floatility to understand the characteristics of the users of its e-floater sharing service, what is important for them and how to approach them in the most effective way. With the proposed communication plan and the implementation plan they shall get a clear plan on how to generate more trips with existing customers. By this the budget for new customer acquisition could be decreased and the revenue of their e-floater sharing service in Lisbon is aimed to be increased. Even though the integrated communication plan is developed specifically for the Lisbon market, it can partly be transferred to Floatility's sharing systems in other cities around the world and contribute also there to more revenue.

2. Literature review

The purpose of the literature review is to introduce theoretical frameworks and models that will be used to answer the research questions. They will provide the needed variables and structure for setting up the integrated marketing communication plan and in the same time they will serve as a set of criteria for the interviews.

To begin with, an overview of marketing communications in the context of the 4P's of the Marketing Mix will be given and the influence of new technology will be examined. Further, the Integrated Marketing Communications (IMC) approach will be presented and finally six steps in developing an effective integrated marketing communication plan will be introduced.

2.1 The 4th P of the marketing mix: Promotion

The 4 Ps of the Marketing Mix are *Product, Price, Place* and *Promotion* (Kotler & Armstrong, 2012). As Floatility already has a quite comprehensive strategy for the other three components, the purpose of this Master's project is to analyse the variable *promotion* for the company.

Nevertheless, it is crucial to understand that promotion alone is not enough to build a profitable long-term relationship. Also a strong product, adequate pricing, and effective distribution channels (place) are needed in order to establish good customer relationships and ensure successful persuasion in form of a positive purchase scenario. Hence, it is important to understand that the product, its price, and its place are important prerequisites for successful promotion.

Promotion, the fourth P of the Marketing Mix is also widely referred to as marketing communications. Egan (2015) outlines that marketing communications are important to communicate a company's value proposition and to actively engage with customers to establish trustful relationships and therefore sustainable business with these customers.

New technologies in marketing communications enable a new and more diverse way of communicating with the customers. Moreover, the gathering of data from them offers the ability to target the messages very precisely (Keller, 2016). As all technological advances are available to all players in the market and consumers are often experiencing a message overkill, it is crucial for companies to send appealing and consistent messages to their target audience in order to cultivate trust and build long-term relationships. By implementing an *integrated marketing communications* plan, companies are able to coordinate and manage their communication effectively as well as efficiently (Kotler & Armstrong, 2012).

2.2 Integrated Marketing Communications (IMC)

Commonly, the approach where all marketing and promotional activities of a company project a unified and consistent image to the marketplace is called integrated marketing communications (IMC).

It is the logical evolution of mass marketing practices adjusting to the new communication landscape. Before the technological evolution took place, marketing communications were often only capable to sell standardised products to a mass audience without satisfying individual needs and adapting the messages to the target audience on appropriate channels (Belch & Belch, 2012). New technology enables marketing communications to be guided by

consumer data as well as the knowledge derived from it. By understanding the data, companies are now able to place meaningful and consistent messages *where* their target audience spends their time. This counts for traditional as well as new digital communication channels (Luxton, Reid, and Mavondo, 2015).

The factor that truly differentiates *integrated* marketing communications from marketing communications is the *strategic integration* of these channels. Kerr and Patti (2015) divide the integration into two concepts: the *message* and the *strategy.* The integration of the message can be achieved by communicating with the customer using corporate content, fonts, colours, and other familiar visual elements (see chapter 4.2.3). The strategic integration is very complex and challenging for companies as it needs a variety of communication platforms in order to reach one strategic shared goal. It has therefore to be actively managed and be sponsored by the management team in order to become truly successful (Kerr & Patti, 2015) (see chapter 4.2.4). Since consumers are still often overwhelmed by the amount of commercial messages they face on a daily basis, marketers need to create a consistent and strong IMC program using meaningful and relevant channels (strategic integration, see chapter 4.2.4), that will forestall confusion in the consumers' minds, as the communication source is easily recognisable and understandable (message integration, see chapter 4.2.3) (Finne & Gronroos, 2009; Kotler et al., 2008). Clow and Baak (2016) refer to this concept of IMC and state that all marketing communication efforts of a company should be integrated into a seamless program that is "designed to maximise the impact on customers and other stakeholders" (p.25). This program covers all communications of a company that are directed internally, B2B or B2C (Clow and Baak, 2016).

2.3 Steps in developing an effective communication plan

Marketers are able to follow a sequence of steps in order to develop an effective communication plan that follows the principles of IMC. A well thought-through communication plan is the base to create customer awareness, acquire customers for its product or service and bind them on a long-term, which is the objective of Floatility's communication plan for its users in Lisbon. In order to reach this objective, Philip Kotler and Gary Armstrong propose in its book "Principles of Marketing" (2012), which is one of the

world's leading and most authoritative marketing textbooks, six steps in developing an effective communication plan:

1. Identify the target audience
2. Determine the communication objectives
3. Design a message
4. Choose the media through which to send the message
5. Select the message source
6. Collect feedback

These six steps are supported by the books “Advertising and Promotion” by Belch & Belch (2012) and “Marketing Management” by Kotler & Keller (2012). Moreover, they exist in similar shapes amongst various communication literature (Egan, 2015; Keller, 2016; Luxton, Reid & Mavondo, 2015). Therefore they shall be the base and structure for the integrated communication plan for Floatility as presented in chapter 4.4. The six steps are further examined in the following.

2.3.1 Identifying the target audience

A communication plan is only effective with a clearly defined target audience. It may be individuals, groups or the general public. The audience, with all their preferences, demographics, and characteristics builds the basis for all of the following communication decisions and therefore should be carefully chosen in alignment with the overall company strategy. It can be existing customer or prospects meaning that communication can cater to acquisition or retention (Clow & Baak’s, 2016). Based on the definition of the target audience, the communicating company will decide what, how, when and where it will be communicated (Kotler & Armstrong, 2012). The analysis of Floatility’s target audience will be presented in chapter 4.4.1.

2.3.2. Determining the communication objectives

The next step is to define smart communication objectives. According to Keller (2016) there are various key communication objectives a company may strive for. They include awareness creation, the fostering of loyalty, and the communication of detailed information. Kotler and Armstrong (2012) state that the main objective of a company is to get a purchase response from the target audience. To decide on its communication objectives, a company may analyse its existing business strategy and by looking into the readiness for the purchase of their customers. A great framework for this is provided by the so-called *buyer-readiness-stages*. According to the model, the purchase readiness of customers can be divided into six different stages. Namely these are *awareness*, *knowledge, liking, preference, conviction* and *purchase.* If a company can categorise its target audience according to one of these stages, it can create corresponding objectives in order to move them along the process and towards the final purchase (Kotler & Keller, 2012).

2.3.3. Designing a message

Having defined the target audience and the communication objectives, the company needs to develop an effective, transmittable message and develop a suitable creative idea around them. It can be categorised into two main questions: 1) What exactly is the *message content* and 2) How do we build the *message structure* and *format*. Therefore, decisions have to be made regarding the content, structure and format of the message (Kotler & Armstrong, 2012).

The content can be constructed by the three main appeals *rational, emotional,* and *moral*. *Humor* and *sex* complement the content appeals.

- *Rational* appeals relate to the audience's benefits so that a product's quality, economy, value, or performance should be shown by the message
- *Emotional* appeals can range from the positive emotions like love, joy, and humour to negative emotions like fear and guilt
- *Moral* appeals have often the aim to urge people to support social causes like aid to the disadvantaged or a cleaner environment

- *Humor* and *sex* target basic functions of the human being and can have strong positive impact.

The message structure determines for example whether to present the strongest arguments first or last. At the decision about the format of the message sufficient stimuli have to be created in order to facilitate the comprehension for the target audience. Hence, the marketer has to consider for example at a print ad the texture, scent, colour, size, and shape (Kotler & Armstrong, 2012; Solomon, 2012).

The AIDA model proposes that strong messages should grab the customer's *attention,* detain their *interest,* spark *desire* and trigger *action* (Kotler & Armstrong, 2012).
All proposed models and theories will applied to Floatility's communication message in chapter 4.4.3.

2.3.4. Choosing media

By choosing the right media, marketers carefully coordinate different communication platforms and channels in order to ensure that the company's communication is encountered by their target audience and has the desired impact on them. Effectiveness and efficiency play an important role in choosing the different communication platforms and channels and are constantly optimised whether they generate the desired return of investment (Egan, 2015; Keller, 2016; Valos et al., 2018).

At the decision for choosing the media, the communicator selects the channels of communication, which are either *personal* or *non-personal*. In personal communication channels, a direct communication takes place between two or more people via medias like face to face, on the phone, mail, e-mail or internet chat. They can be controlled directly by the company with for example salespeople or they can reach buyers through not directly controlled channels like experts, friends or family members. The last channel is called word-of-mouth influence. Since personal communication channels allow for personal addressing and feedback, they have the reputation to be very effective. Non-personal communication

channels include major media (print media, broadcast media, display media and online media), atmospheres, and events (Kotler & Armstrong, 2012).

Within both there are many sub-channels and they include the promotional tools of the *promotional mix* as presented in the following. The promotional mix can be referred to as the "marketer's bag of tools for communicating with customers and other stakeholders" (Kotler & Armstrong, 2012). Traditionally, the promotion mix contains five major tools: advertising, direct marketing, sales promotion, public relations and personal selling (Kotler & Armstrong, 2012). In the new communication environment, these five major tools are complemented by the three elements events and experiences, interactive/ internet marketing, and word-of-mouth marketing (Kotler & Keller, 2012).

Each of the now eight promotion tools have unique characteristics, that must be understand to shape the promotion mix (see figure 1).

Figure 1: Definitions and characteristics of the eight promotion tools (Hofrichter, 2019, Belch & Belch, 2012; Smith & Taylor, 2004; Kotler & Keller, 2012)

Figure 2 lists a selection of communication platforms, that can be used by the different promotion tools.

Advertising	Sales Promotion	Events and experiences	Public Relations and Publicity
Print and broadcast ads	Contests, games, sweepstakes, lotteries	Sports	Press kits
Packaging–outer	Premiums and gifts	Festivals	Speeches
Packaging inserts	Sampling	Entertainment	Seminars
Cinema	Fairs and trade shows	Arts	Annual reports
Brochures and booklets	Exhibits	Causes	Charitable donations
Posters and leaflets	Rebates	Factory tours	Identity media
Directories	Low-interest financing	Company museums	Publications
Reprints of ads	Demonstrations	Street activities	Community relations
Brochures and booklets	Coupons	Company magazine	Lobbying
Billboards	Trade-in allowances		Influencer marketing
Display signs	Continuity programs		
Point-of-purchase displays	Tie-ins		

Interactive/ Internet Marketing	Word-of-Mouth Marketing	Direct Marketing	Personal Selling
Company blogs	Person-to-person	Catalogs	Sales presentations
Web sites	Chat rooms	Telemarketing	Sales meetings
Social media	Blogs	Mailings	Fairs and trade shows
SEO	Fax	Electronic shopping	Samples
Mobile Marketing	TV shopping	Incentive programs	
		E-mail	
		Voice mail	

Figure 2: Communication channels of the eight promotional tools (Kotler, Keller, 2012)

In developing an effective promotion plan, a company has to balance the strengths and weaknesses of each promotional-mix element and combine a selection of them to an overall strategy.

Out of all these presented communication options, it is crucial to bundle the most suitable ones to accomplish the set communication objectives. This is necessary as every option has a very particular characteristic to it and for all possible communication intentions - like increasing awareness, building trust or generating loyalty - different suitable communication options exist (Keller, 2016; Valos et al., 2018).

In the context of IMC, the communication channels in the chosen media can nowadays be grouped into *paid, owned* or *earned* media. *Paid* media includes many traditional communication options such as print and TV where the company pays for their communication to be published. *Owned* media is controlled and owned by the companies themselves. This can be websites, blogs, newsletters, and social media channels. *Earned* media encompasses all communication which cannot actively be controlled by the company such as word of mouth or press coverage. Obtaining and managing it is the most difficult of all three media categories, but due to its high degree of credibility it often has a great impact (Harrison, 2013; Keller, 2016). This categorisation helps to visualise the degree of control and decision-making that marketers need to invest. The assessment of the promotional tools regarding their group of influence as well as the application of the previous models will be applied in chapter 4.4.4.

2.3.5. Selecting the message source

The decision about the source who delivers the message to the target audience is important as highly credible sources like well-known celebrities are according to Kotler and Armstrong more persuasive (2012). However, companies should select the representing spokesperson carefully, as they can also have a negative impact on the brand image (Kotler & Armstrong, 2012).

2.3.6. Collecting feedback

The previously presented steps in developing an effective communication plan outline a solid framework to develop and integrate communication options in order to increase the impact they have on their target audience. Nevertheless, the impact and effect need to be measured,

controlled, and evaluated by the company in order to improve and optimise the communication plan. This includes asking them questions or measuring their behaviour that results from the message (Kotler & Armstrong, 2012) (see chapter 4.4.6).

3. Methodology

To investigate all the variables presented in the literature review, a multi-method research approach was chosen, which will combine primary and secondary data. The primary data collection will be done in form of qualitative and quantitative research and the secondary data collection will be conducted in form of desk research.

3.1 Primary Data collection

The primary research will be divided in qualitative and quantitative research. Both research groups were asked the same questions. The author started with the qualitative research in order to get detailed insights from the users who used the e-floater sharing service the most.

The combination of both qualitative and quantitative research method improves the validity and reliability of the Master's project.

3.1.1 Qualitative research

For the qualitative research approach in-depth interviews have been conducted. They enable the researcher to ask questions face-to-face and provide many information, insights and recommendations from several carefully selected people that represent the target audience. For this Master's project six interviews have been conducted. The six interviewees are the users who conducted the most trips during the pilot (see table 1 on page 39). The interviews were conducted face-to-face at the pilot location in the two last weeks of the pilot phase in Lisbon. The duration of interviews was between 30 and 45 minutes. Before starting the questioning, all interviewees were informed about the purpose of the interview, the project and about the company Floatility. It was assured that their information will not be used for

any other purposes than this research project and they were asked for permission to record the interview and possibly quote some of their statements. Also, their right to decline responding to any question has been expressed.

To ensure that the main topics are covered, while still leaving enough freedom and space for additional aspects to come up, the interviews were semistructured. Nevertheless, the main structure was the same with each interview. All interviews were prepared and approached in the same way and all questions were asked to each interviewee. The questions gave the interviewee the freedom to give additional information and insights. Sometimes the interviewer asked additional questions in order to get these detailed insights.

The interviewees, who are Portuguese and Germans, were asked whether they think that their English language skills are so good that the interview can be conducted in English. All six interviewees agreed, so that all interviews were conducted in English.

3.1.2 Quantitative research

Based on the structure from chapter 2.3 of the literature review, an online survey for the regular users of the Lisbon e-floater pilot has been worked out using the website Google Forms (see appendix 6). The survey consists of 55 questions, of which some of them are mandatory and some optional to be answered. In total, the participant needs approximately 15 to 20 minutes to answer the survey completely.
Only the users who conducted three or more trips were considered as regular users and were invited to fill the survey. From 215 total users, 83 users (38.6%) did three or more trips with the e-floater. The e-mail addresses of the 83 users were known to the author as they registered with an e-mail address to the e-floater sharing service. An e-mail with the invitation to participate at the survey was sent to them two weeks after the end of the pilot (see appendix 4). Two reminder e-mails have been sent respectively two weeks after. After three e-mails, 16 users filled the survey in total. As the six interviewees were asked the same questions, they were added to the survey results manually, so that in total 22 users were considered as respondents of the survey. This sample size covers 10% of the total users of the pilot and 27% of the users with three or more trips.

3.2 Secondary data collection

A literature review was conducted as a starting point to understand the new mobility industry in general and in relation to the communication plan in a public sharing system for electric micro scooters. To find literature, the library of the ISCTE Lisbon and online search engines have been used. For the research a combination of key words including ‘new mobility, ’shared mobility’, ‘sharing economy’, ‘scooter-sharing’, ‘communication plan’, ‘promotion mix’, ’heavy users’, and other similar terms have been used. In order to find general information and reports about the subject, a similar search with the same terms have been conducted on search engines like Google or Google Scholar. To find additional relevant literature, references from existing articles and reports were used.

3.3 Data analysis

The conducted interviews with representatives of Floatility’s users need to be compared and checked for patterns, similarities and differences. This data analysis was supported by the computer assisted qualitative data analysis software (CAQDAS) “Atlas.ti”. With the help of the programme the high amount of interview data can be managed. This will mainly be done with codes that classify the data in specific classifications so that the specific topics could be analysed with all related and relevant data. Every time when an interviewee states for example something about the social media platform Instagram it will be coded with the code “Instagram” so that in the analysis all statements about this topic can be considered. The results of the survey were analysed by using the programmes Google Forms and Excel. Google Forms offers an automatic result analysis and the export of the data were analysed in Excel.

3.4 Validity and reliability

“Validity is concerned with whether the findings are really about what they appear to be about” (Saunders et al., 2012). For this Master’s project, different forms of primary and secondary research have been combined which ensures a high validity. The amount of six

conducted interviews with the users who used the e-floater sharing service the most often increases the validity for this research project.

“Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings” (Saunders et al., 2012). It must be considered that each interview is subjective and unique in some way and the answers of the interviewees depend on the moment of the interview, their mood, and on the selection of the interviewees. Having conducted six interviews and 22 survey results increases the reliability of the findings.

Triangulation was used so that patterns could be found in the answers of the interviewees and survey participants.

4. Information analysis

This chapter presents the results of the research that were gathered from the survey and the interviews with the users of the e-floater sharing service and are complemented with desk research. The theories and models of the chapter “Literature review” will be the framework for the following five sub-chapters. The first three sub-chapter are a situation analysis, which analyse the shared mobility market in Lisbon, the local competitors and Floatility’s e-floater as well as its activities and plans in Lisbon. The sub-chapters four and five present and analyse the main results of the primary research and recommend an integrated communication plan to Floatility.

4.1 Market analysis

4.1.1 Sharing economy

The sharing economy is based on the “idea of sharing things and using them together” (Freese and Schönberg, 2014). It gave rise to an economic model based on peer-to-peer and business-to-business activities involving the sharing of goods and services. Numerous start-ups are exploiting the sharing economy concept. These are mostly “web platforms that bring together

individuals who have under-utilised assets with people who would like to rent those assets short-term" (Cusomano, 2015). These start-ups are competing with established companies and can become a threat to them through the "power of platform dynamics and network effects" (Cusomano, 2015). Moreover, in the sharing economy, companies can serve new markets by renting out their products, when before these could only be sold. However, the sharing economy faces several regulatory issues, which still need to be clarified (Cusomano, 2015).

4.1.2 Shared mobility

The term "shared mobility" arose from the concept of sharing economy. Shared mobility refers to the shared use of vehicles on an as-needed basis. Technological advancements such as the internet, mobile technologies, location-based services and social networking supported the rise of shared mobility. Shared mobility services can be of different types: car-sharing, bike-sharing, ride-sharing, on-demand ride services, scooter-sharing and electric micro scooter sharing (Shaheen, Chan, Bansal and Cohen, 2015). They will be presented in the following.

Car-sharing allows users to ride a car that belongs to a fleet, whose cars are shared by several users. Car-sharing can be station based or based on a free-floating model. The users do not need to own a car themselves which underlying concept has existed for more than sixty years (Ciari, Bock and Balmer, 2014).

Bike-sharing services allow users to borrow and use bicycles on an as-needed basis. There are bike-sharing systems involving base stations and others that are free-floating in a geo-fenced area. Bike-sharing providers are responsible for the maintenance, storage and parking costs of bicycles (Shaheen, Chan, Bansal and Cohen, 2015). Mostly, the bikes are used for short trips, with often less than 25 minutes in duration and can be rented 24 hours a day on 7 days a week (Fishman, 2016).

Ride-sharing allows drivers and passengers with a similar origin and destination to travel together. It includes van-pooling and carpooling (Shaheen, Chan, Bansal and Cohen, 2015).

Users who share a trip usually find each other to share a car with the help of an algorithm that groups them together. Nevertheless, it is also possible to manually choose a ride, which will then be shared (Alonso-Mora, Samaranayake, Wallar, Frazzoli and Rus, 2017).

On-demand ride services includes ride-sourcing, e-hailing services and ride-splitting. Ride sourcing involves the reserve of for example an Uber car through an app. E-hailing services allows the booking of taxis through an mobile application. Ride-splitting entails splitting a ride-sourcing provided ride with someone who takes a similar route (Shaheen, Chan, Bansal and Cohen, 2015).

Scooter sharing allows users to ride a scooter belonging to a scooter sharing fleet. Mostly, this shared mobility form is offered on a free floating base so that the scooter can be parked everywhere within the business area. The traveled distance ranges often between three to six kilometres (Freese and Schönberg, 2014).

Electric micro scooter sharing arose in 2017 and is mostly used for traveling the first and last mile. Therefore it is considered as part of a mobility chain in conjunction with other transport modes, often with the public transport. Moreover, it is popular transport mode for tourists who discover the city in shorter times compared to walking.

The number of users of the shared-mobility has grown over the last years, from 0.35 million in 2006 to 7 million in 2015. Moreover, it is prognosticated that this number will continue to rise sharply. A forecast for the year 2025 estimates that there will be about 36 million shared mobility users worldwide (Statista, 2018). In addition, surveys conducted by McKinsey in 2017 point to continued growth potential for shared mobility in general (Grosse-Ophoff, Hausler, Heineke, and Möller, 2017). This is rooted not only on technological advancements but also in a shifting consumption culture. Freese and Schönberg (2014) state that “in the industrialised world, about 50% of car owners today could imagine sharing their vehicle in the future”. For the public transport shared mobility can also have a positive impact. The shared mobility services can play a vital role in filling a gap in existing transportation

networks by addressing among others the first-and-last-mile issue in public transit access (Shared-use Mobility Center, n.d.).

4.1.3 The shared mobility market in Lisbon

The shared mobility market in Lisbon has developed very quickly in the last few years. Many shared mobility companies from abroad have started their business in Lisbon in the past years, so that the city hall Lisbon was watching the market very closely and adapted some regulations accordingly. In the following the regulatory and Lisbon-specific issues will be analysed (Movmi, 2019).

4.1.3.1 Regulatory issues

Currently, electric micro scooters follow the same regulations as bikes in Lisbon. Users are allowed to use them on bicycle lanes and roads, but not on sidewalks (Béu, 2018). Moreover, users are recommended to wear a helmet while driving or riding, they need to be at least 16 years old and do not need to have a valid driving license. An electric micro scooter is allowed to carry maximum one person during a trip. By accepting the terms and conditions of use, the user accepts liability for damages occurring during the rental period. Regarding parking, there is currently no clear regulation. Users are told to park where it is safe, and the electric micro scooters pose no obstacle. As a rule of thumb electric micro scooters can be parked everywhere where it is allowed to park bicycles. Currently, it is by law not mandatory to wear a helmet. Therefore, the electric micro scooter sharing companies provide them without helmets.

4.1.3.2 Lisbon-specific issues

Electric micro scooters face a physical hindrance in Lisbon: the city is hilly. As a consequence, users cannot ride on every road in Lisbon. However, “63% of all the city’s streets are less than 4% inclined”. This implies that a small percentage of Lisbon’s streets might be too steep for the electric micro scooters to climb (Laker, 2018). Moreover, many streets are cobblestoned, making the driving experience shakier than in cities with standard

asphalted roads. However, Lisbon has already built many (smooth) bike lanes that is an infrastructure that electric micro scooters benefit from.

4.2 Competitor analysis

As the shared mobility market is seduced in different types (see chapter 4.1.2), Floatility's competitors will be classified into the categories "extremely close competitors", "very close competitors", "close competitors", "more distant competitors" and "distant competitors".

4.2.1 Extremely close competitors

Because of different reasons like no seasonality and a lot of tourism, Lisbon became very popular for electric micro scooter sharing companies. From October 2018 to April 2019, in total nine extremely close competitors to Floatility entered the Lisbon market. As shown in figure 3 the nine companies offer in total about 2,000 electric micro scooters for sharing in Lisbon. All of them are equally offered as free-floating system, have the same price model with 1€ starting fee and 15 cents per minute, and offer the same benefits as the e-floater, with the exception that they are two-wheeled whereas the e-floater comes with three wheels and offers a differentiated driving experience.

Figure 3: Extremely close competitors in Lisbon from March 2019 (Hofrichter, 2019)

4.2.2 Very close competitors

The bike sharing systems are considered as very close competitors to Floatility. Uber operates the JUMP bikes and EMEL operates the so-called Gira bikes in Lisbon. Gira bikes can be used with a yearly pass (25€/year), a monthly pass (15€/month) or a daily pass (2€/day). Users can ride the first 45 minutes for free while paying 1 euro for the next 45 minutes (Dinheirovivo, 2019). Uber charges 19 cents per minute with every ride (Uber, 2019).

4.2.3 Close competitors

Close competitors are e-scooter sharing systems, which are considered as motorcycle. The company eCooltra launched its first e-scooters in Lisbon in 2017. Registration is free, and users get 30 to 60 free minutes to try the service. The users does not have to pay a fee for unlocking the scooter but is charged 24 cents per minute (eCooltra, 2019).

4.2.4 More distant competitors

There are several ride-sourcing companies like Uber, Cabify, Taxify (Bolt), Chauffeur Privé (Kapten) and MyTaxi (FreeNow) operating in Lisbon. Furthermore, taxis are numerous in Lisbon. These services allow customers to choose an individual pick up and drop off location. A ride with a normal taxi can transport up to four people (Movmi, 2019).

4.2.5 Distant competitors

Lisbon has a public transportation network with many different companies. The major public transport authorities are Metropolitano de Lisboa, Carris, Transtejo, Soflusa, Aerobus, MTS, TST and Fertagus (Deloitte, 2018). According to a study by Deloitte (2018), the average public transit pass costs 80€ per month (which might include travel beyond the city limits). Furthermore, according to Deloitte's research, 29% of journeys in Lisbon are done by public transit, 54% in private cars and 15% by walking. Private cars and walking can also be

characterised as indirect competition for Floatility's e-floater. Furthermore, car rental firms like Sixt or Europcar can be considered as distant competitors.

4.3 Floatility's market entry in Lisbon

Before describing Floatility activities and plans for the Lisbon market, the product and the service will be analysed in more detail in order to understand the system and the competitiveness.

4.3.1 The product

The e-floater is an electric micro scooter, that has been developed by Floatility since 2013 in a collaboration involving several corporates, such as BASF, Autodesk, IBM and Cisco. The e-floater is characterised by its three wheels and enables the user to stand upright on it. It comes with dual independent brakes, front and rear lights and a 250-watt electric motor that gives it a maximum speed of 25 km/h. It consists of 80% plastic materials, leading to a total weight of 17 kg. When fully charged, the battery provides the e-floater with a range of approximately 20 km. Fully charging the battery takes about two hours. The battery can be replaced with a fully charged one, which is called hot-swapping technology. This feature differentiates the e-floater from the competitors as the e-floaters can be recharged without being moved through the city with transporters to charge them at electric sockets. Instead service operators ride with electric cargo bikes through the city and swap empty batteries with fully ones and ensure in the same time that the e-floaters are parked correctly and positioned where people demand them. This active service ensures a 24/7 availability at relevant places for the users.
Furthermore, the e-floater is equipped with a GPS module, which emits its location in real time. Hence, it is possible to track the moving patterns of customers and distribute e-floaters according to demand, based on historical data. This data is anonymised since customer data and the movement profiles are segregated on two different servers. In addition, it comes with a built-in telematics system, which informs the operator next to the GPS position about the charging level and allows for the booking and payment processes.

4.3.2 The service

The e-floater operates on the basis of a smartphone-enabled pay-per-use sharing model. The need for a driver's license depends on each country's regulation. In Portugal, it is currently equated with a bicycle and therefore follows the legislation that regulates bicycles. First, one must register on Floatility GmbH's website. To do so, the person needs to download its app and use it to pay on a pay-per-minute base. Users have to provide their credit card information or their PayPal account to the app, from which the costs of the trip will then be paid. Users will be charged one euro for unlocking an e-floater and 15 cents per minute for the rent. Within the app, the user is offered a map with icons depicting where e-floaters are currently located. Users can also reserve an e-floater for 15 minutes for free. To rent it, the user simply has to click on the icon in the app, click "rent" and then the lights of the e-floater will turn on. If one wants to return the e-floater, the user has to click "return" in the app and park it at a suitable location. In addition, users have the option to pause their trip at any time during their journey. The user is liable for damages if the e-floater is damaged while being rented. After renting and unlocking the e-floater through the app, users must step on the e-floater and begin their trip. Twisting the throttle downwards accelerates the vehicle while twisting it upwards the e-floater is using the electrical break. The e-floater can be steered with the handlebar or with the body weight, with a similar movement known by the carving movement of skiing. The e-floater is a free-floating vehicle, so that users can pick up and park the e-floater anywhere in its predefined business area. Furthermore, the operator can set up geofences, which prevent users from carrying the e-floater beyond its geographic pre-designated operational area. The e-floaters can be picked up and returned only within the geofence area.

4.3.3 Floatility's plans for the market entry in Lisbon

Before launching the e-floater sharing service in the entire city of Lisbon, Floatility wanted to gauge its potential in Lisbon and to test it in a smaller scale. As such, the company did a pilot project for the e-floater in Lisbon in partnership with Ferrovial, one of the world's leading infrastructure operators. The project began in December 2018 and took place for three months until March 2019. The aim was to test the system and develop the partnership with Ferrovial in order to have a powerful partner for rolling out the e-floater in Lisbon. The pilot project

covered two areas: the business area designated “LISPOLIS”, which includes one of the two campuses of the university “Europeia”, and an area around the metro station “Carnide” and the other campus of university “Europeia”. Appendix 2 shows the details of this pilot project.

After this pilot, Floatility prepares the start of operations in the whole city of Lisbon. 500 e-floater are planned to be operated in the city center and its surrounding districts. The amount of vehicles will be increased or decreased after a few weeks based on the demand and usage in Lisbon. Floatility will hire for the service operations local employees. This includes a city manager, a communication manager, operations manager, mechanics and service operators who service the fleet on the electric cargo bikes. In the start phase the local team will be trained and supported by Floatility staff from Hamburg. The accounts also for the communications manager who will be the main person executing the recommendations of this Master’s project. The budget for the communications in Lisbon can not yet be stated, but it will be in line with a limited startup budget.

4.4 Development of an integrated communication plan

In this chapter, the first two research questions “What are the characteristics and needs of the users of the e-floater sharing service?” and “What is an effective integrated communication plan for the users?” will be answered. Therefore, the answers of the six interviewees will be analysed and presented. The arguments in the text of this chapter are thereby supported with the related sources and its quotes in the figures. The structure of the chapter is related to chapter 2.3. After defining the target audience, the promotion objectives and the promotion message, the main focus of this chapter is on the presentation and analysis of communication media. In some parts the results of the interviews and the survey are complemented with information from secondary research.

4.4.1 The regular users of the e-floater sharing service in Lisbon

The pilot in Lisbon was made available to a limited group of 2,000 people in Lisbon Carnide. Approximately half of the total users were workers from the technological hub "LISPOLIS" with 120 different companies and the other half were students from the "Universidade Europeia". At the end of the pilot in total 215 users (10.75% of possible users) had registered and used the sharing system at least once and 85 used the e-floater more than three times in total. Six interviews have been conducted with the most heavy users and 16 additional regular users filled the survey.

The total amount of trips made during the pilot was 1,070. The 22 users from the survey were responsible for in total 313 trips which accounts for 29% of the total trips. Only the six interviewees, which were the users with the most trips, were accountable for 159 trips (15% of total trips).

4.4.1.1 Sample characterisation of interviews and survey

First of all, the participants of the interviews and the survey are described and classified in terms of classical demographic characteristics. As shown in the figures 4 and 5, most of the participants of the interviews and the survey are male (77%) and Portuguese (86%). The gender distribution is in line with a study from the US market from July 2018, where 75% of the users of electric micro scooter and free-floating bike sharing systems are male (Populus, 2018). 64% of the respondents were 34 years or younger. The two age groups with the most respondents were 16-20 years and 30-34 years old (five respondents in each group, see figure 6).

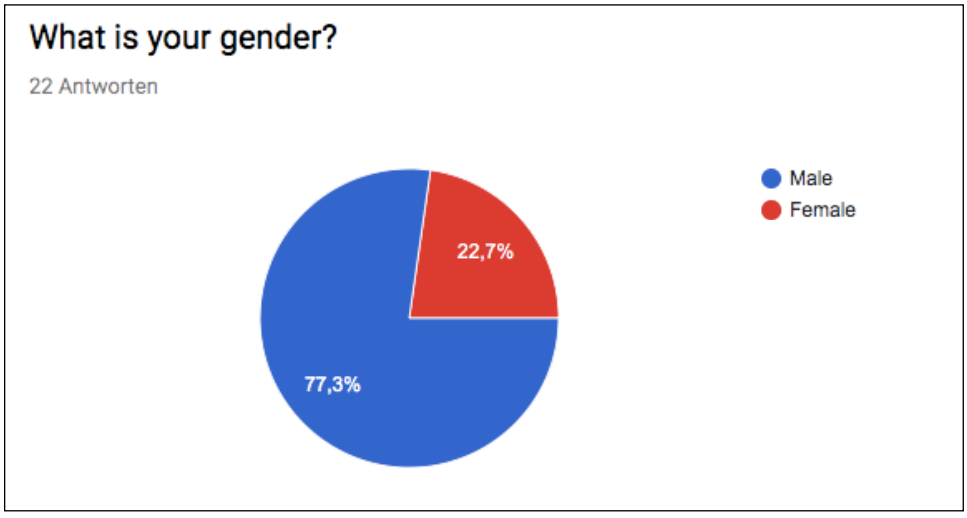

Figure 4: Survey result: Respondents gender

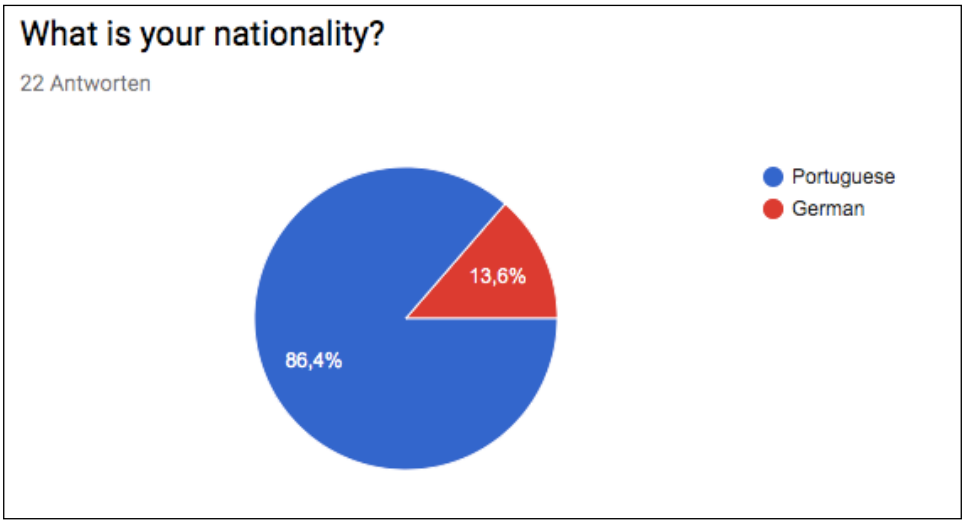

Figure 5: Survey result: Respondents nationality

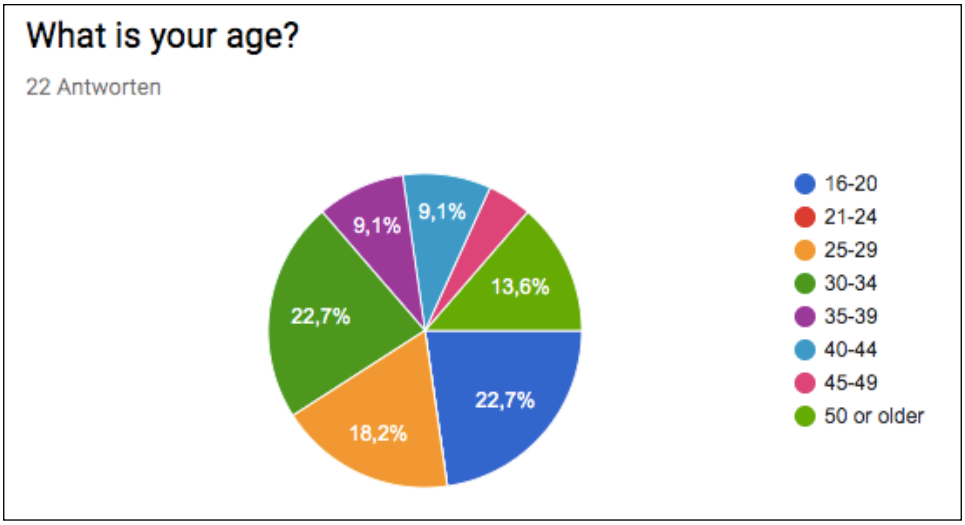

Figure 6: Survey result: Respondents age

Slightly more workers (59%) were participating at the survey than students (41%). This reflects quite well the proportion of total workers and students (approximately each 50%) that were allowed to participate at the pilot.

About the demographic characteristics income, education and ethnicity no data was given by the participants. However, some conclusions can be made based on the known data. As half of the respondents are students at a private university it can be concluded that they have all at

least a secondary school qualification and are in progress of doing the Bachelor or Master degree. Moreover, it can be assumed that most of the students have no high income, but relatively well situated parents who pay for their private study and daily life. The other half of the respondents are workers in technological companies, which implies that most of them have a higher education and relatively high and stable income.
As 86% of the participants are Portuguese it can be concluded that most of them are from the ethnic group Portuguese. 14% are from Germany and therefore mostly from the ethnic group Germans.

In total it can be said that the respondents of the interviews and the survey reflect the total amount of potential users of the pilot quite well. As there are no data available about the target audience of other micro scooter sharing companies in Lisbon, an assumption for the target audience in the whole city of Lisbon can not be made.

4.4.1.2 Additional data from interviewees

As the interviewees gave more detailed answers and insights to the questions of the survey, their characteristics are presented in more detail in table 1.

Name	Student / worker	Profession / Study area	Age group	Trips
Edgar Alexandre Rosado	Worker	UIX designer	35-39	55
Nelson Chantre	Worker	Videographer	30-34	35
Nuno Ribeiro	Worker	Computer engineer	30-34	18
Debora Passinhos	Student	Communication Sciences	16-20	21
Goncalo Gabriel Barreira	Student	International Business	16-20	17
Raphael Siesenop	Student	International Marketing	25-29	15

Table 1: Characteristics of interviewees (Hofrichter, 2019)

Also, the amount of trips of each interviewee are shown in the table to illustrate that they used the service quite often during the three months with 1,070 total trips.

4.4.1.3 Needs and preferences towards the e-floater sharing service

The respondents of the interviews and survey have different reasons why, how, when and where they were using the e-floater sharing service. The answers, that are examined in the following, are important to understand the needs and preferences of the target audience.

The two main purposes for the respondents to use the e-floater sharing service were *commuting* with 59% and *joyride* with 46% of the total answers. Other answers can be neglected as they were given by not more than one person. These results are supported with the most given answers to the question about the main driver to use shared electric micro scooter. “Convenience” (55%) and “Getting quickly from A to B” (45%) support the commuting purpose of usage and “fun” (55%) support the joyride purpose. “Simplicity” (36%) can be related to both. Hence, there are two different drivers why the people use the e-floater sharing service:

1. Using it as the first or last mile part of the commuting journey from home to work or vice versa
2. Using it just for fun.

Also, the result that most of the respondents were using the e-floater only together with friends or colleagues (46%), 36% were using it only alone and 18% mixed can be used to support this differentiation in two usage groups. To understand the using behaviour and background of the users even better, figure 7 states some statements about use cases of the top three users.

Edgar Alexandre Rosado, LISPOLIS (55 trips):

"I used the z-floater almost every day from Metro to my office and back. It was very convenient and saved me about 12-15 minutes each way. […] I would for sure continue to use it after the pilot, but on a regular base only with an attractive monthly subscription model" (2019).

Nelson Chantre, LISPOLIS (35 trips):

"When a colleague told me about it, I used the z-floater from Metro to work and sometimes to go for lunch. […] A colleague of mine sometimes left his car at home to use the combination of Metro and z-floater" (2019).

Debora Passinhas, student at UE (21 trips):

"I used the z-floater quite often with my friends to get from the UE campus at the Metro to the UE campus at LISPOLIS" (2019).

Figure 7: Use cases of top three users of the e-floater sharing service (Hofrichter, 2019)

The criteria of the respondents to use a specific micro scooter sharing brand can be ranked as shown in figure 8.

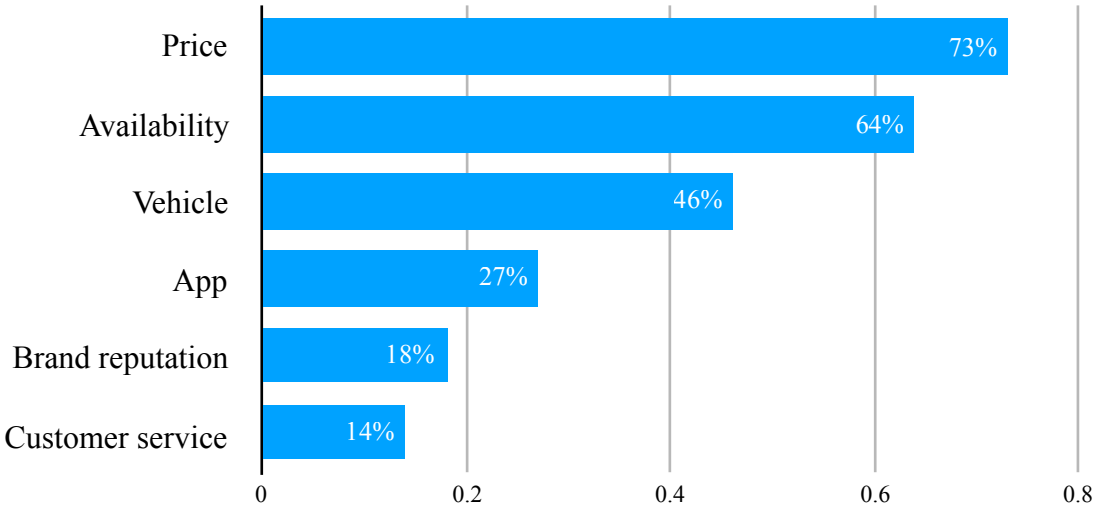

Figure 8: Ranking of criteria to use a specific micro scooter sharing brand (Hofrichter, 2019)

They are supported with the answers of the question about triggers to use the e-floater sharing service more often. Also here the four most common answers were: *price, availability, vehicle* and *app*. The customer communication was only mentioned by one respondent.
The results show that the brand reputation, which can be influenced the most by a well done communication plan, is not so important for the respondents than factors like the price, the availability and the quality of the vehicle and the app. These factors can be influenced by Floatility with a competitive pricing strategy, a good service operations of the fleet as well as good work in designing and producing the e-floater and the app. This knowledge can be helpful to understand that the target audience could be not so sensitive for the communication of micro scooter sharing companies. However, the first four factors can also partially be influenced with a good corporate communication that focuses on them when communicating to the target audience. Moreover, the effects of the corporate communication for the usage of the service are often not quite conscious to the people. Often they do a buying decision without consciously knowing that the companies marketing effected this decision.

4.4.2 Communication objectives

According to chapter 2.3.2, the main objective of Floatility should be to get a purchase response from the target audience. As the target audience for this communication plan are already existing users, they already moved along all *buyer-readiness-stages* towards the purchasing decision at least once. Therefore, the objective has to be that the customers are repeating the purchasing decision again and again in order to become regular users of the e-floater sharing service. Floatility should therefore focus on fostering loyalty and communicating detailed and relevant information to them. Having learned in the previous chapter about the characteristics as well as needs and preferences of the target audiences, Floatility need to make use of these learnings and address the target audience with communication which content is relevant for them and reaches them on channels that are used by them. The usage data from page 37 show how important the heavy users are for Floatility and that it should put a great focus on communicating well to them in order to make them even more happy with the e-floater sharing service and trying to establish a community thinking among them.

4.4.3 Communication message

Knowing about the target audience and the communication objectives, Floatility needs to develop the content, structure and form of the message they are communicating to the existing users. All of them have to be tailored to the needs and preferences of the target audience and should still be consistent with the general corporate identity of Floatility. In the same time it is the aspiration to follow with them the principles of the *AIDA* model by grabbing the customer's attention, detaining their interest, sparking their desire and triggering an action.

As discovered in chapter 4.4.1.3 on page 40, the target audience can be divided into the users who use the e-floater sharing service for commuting purposes and those who use it for fun rides. Both user groups can be targeted with different approaches and appeals. The ones who use is it for the first and last mile of their urban journey can be addressed with messages containing more *rational* and *moral* appeals. Messages with rational appeals can include the users benefits of the e-floater sharing service, which are mainly time savings on the commute, more stability through three wheels or no sweating on the way to work. The main moral appeal in the communication message is the ecological impact the usage can have for the environment by replacing trips with private cars or taxis. As Floatility's service operations with swappable batteries are more ecological than the competitors operations, it is a clearly communicable USP. Both appeals can be communicated by showing use cases of commuting people who report about the benefits they gain through the e-floater. Images and videos can be used to showcase the very vivid e-floater, but also texts which dominantly and concisely display the benefits for the user. The user Edgar Alexandre Rosado (2019) who used the e-floater 55 times for commuting to work said that his use case motivated others in his office to try the e-floater as well. Real heavy users like him have to be used for the communication.

For the users who use the e-floater sharing service mostly due to fun reasons, the message should focus on *emotional* appeals and could also include *humour* or *sex* appeals as content. The emotional appeals in the message highlight the joy factor of using the e-floater. Floatility created an own word for the feeling of the e-floater usage: *floating*. This word is unique and emotionales the action of riding the e-floater. The heavy user Raphael Siesenop stated that he loves the wording as it "perfectly describes the feeling of moving around with the e-

floater" (Siesenop, 2019). He recommends to use this word in every communication and show people on pictures and in videos having fun while floating. These images and videos can be combined with attractive people, unordinary people, famous persons or couples so that emotional appeals like love, sex or humour are addressed in the message.

As discovered in chapter 4.4.1.3, the price, availability, vehicle and app have to be incorporated in a smart way into the communication content.

Being asked about preferred content in form of news or updates about the e-floater sharing service, the majority of the respondents prefer to hear about updates about the local operations in their area like changes in the business area or the amount of e-floaters available (82%). Second and third important for them are technical information (27%) and general facts about Floatility (23%).

Edgar Alexandre Rosado (2019) commented in the interview that he would recommend to communicate in Lisbon in Portuguese as not all Portuguese speak English very well and honour it a lot when foreign companies communicate to them in the local language. According to him, English should only be the second language when communicating to the users for example on the vehicle or in the app. The German company Floatility should hire for its operations in Lisbon therefore local employees who take care about the communication in Portuguese and considering the Portuguese culture in the communications.

4.4.4 Communication media

In the following the communication media will be presented, following the structure of the chapter 2.3. It will analyse the eight different communication channels advertising, sales promotion, events and experiences, PR, direct marketing, Interactive/ internet marketing, word-of-mouth and personal selling for the effectiveness for Floatility and recommends to the company how to use them in the best way.

Being asked if a specific communication channel could trigger them to use the e-floater more often, 55% of the survey respondents answered with "yes". This shows that is quite important

for Floatility to find the right promotion mix and therefore the channels which reach the target audience where they want to be reached.

4.4.4.1 Advertising

As presented in chapter 2.3 on page 20 advertisements can be structured into print, radio, TV, out-of-home and online advertisements. All of them are paid media. During the pilot, Floatility did not make use of any advertising, as these communication channels are very expensive and the target audience is with most advertising channels very broad. Many people can be reached but when the service is limited to only a specific location and the target audience is known and specific, advertising to so many people is not really necessary.

Advertisings in print, radio or TV are known to be consumed less and less by the younger generation and to have too much distance to the moment when the customer needs the service. This is different to out-of-home advertisements. They can be found right on the streets and public transports, where people are in need to use a scooter sharing system. However, they are only effective when being used as part of a thorough campaign that is displayed at many locations for a longer period. Considering the high costs necessary to become effective and the small budget of the startup Floatility, the advertising channels print, radio, TV, and out-of-home are not recommended to the company for the communication to the existing customers. If the budget will be higher for the Lisbon operations, an integrated communication campaign can incorporate also out-of-home advertisements at specific locations in Lisbon, repeating the communication message very consistently at many places that are relevant for the target audience.

Online advertisements, however, can be very interesting for the company in the first place. Being shown on social media platforms, search engines and relevant websites, they can be targeted very precisely to Floatility's target audience existing customers. It is for example possible to show the online advertisements only to the people who already interacted with the company on social media or visited its website. These people already showed interest for the company and are potentially already existing customers. Messages that remember them about the fun-factor or their benefits can be shown in form of images or videos in combination with

text to the target audience. The interviewee Goncalo Gabriel Barreira (2019) states that he is very responsive to advertisements shown to him on the platform Instagram and that he can imagine to get triggered by those ads to use the e-floater sharing service even more often. Next to him, three other survey respondents stated the same (18%). The most common online advertisements are offered by Google and Facebook. As Google ads are mostly shown when people actively search with keywords about the topic and Facebook ads are shown when spending time on Portugals most commonly used social media platforms Facebook and Instagram, Facebook ads are more relevant to be used by Floatility (similarweb,com, 2019). With the specific targeting settings by Facebooks, only people who already interacted with Floatility on the platforms can be selected as target audience for the ads, so that the budget can be kept quite low.

4.4.4.2 Sales Promotion

As the e-floaters are offered as a free-floating sharing system on the streets, the most relevant sales promotion for it is the street promotion, where representatives of the company present the service with the help of the e-floater itself to the people on the street. It can be done at places where the target audience can be found in concentrations, like train stations, city centres, shopping malls, central bus stations, on market places, or at commuters offices. This is especially effective, when the service is new on the market and not so known by the people yet. A company can explain it to them, let them make their first experiences with it first hand and get them to register for the service. This was being done by Floatility at the first weeks of the pilot (see picture of street promotion during the pilot in appendix 3) and it was a big success. Awareness was raised, people tried it out and registered for the service. Nelson Chantre (2019) mentioned that it was the reason why he started to use the e-floater sharing service on a regular base. However, he wouldn’t be triggered by street promotion to use it more often than before. Only with special discounts on the rides it would be an incentive for more usages for him. As these discounts can be issued also on more cost efficient ways, it is therefore not recommended to use street promotions as a communication channel for existing users.

Other forms of sales promotion like fairs, trade shows, contests, or samplings are not very relevant for promoting the e-floater sharing service in Lisbon. However, as mentioned earlier, issuing discounts in form of free minutes can be very effective to trigger existing users to do more trips. Nuno Ribeiro (2019) claims that he would use the e-floater sharing service much more often for his commutes when he would regularly receive push notifications in the app giving him special discounts like free minutes. They do not need to be high, but it would give him the feeling of saving money and remind him in the same time about the service. Next to him, also three other interviewees highlighted app push notifications with discounts as the potentially most powerful channel to trigger more usage for them. Besides of push notifications in the app, Floatility can also send promotion discounts on other channels like e-mail or SMS, which are likewise very cheap to use. Sending them out by letter is not possible as the address of the users is not known.

Another very effective form of discounting to increase the usage is the friends recommendation system. 82% of the survey respondents would use it to recommend the e-floater sharing service to a friend and receive a reward in exchange for the recommendation. The expectations for the reward are however very diverse among the respondents as all proposed options were chosen by the participants of the survey (see figure 9).

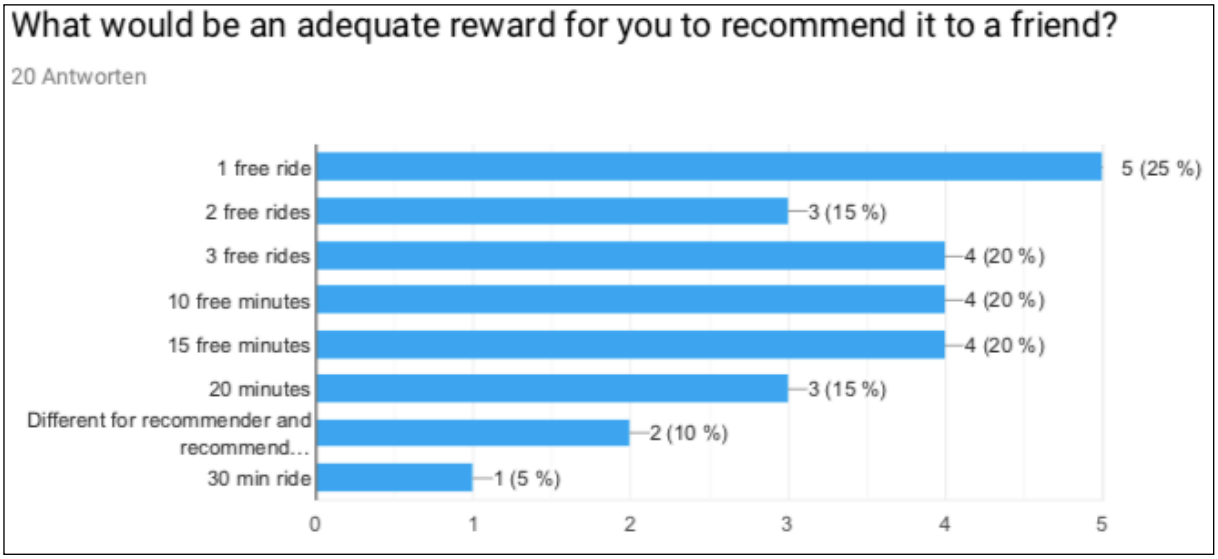

Figure 9: Adequate reward for friends recommendation

Also, the participation at a loyalty program is quite popular among the survey respondents. 73% would pay for an e-floater loyalty program, which makes the regular usage money wise more attractive.

Nelson Chantre (2019) states that for him the reward of the loyalty program would be a lower price and not free minutes. He “would prefer that the daily user gets a benefit, so it should be reward model that differentiates the daily users from a casual user.” Deborah Passinhos (2019) proposes different categories like bronze, silver, gold and platinum. When reaching a higher category the rewards get higher. According to her, the rewards can be more free minutes per months or higher friend recommendation rewards. It would trigger a competitive mode in her, which makes her use the e-floater sharing service even more in order to earn more credits for the categories.

4.4.4.3 Events and experiences

Events and experiences can be sponsoring of festivals, sports events, or other activities or programs. They mainly help to promote the brand within the participants in the long run and normally do not generate immediate usage increases. As this communication media is very cost intensive and doesn’t deliver high effectiveness, it is recommended to be neglected at least in the first year. Later, the event and experiences market can be analysed and if there is a highly relevant event with most people that belong to the target audience, it can be used as a secondary tool for branding purposes.

Also the participations at events as an exhibitor would be too resource intense with the expected outcome of increasing the trips of existing users. Being asked about the impact for him when seeing Floatility at an exhibition, Nelson Chantre (2019) answered immediately with “none”. An exemption could be local events where many of the target audience are participating. Here, students can be hired to issue flyers with promotional codes. This idea was proposed by the student Goncalo Gabriel Barreira (2019).

4.4.4.4 Public Relations and Publicity

The classical PR is used to generate public awareness and attention. It is considered as earned media and does not need to be paid by the company. In order to foster an article about it, a company can actively offer the press representatives an interesting and maybe even exclusive story about the service. Even though only two survey respondents (9%) stated that media coverage would trigger more e-floater usage for them, it is recommended to Floatility to not neglect PR as a communication channel. With relatively low effort, the users will be remembered about the e-floater sharing service subconsciously. To accomplish this, relevant media for the target audience have to be chosen. According to Raphael Siesenop (2019) this could be local newspapers, magazines for mobility or national media.

Next to the classical PR, Floatility should also focus on the modern way of PR: Influencer marketing. Here, people that have many followers and influence on their peers like online bloggers or social media influencers can report about their experiences of using the e-floater sharing service. When its interesting enough for them and their followers, they do so for free or alternatively they are sold good stories by the company about the service or get offered free minutes or rides for the e-floater in order to report about the testing experience. With those people, a company can reach mainly the younger target audience who look at role models that talk their language and about topics they are interested in. The student Debora Passinhos (2019) stated that influencers on Instagram have a high effect on her buying and consume behaviour and that she can believe that when one of her favourite influencer would say that he or she regularly uses the e-floater sharing service, she would probably also do so more often.

Even though the majority of respondents (64%) did not search for information or updates about the e-oater sharing system during the pilot, the same amount of respondents said that they wish to get more information and updates about it. Being asked about the channel where they would search for more information or updates, the website was with 68% by far the most stated answer. At the question about where to get them, the website was second- (45%) and the app (50%) the most given answer. This leads to the recommendation to establish a corporate blog on the website that gives interested users updates and additional information.

About the content of it, the respondents voted mainly (82%) for updates about the local operations.

4.4.4.5 Direct Marketing

Direct marketing tools are directly controlled by the company and are therefore considered as owned media. Some direct marketing channels can be a very effective and in the same time cheap way to increase usage frequency with existing users. According to the survey these are namely: App notifications (46%) and e-mail newsletters (27%). SMS messages haven't been mentioned, but can also be used as an alternative to app-notification which many users did not activate for many apps on their smartphones.

The best content for these direct marketing channels is to send to the existing user incentives like discounts in form of for example free minutes in order to trigger direct increase of usages. Additionally, they can be used for reminding them about the e-floater sharing service. This can be done on a regular base like once a week or at special occasions like hot days or days with a special event, when it is more likely that the people would use it, messages can be sent to the existing users via app-notification, e-mail or SMS presenting them great use cases. Its effectiveness can be evaluated immediately and adapted accordingly to the practice.

Other direct marketing tools like telemarketing or catalogues are not relevant. However, Floatility can think about the creation of flyers, which can be issued at special and relevant events (see page 48) or on street promotions (see page 46).

4.4.4.6 Interactive / Internet Marketing

Interactive and internet marketing are relatively new communication media. They are considered as owned media since the company has direct control and influence on them. For addressing the existing users of Floatility's e-floater sharing service they can be very powerful as direct contact and exchange with them is possible in a relatively cheap way.

From the possible communication channels within interactive and internet market as shown on page 20, social media, the website and SEO are the most important ones for Floatility. Next to push notifications in the app, social media was stated by the survey respondents to be the communication channel that would trigger them the most to use the e-floater sharing service more often (41%). 60% follow or would follow the e-floater sharing service on Social media to get the latest updates. As shown in figure 10, the Social media platforms Instagram, Facebook and LinkedIn are the most relevant for them.

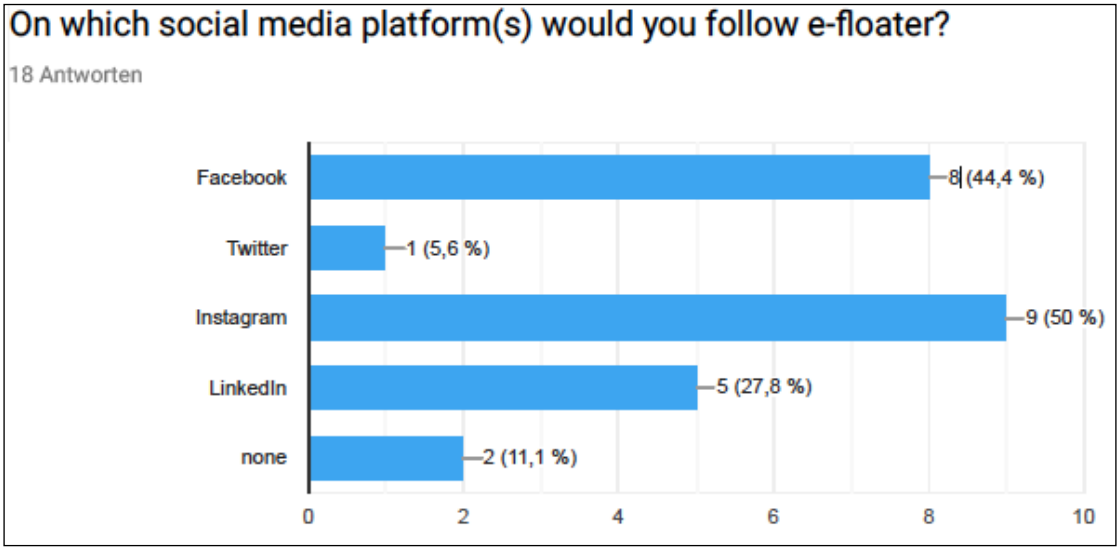

Figure 10: Preferred social media platforms to follow e-floater

Raphael Siesenop (2019) stated in the interview that constant updates in his Social Media feeds bring services regularly in his mind and inspire him for new or alternative use cases or situations where he can use them. Once being in such a situation where he could make use of the service, he would remember the company that he follows on Social Media much more than the competitors and is therefore more likely to use this specific service. Social media is therefore very much recommended to be used by Floatility in order to passively trigger existing users to use the e-floater sharing service more often.

Also for updates about the service, Social Media can be used. However, according to the survey respondents, the website was used much more to inform themselves about the latest updates about the service or get general information about it (68%). Being asked about their

preferred channel to get information and updates about the e-floater sharing service, the respondents ranked the app first (50%), the website second (46%) and social media third (27%). Hence, also the app can be a very powerful channel to interact with the existing users. In the app, Floatility can work with real time updates via push notifications and on the website the company should consider establishing a company blog to inform the users on a regular base about relevant news from their city or general useful information.

The interviewee Debora Passinhos who studies Communication Sciences thinks that constant updates about the company foster users to think about the company on a constant base and also interact to special content posts (2019). The company can do this for example by inviting them to comment on social media posts or company blog articles with special content that is relevant for the target audience and invites them to think about it and leave their opinion. If being done in a smart way, this practice can build and strengthens a community around the e-floater sharing service, which in the long run will support in getting more trips by the users.

4.4.4.7 Word-of-mouth Marketing

Word-of-mouth marketing is hard to control for a company, but can be accomplished by a very good product and service. If the users are happy and like the service, they automatically share or are easy to be convinced to share their experiences with other users. Hence, this marketing channel is considered as earned media. The word-of-mouth recommendations are very effective and do not cost anything for the company.

It can be done by normal users that are convinced by the product, pioneers, test users, or organisations. At the Lisbon pilot all four groups existed and spread the word about the new service in the area. In the beginning of the pilot test users were asked to use the e-floaters and float around the area so that people could see them. In the second stage the first official users, the pioneers, tried the sharing system and told their peers or colleagues about it. Later, organisations helped to use their communication channels to reach their employees and finally normal users used the e-floater sharing service on a regular base and recommended it to their

surroundings. These users became the heavy users, who used it almost daily and were very willing to share their experiences in the interviews. The feedback of them showed that these heavy users can be seen as the ambassador of the brand, who were very convinced about the service and therefore willing to share their experiences with friends or colleagues and recommend it to them. At best, an e-floater community establishes, who is doing a word-of-mouth campaign. Being asked, whether they see themselves as part of an e-floater community, 64% answered with “yes”. 41% of the respondents can even imagine to exchange with other users. Best places for this are at an event (33%) or in social media groups (24%). These results show that a community that likes the service a lot, can help Floatility to increase the usage. The company should pro actively support the establishment of a community by providing them with platforms to exchange. Goncalo Gabriel Barreira (2019) proposes a Facebook group and events, where users can meet and float together through the city.

4.4.4.8 Personal selling

The personal interaction between a sales representative of Floatility and its existing users is not a relevant communication media for increasing the usage of the e-floater sharing network as it is not a service that is expensive, hard to explain and difficult to use. It can therefore be neglected.

4.4.5 Message source

The source of the message will be mainly the company itself or its employees. For well-known celebrities as source or spokesperson of the company, Floatility does not yet have the budget. In the longer run it could be a good idea to build on the floating wording as association with the feeling of skiing on the streets. For example well-known skiing or even surfing professionals could be the source of marketing campaigns. In general, a very good strategy for Floatility can be to make the users, especially the heavy users, the source and ambassadors of the e-floater brand. As presented on page 44, the use cases of real users can be highly credible for other users and trigger them to do more trips. Social media platforms like Facebook or Instagram can be used to give them a platform to share their experiences with

other users on the official e-floater accounts or groups. Like this Floatility can make its own users to multipliers.

4.4.6 Collecting feedback from the users

Having set up und conducted the integrated communication plan, feedback has to be collected from the target audience in order to assess the effectiveness of the communication actions for future optimisations. Some communication media make it easy to collect direct feedback from the users and therefore the impact of the channel, with others it is more difficult.
For example, channels like online advertisements, friends recommendations, loyalty programs or direct marketing collect data and can be analysed in terms of their effectiveness. Other channels like PR, word-of-mouth or social media channels that do not have direct leads, it is very difficult to measure how effective the communication was. With these channels the effectiveness can only be estimated.

In order to collect general feedback about the e-floater sharing service, communication channels like social media or street promotion can be used in order to ask the target audience directly or by issuing surveys, that are similar to the one from this Master's project.

4.5 General feedback from users

Next to the questions about communication preferences, the interviewees and survey respondents were also asked about general feedback and recommendations for the e-floater pilot in Lisbon. In total, 82% of the respondents rated their satisfaction with the e-floater sharing with 7 or higher (from 1-10). However, there is still a lot, Floatility can improve on the system. Mainly these are the e-floater itself (55%), the app and the availability (each 41%). For the pilot users, the main criteria to use a specific scooter sharing brand is the price (73%), followed by the availability (64%) and the vehicle (46%). Next to a good communication to their users, Floatility should therefore put a special focus on constantly reviewing its pricing strategy, ensuring a high availability by active and efficient operations and on improving the vehicle on a constant base.

In terms of pricing, Floatility can think about different pricing models that fit the needs of the users. Nelson Chantre (2019) stated for example that he would love to buy a monthly subscription model in order save some money and make it more attractive to use the e-floaters even more often. Almost three-quarters (73%) of the survey respondents agreed with him and the majority proposed 10-20€ per month as a reasonable price. Of course, this is a very low monthly price but this shows how sensible the Portuguese users are for prices. 86% of the respondents would use the e-floater sharing service more often, when the availability in the situation when they want to use it, would be higher. About the different design with three wheels and the resulting different driving behaviour in comparison to electric micro scooter with two wheels from most of the competitors, most of the respondents were very satisfied. Floatility should therefore incorporate positive messages about prices, availability and their three-wheeled design in their communications.

Also in terms of customer support Floatility has a chance to increase the satisfaction of its customer and therefore potentially also the amount and lengths of trips. The preferred channels of contact of the respondents are via chat function (73%), telephone hotline (32%) and via e-mail (27%).

The e-floater vehicle itself can also be a powerful way of communicating to the users. Almost three-quarter of the respondents read the information written on the e-floater itself (73%) and the majority considered it as useful information (65%). As Nuno Ribeiro (2019) remarks, he and probably most of the other users only read it before the first trip so that it is not so relevant for the communication with existing users. The same is true for the QR code on the e-floater. 63 percent of the users would scan a QR code on the e-floater in order to download the app or get additional information. However, “only at the first time” (Nelson Chantre, 2019). In order to increase usage frequency directly with already existing users, he proposes to hang once in while a flyer or sticker on the e-floaters that provide the users with special codes for for example free minutes with the e-floater. Other ideas by the survey respondents for the e-floater were: a place for the phone, a display with the map of the area, and information in Portuguese language.

5. Implementation

Having presented the promotion plan and some general recommendations to Floatility, this chapter will give some recommendations to Floatility's management on how and when it is recommendable to implement the integrated communication plan into practice.

5.1 Limitations for the implementation

Certainly there are some limitations that have to be considered when implementing the communication plan for the existing users of the e-floater sharing service in Lisbon.

First of all, it is important to take into consideration that the respondents from the survey and the interviewees were existing users from the pilot in Lisbon Carnide. Even though it is part of Lisbon and it can mostly be transferred to the whole city, the communication plan for the entire city has to be checked and reviewed if there are differences in terms of the target audience or infrastructural conditions in other districts of the city. Also, the date of implementation will be different to the time when the research has been conducted during the pilot. In the meantime some changes to the market can occur. However, the preferences of the users in terms of communication will most likely stay very much the same. Finally, the budget and possibly in the first weeks also the personnel could give some limitations to implement the communication plan equivalent as recommended.

5.2 Implementation

When Floatility will start to incorporate the recommendations of this Master's project into practice, the company must consider that it needs to be integrated and therefore consistent and connected with all other communications that the company is doing. It should follow the standards and guidelines of the corporate brand book that was created in 2018 and is updated on a regular base. As the communication plan from this Master's project is directed to the existing users it needs to be aligned with the communication to new users as, of course, every existing user has been a new user before. Often, the communication can't even be differentiated since channels like PR or Social Media can't distinguish between them. That is

the reason why it is so important to consider this recommended communication plan as integrated and in conjunction with all internal and external communications of Floatility. When the communication manager for the Lisbon project will be hired, the management and the corporate marketing department of Floatility have to give much attention on training this person thoroughly on the communication guidelines from the brand book and past communications in Lisbon and other cities. This concerns especially the communication message including the content, structure and form as well as the communication media including the eight different communication channels.

As for example the market, the language and the culture in Lisbon are different to cities in other countries where Floatility operates, the communication should have the freedom to be adapted to the local preferences. For example, the message content can be adapted to the local slang and the communication channels to the preferences of the people in Lisbon as proposed in the analysis chapter 4.4.3. The local communication manager has the advantage to speak Portuguese and know the mentality and preferences of the people in Lisbon. This person needs to be given the freedom to make use of that advantage.

Since it will be only person responsible for the communication it will be important to focus in the beginning on the most effective communication channels and add more and more channels to the promotional mix. At the start the focus should be on the channels social media, app push notifications, local PR, influencer marketing, online advertisements, and the website including SEO. On a later stage the channels like e-mail newsletter, community building by word-to-mouth marketing or sales promotions can be added.

Moreover, the competitive landscape in Lisbon (see page 32 to 34) has to be considered as well for the communication. As the micro scooter sharing market is developing quite fast, the competitors have to be reviewed again when starting with the implementation. Currently all of the very close competitors offering micro scooter sharing in Lisbon have a two-wheeled micro scooter. Hence, the fact that the e-floater is three-wheeled differentiates it from all of the competitors. The three-wheeled design will be noticed immediately by the people in Lisbon, which will potentially make many of them want to try out the different driving

behaviour, called “floating”. After the first trial they will have an opinion on which driving behaviour they prefer more. In the communication to the existing users the benefits like stability and coolness of floating have to be highlighted consistently to the existing users. This could support to establish a positive public opinion on the three-wheeled e-floaters in comparison to the competitor models. Also, the positive effect of the different operations for the people of Lisbon should be highlighted. As the battery can be swapped, the e-floater does not need to be collected at night and transported through the city for recharging. Instead it can be left on the streets and the service operators drive through the city with electric cargo bikes to actively manage the fleet and swap the empty batteries with new ones. This more sustainable operational approach has to be communicated to the existing users so that they understand that they support a more ecological sharing system by conducting more e-floater trips.

5.3 Implementation time frame

As this Master’s project will concentrate on the communication to the already existing users, it will be implemented a few weeks after the start in Lisbon where the communication is only based on acquiring users who use the e-floater for the first time. After a ramp-up phase of approximately two weeks the communication to existing users can be started in order to trigger them to use the e-floater sharing service more often and at best incorporate it into their daily life. In the first weeks the main focus of the communication will be still on acquiring new users to the system. Communication actions to existing users will start slowly and will become more and more until a time when most of the communication efforts and budget should be shifted to the existing users as they are the ones who do most of the trips and bring therefore most of the revenue to the company. This time can’t be predicted precisely in advance but has to be analysed during the first weeks of operations in Lisbon based on the adaption of the e-floater sharing service in Lisbon. Based on previous operations it is estimated to start three months after the first day of operations. As recommended in chapter 5.2, the communication should firstly focus on the most relevant and effective communication channels and complemented with other channels time by time.

5.4 Implementation budget

The determination of the budget for the communication to existing users depends on various factors. Mainly it depends on the amount of users and its readiness to conduct many e-floater trips without a lot of active communication by Floatility. After the ramp-up phase in the first weeks it is recommended to Floatility to spend more money on communicating to existing customers than on acquiring new customers. With the assumption to start with 500 e-floaters in Lisbon Floatility should spend at least a low five digit budget on communications to existing users throughout one year.

6. Conclusions and limitations

In this chapter, the research question (*"What is an effective integrated communication plan for the users of the e-floater sharing service in Lisbon in order to increase their usage frequency?")* will be conclusively answered based on the preceding results. Furthermore, limitations of the research and finally an outlook for further research will be presented.

6.1 Conclusions

Before answering the main research question, the shared mobility market in Lisbon, the competitive landscape and Floatility's activities and plans in Lisbon have been analysed. It can be concluded that Floatility will start its operations in a quite new and quickly evolving shared mobility market with numerous competitors, which are categorised from extremely close to distant competitors. The close competitors offer a similar use case and service, but Floatility can differentiate itself for example with a different electric micro scooter (three wheels instead of two) and higher availability (24/7 availability through swappable batteries).

To answer the research question, chapter 2.3 presented six steps how to structure the integrated communication plan. These six steps will answered conclusively in the following:

The regular users of the e-floater sharing service in Lisbon: First of all the regular users of the e-floater sharing service during the pilot in Lisbon have been analysed. The 22 users of the interviews and survey were accountable for almost one third of the total pilot trips that have been conducted by in total 215 users. They have the following main characteristics:

1. Gender	Mainly male
2. Nationality	Mainly Portuguese
3. Age	Mainly 34 years or younger
4. Profession	Slightly more workers than students

Table 2: Characteristics of sample size from pilot (Hofrichter, 2019)

In terms of the driver of using the e-floater sharing service, the users can be divided into two groups: commuters and joyriders. The most important criteria for using a micro scooter sharing system as well as using the e-floater more often are: price, availability, the vehicle and the app. These criteria have to be well managed and incorporated into the communication messages.

Communication objective: Floatility is planning to win existing customers as loyal users with the aim to establish a regular based usage. Relevant communication messages on commonly used communication channels have to be used by Floatility to make the users happy, foster loyalty, establish a community among them and eventually increase usage frequency with them.

Communication message: As Floatility's existing users can be clustered in the two user groups commuters and joyriders, the company should adapt its communication messages, where possible, to this different use cases and therefore expectations and demands. Commuters can be addressed with messages containing more rational (e.g. benefits) and moral (e.g. ecological impact) appeals. For joyriders the message should focus on emotional appeals (e.g. "floating is fun") and could also include *humour* or *sex* appeals as content. If certain communication channels do not allow to distinguish between the two different user groups, it is important to find a good balance in addressing the emotional and rational appeals.

As the e-floater is a very vivid product the main focus of delivering the communication message to both user groups should be on high quality images and videos that show happy people on the e-floater in different use cases that is supported with relevant texts. The message content, structure and form should generally stick to the company's corporate identity, but adapt locally in terms of for example language, slang and images. To be up to date, the users prefer to regularly receive updates about the local operations in their area, technical information and general facts about Floatility.

Communication media: From the eight analysed communication channels some of them are highly relevant to be used by Floatility, others are only partially relevant and the channels *personal selling* and *events and experiences* can be neglected completely. In the following only the relevant channels will be considered.

Being asked directly which communication channel would tigger them to use the e-floater more often, the surveyed users preferred social media (internet media) and push notifications in the app (direct marketing). Hence, these two channels have to be considered especially by Floatility's responsible person for communication in Lisbon.

Within the *Interactive/ internet media* next to social media also the website and SEO are highly relevant for Floatility. On social media the company can update, inspire and exchange with its existing users, the website can be used to inform them about details of the service and SEO helps to be found on search engines like Google.
In addition to push notifications in the app, also e-mail newsletter are highly recommended to be used by Floatility as part of the *direct marketing* channels. Both channels can be used to remind the user about the service with for example special use cases or discounts and vouchers like free minutes in order to incentivise additional e-floater usage.
Even though it is hard to control, *word-of-mouth* should be fostered intensively by Floatility. If convinced by the service and product, the user groups pioneers, test users, convinced normal users, or organisations spread the word about the e-floater sharing service and convince their peers to use it as well. At best, an e-floater community establishes within Lisbon, who are using the e-floater on a very regular base. Floatility should pro actively

support the establishment of a community by providing them with platforms and content to exchange.

If the public opinion about the e-floater sharing service is mainly positive, also *PR and publicity* is easier to be controlled by Floatility. The company should also actively jump in and offer the press representatives interesting and sometimes even exclusive stories. Furthermore, influencer marketing should be done, where influencers with many followers and influence on their peers report about their experiences and give recommendations on using the e-floater sharing service more often.

Sales promotion is recommended to be done in form of friend recommendations, loyalty programs and once in a while street promotions. With all three forms the users are incentivised to more usage by offering them discounts or vouchers in form of free minutes.

Within *advertisings* only online advertisement are recommended to be used by Floatility. They can be targeted very precisely to Floatility's existing customers on social media platforms, search engines and relevant websites.

Message source: As message source the company itself, its employees and mainly its regular users should be used. If heavy users are the source and ambassadors of the e-floater brand and report about their experiences and use cases, this will be highly credible and trigger other users to do more trips.

Collecting feedback: Floatility should regularly collect feedback from its users in order to improve its service, product and communication. With channels like online advertisements, friends recommendations, loyalty programs or direct marketing data can be collected and analysed in terms of their effectiveness. Other channels make it much more difficult to collect feedback or analyse its effectiveness.

For the implementation of the communication plan in Lisbon it is very important to consider it as an integrated communication plan that is consistent and connected with all other communications by Floatility, especially the communication to the first users. However, the communication also needs to have the freedom to be adapted in terms of content, images and

language to the local market in Lisbon. As the market start in Lisbon will be later than the final date of the Master's project, also the shared mobility market and the competitors in Lisbon have to be reviewed again before starting to communicate in Lisbon. The communication needs to be comprehensive from the beginning, but certain channels can be added gradually.

6.2 Limitations

The conducted research and analysis have some limitations that need to be acknowledged. First of all, the literature about this topic was very comprehensive, but it can not completely be guaranteed that the theories and models can be applied in every detail to the quickly evolving new mobility market with mostly young generation as target audience.
At the primary research the main limitation is certainly the language barrier as most likely none of the interviewees or survey respondents were native English speaker, but from Portugal and Germany. All interviewees were asked the same main open questions which are straight forward but still leave room for personal interpretation. The bias was tried to be kept as low as possible and attentive listening skills without including the personal opinion have been assessed by the author.

In terms of the electric micro scooter sharing industry it has to be stated that it is a new industry that just started and is therefore developing and adapting very quickly. This counts also to the market in Lisbon, which is reflected quite well by the fact that throughout the process of this Master's project many competitors entered the market unexpectedly. Aligned with the nature of being a startup also the plans and strategies of the company Floatility are developing and changing quickly which has to be recognised for this Master's project as well.

Generally, time and budget constraints limited the research in aspects like research methods, sample size and extent of the research. For limitations regarding the implementation of the recommended integrated communication plan please see at chapter 5.1.

6.3 Further research

Due to the mentioned limitations of this Master's project in the previous chapter, Floatility could do some further research before implementing the communication plan in Lisbon in order to confirm the findings. The company could for example interview or survey people from other districts in Lisbon or the competitors in order to analyse their communication plan. However, the best way of figuring out the most effective communication plan is by testing it during the operations with the existing users and collect direct feedback from them.

From the interviews and the survey it became clear that it can be very helpful to ask the opinion and points of view of the existing users in order to optimise future communications. Therefore, it ties recommended to carry out user surveys on a regular basis.

As the date of the launch is not certain yet, possible new communication trends should be considered. Especially trends at social media, the preferred channels of the survey respondents, can change quickly.

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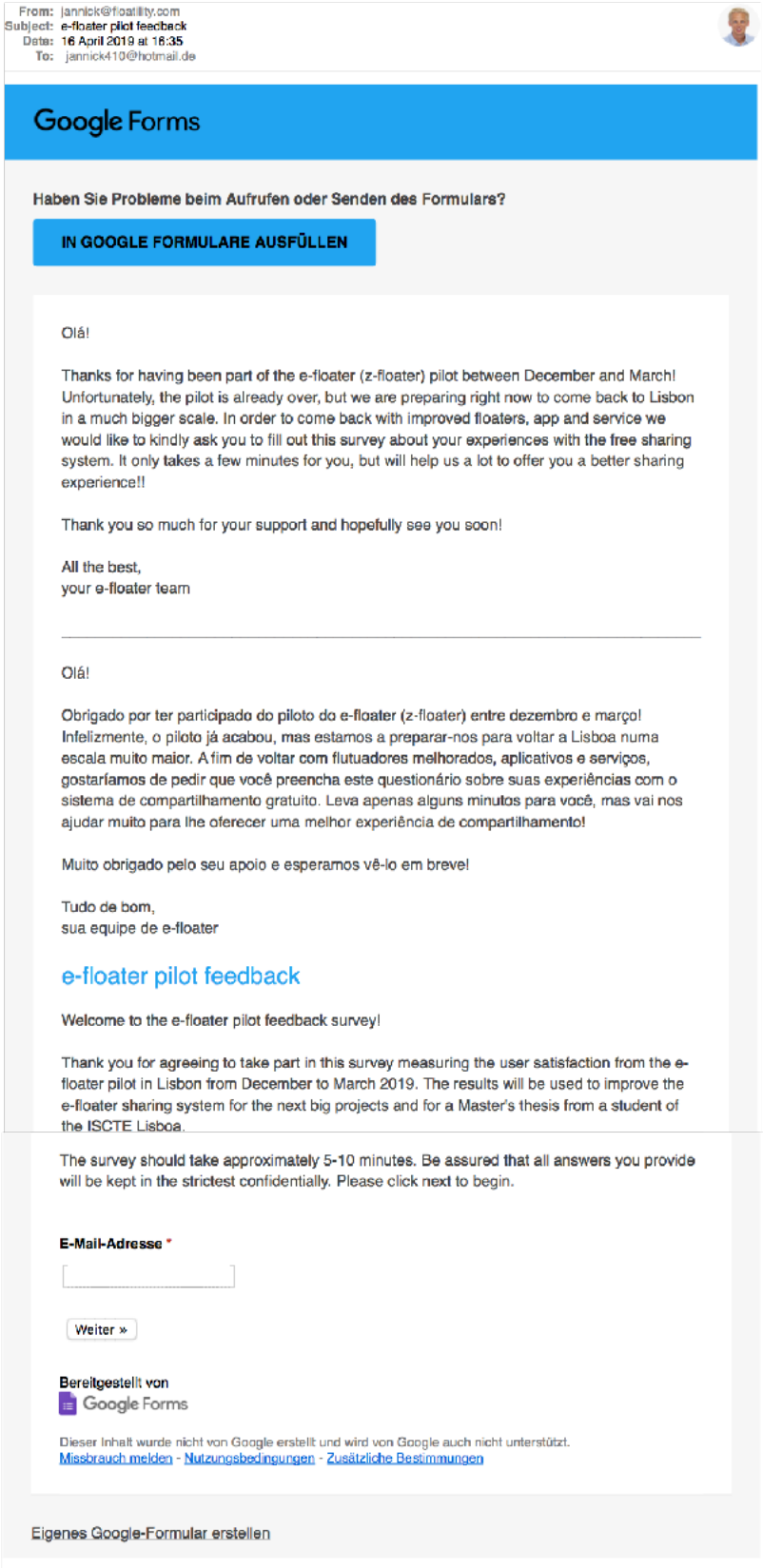
8. Appendices

Appendix 1: e-floater with user in Lisbon Carnide

Appendix 2: Pilot area in Lisbon Carnide & details of the pilot

Appendix 3: Street promotion at the pilot in Lisbon

Appendix 4: E-Mail to pilot users with more than three trips requesting the participation at the survey



From: jannick@floatility.com
Subject: e-floater pilot feedback
Date: 16 April 2019 at 16:35
To: jannick410@hotmail.de

Google Forms

Haben Sie Probleme beim Aufrufen oder Senden des Formulars?

IN GOOGLE FORMULARE AUSFÜLLEN

Olá!

Thanks for having been part of the e-floater (z-floater) pilot between December and March! Unfortunately, the pilot is already over, but we are preparing right now to come back to Lisbon in a much bigger scale. In order to come back with improved floaters, app and service we would like to kindly ask you to fill out this survey about your experiences with the free sharing system. It only takes a few minutes for you, but will help us a lot to offer you a better sharing experience!!

Thank you so much for your support and hopefully see you soon!

All the best,
your e-floater team

Olá!

Obrigado por ter participado do piloto do e-floater (z-floater) entre dezembro e março! Infelizmente, o piloto já acabou, mas estamos a preparar-nos para voltar a Lisboa numa escala muito maior. A fim de voltar com flutuadores melhorados, aplicativos e serviços, gostaríamos de pedir que você preencha este questionário sobre suas experiências com o sistema de compartilhamento gratuito. Leva apenas alguns minutos para você, mas vai nos ajudar muito para lhe oferecer uma melhor experiência de compartilhamento!

Muito obrigado pelo seu apoio e esperamos vê-lo em breve!

Tudo de bom,
sua equipe de e-floater

e-floater pilot feedback

Welcome to the e-floater pilot feedback survey!

Thank you for agreeing to take part in this survey measuring the user satisfaction from the e-floater pilot in Lisbon from December to March 2019. The results will be used to improve the e-floater sharing system for the next big projects and for a Master's thesis from a student of the ISCTE Lisboa.

The survey should take approximately 5-10 minutes. Be assured that all answers you provide will be kept in the strictest confidentially. Please click next to begin.

E-Mail-Adresse *

Weiter »

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Eigenes Google-Formular erstellen

Appendix 5: Interview guideline for registered e-floater users

1. Warm-up

"Thank you for agreeing to talk to me today. I am conducting a Master thesis research about communication to the users of the e-floater sharing service in Lisbon. In what follows, there are no right or wrong answers and, of course, everything we talk about today is completely confidential. Do you mind if I record this interview? We're going to cover some different topics in the next 20–25 minutes. If you have any questions, feel free to ask at any time."

2. Data privacy

A. Can I use your full name for quotations in the Master thesis?
   - Yes
   - No

3. Background Information

A. Do you work at a company in the LISPOLIS area or study at Universidade Europea?
   - LISPOLIS
   - Universidade Europea
   - No

B. What is profession/ study area? *(Open question)*

C. What is your nationality?
   - Portuguese

- Other *(Name it)*

D. What is your age?

- 16-20
- 21-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50 or older

E. What is your gender?

- Male
- Female
- Prefer not to say

---

4. General usage

A. What is your main purpose to use the e-floater?

- Commuting (first/ last mile part of the journey from home to work or vice versa)
- Going to lunch
- Joyride
- Other

B. Are you floating alone or together with friends or colleagues?

- Alone
- With friends/ relatives
- With colleagues

C. What is the main driver for you to use a shared micro electric scooter?

- Convenience
- Use case: First/ Last mile from public transport
- Fun
- Simplicity of usage
- Other

D. What are your main criteria to use a specific scooter sharing brand and not the competitors?
   - Brand reputation
   - The quality and driving behaviour of the vehicle
   - The app
   - The customer service
   - The availability
   - The price
   - Other

5. General satisfaction

A. How satisfied are you with the e-floater sharing service from 1 to 10 (1=very bad; 10=very good)?

B. What can be improved in your opinion?
   - The e-floater
   - The app
   - The customer service
   - The availability
   - Other

C. What can be improved at the e-floater vehicle?
   - The design
   - The three-wheels

- The driving behaviour
- The safety
- The vehicle condition
- Other

D. What do you like at the e-floater sharing service?
   - The e-floater
   - The app
   - The customer service
   - The availability
   - Other

E. Do you prefer a two or three wheeled scooter?
   - Two wheels
   - Three wheels
   - Did not yet drive a two wheeled electric micro scooter

F. How much do you like the driving behaviour of the three-wheeled e-floater from 1 to 10 (1=very bad; 10=very good)?

G. Any comments on the driving behaviour? *(Open question)*

H. How safe do you feel, floating with the e-floater from 1 to 10 (1=very bad; 10=very good)?

I. Any comments on the safety? *(Open question)*

J. How do you like the usability of the app from 1 to 10 (1=very bad; 10=very good)?

K. Any comments on the app? *(Open question)*

L. How do you assess the availability of the e-floater from 1 to 10 (1=very bad; 10=very good)

M. Any comments on the availability? *(Open question)*

N. Would you use the e-floater more often when the availability is higher?

- Yes
- No

O. What would trigger you to use the e-floater more often?

- A reasonable price
- More availability
- Other features at the e-floater
- An improved app
- Improved customer service
- More relevant communication
- Other

P. At the moment it is for you free usage as part of a pilot project. Would you continue to use it for 1€ unlocking fee + 15 cents per minute?

- Yes
- No

Q. What would you be willing to pay for it after pilot?

- 1€ unlocking fee + 5 cents per minute
- 1€ unlocking fee + 10 cents per minute
- 1€ unlocking fee + 12.5 cents per minute
- No unlocking fee + 15 cents per minute
- No unlocking fee + 20 cents per minute
- No unlocking fee + 25 cents per minute
- Packages of usage minutes

- A monthly subscription model
- Other

E. How much do you find reasonable to pay for a monthly subscription model?

- 10€ - 20€
- 21€ - 30€
- 31€ - 40€
- 41€ - 50€
- 51€ - 60€
- 61€ - 70€

---

6. Communication preferences to e-floater

A. Did you have an issue with the e-floater where you needed/required customer support?

- Yes
- No

B. Did you try to contact the e-floater customer support?

- Yes
- No

C. How do you assess the e-floater customer support from 1 to 10 (1=very bad; 10=very good)?

D. What can be improved at the customer support?

- Quicker response time
- A better answer to the question
- Offering a telephone hotline
- Offering a chat function
- Other

E. What is your preferred channel of contact to the e-floater team if you need help?

- Telephone
- E-Mail
- Chat function in app
- Chat function on website
- Direct contact on street
- Other

F. Did you search for information or updates about the e-floater sharing service?

- Yes
- No

G. Where did you search for information or updates about the e-floater sharing service?

- Flyer
- Website
- E-Mail Newsletter
- Social Media
- Newspaper
- Other

H. Do you wish to get more information and updates about the e-floater sharing service?

- Yes
- No

I. What channel do you prefer for information and updates about the e-floater sharing service?

- Website
- E-Mail Newsletter
- Social Media
- Push notification in app
- Newspaper

- Other

J. What content would be appealing/ interesting for you to hear from the e-floater?

- Update about local operations (e.g. business area, amount of floaters available, etc.)
- Use cases and experiences from other users
- Technical information
- General facts about e-floater company
- Other

K. Do you think, a specific communication channel could trigger you to use the e-floater more often?

- Yes
- No

L. What communication channel would trigger you to use the e-floater more often?

- Social Media
- Online advertising (Website or Social Media)
- E-Mail Newsletter
- Push Notification of e-floater app
- Media coverage
- Other

M. Did you read the information written on the e-floater?

- Yes
- No

N. Was it useful information for you?

- Yes
- No

O. What other information/ message would you like to have shown on the e-floater? *(Open question)*

P. Would you scan a QR code on the e-floater to get more information or download the app?

- Yes
- No

---

7. Social media

A. Do you use Social Media to follow the product/ services of your interest?

- Yes
- No

B. Do you or would you follow e-floater on Social Media to get the latest updates?

- Yes
- No

C. On which social media platform(s) do you or would you follow e-floater?

- Facebook
- Instagram
- Twitter
- LinkedIn
- Others

D. Is a good Social Media presence a trigger for you to use the service more often?

- Yes
- No

---

8. Community

A. Do you see yourself as part of a e-floater community?

- Yes
- No

B. Would you like to exchange with other users about the e-floater sharing service?

- Yes
- No

C. How could you imagine to connect with other users of the e-floater?

- At an event
- Social Media group (e.g. Facebook group)
- Other

D. Would you speak up against somebody who is misbehaving or vandalising the e-floater because you feel part of the e-floater community? *(Open question)*

---

9. Customer loyalty program

A. Would you use/pay for an e-floater loyalty program, which makes the regular usage money wise more attractive?

- Yes
- No

B. What kind of loyalty program would be interesting for you? *(Open question)*

C. Would you use a friends recommendation system with rewards (e.g. free minutes/rides)?

- Yes
- No

D. What would be the minimum reward you require to recommend it to a friend?

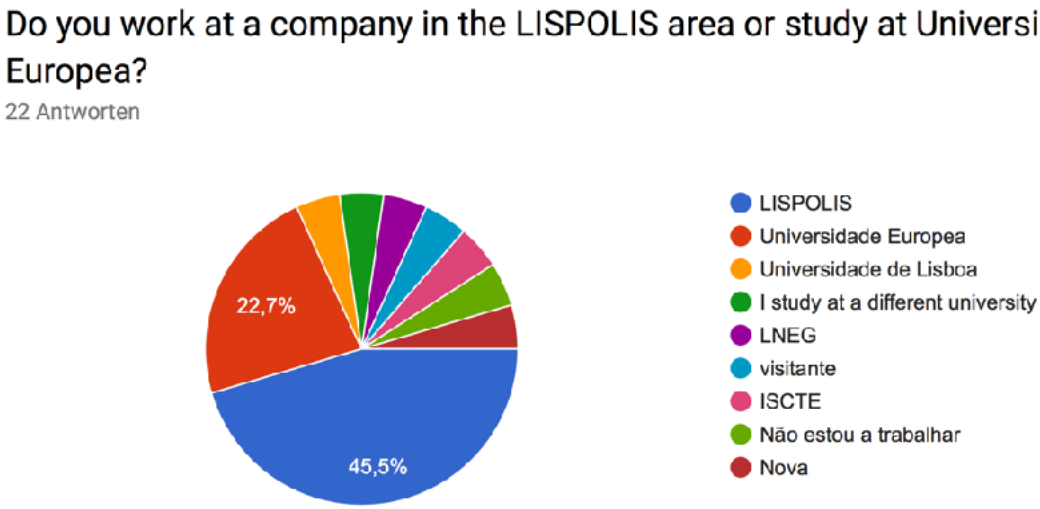
E. What would be an adequate reward for you to recommend it to a friend?

- 1 free ride
- 2 free rides
- 3 free rides
- 10 free minutes
- 15 free minutes
- 20 free minutes
- 3 times no unlocking fee
- 4 times no unlocking fee
- 5 times no unlocking fee
- Other

10. Wrap-up

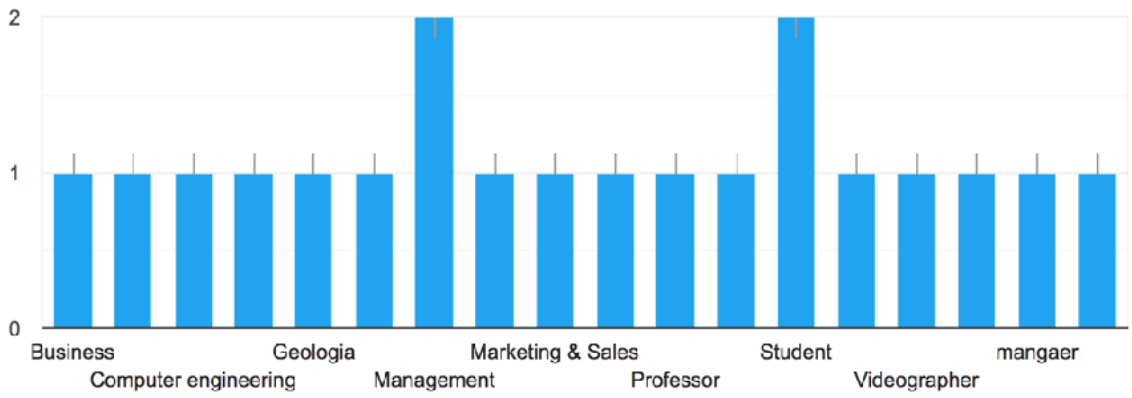
"This is the end of our interview and I want to thank you for your time. Do you have any questions or further comments that you would like to add? Thank you once again."

Appendix 6: Results of the survey



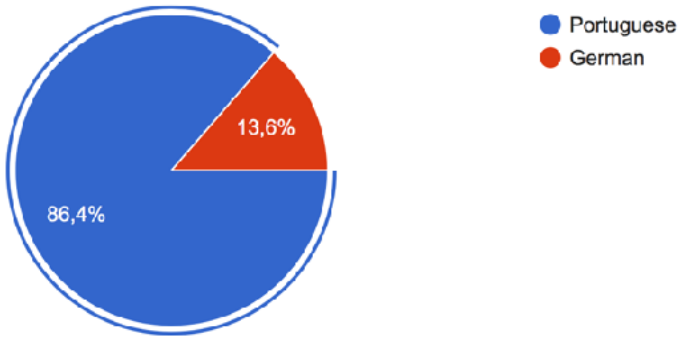
What is profession/ study area?

20 Antworten



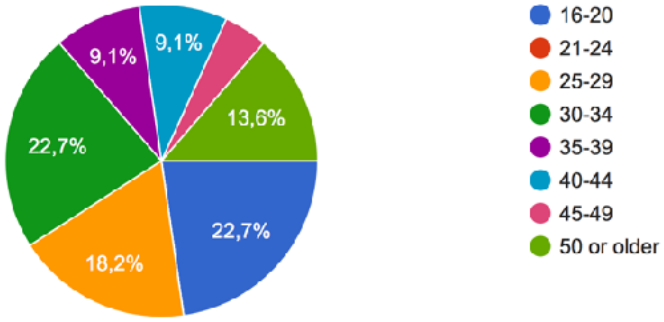
What is your nationality?

22 Antworten



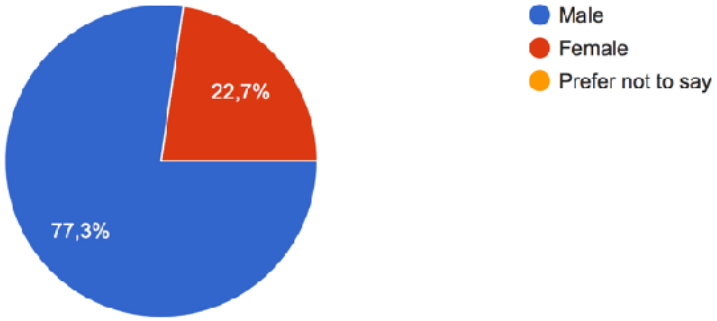
What is your age?

22 Antworten



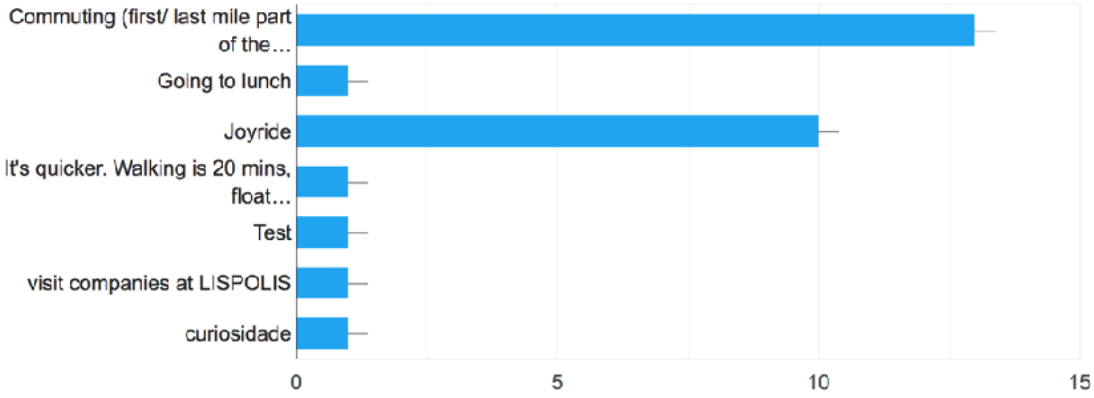
What is your gender?

22 Antworten



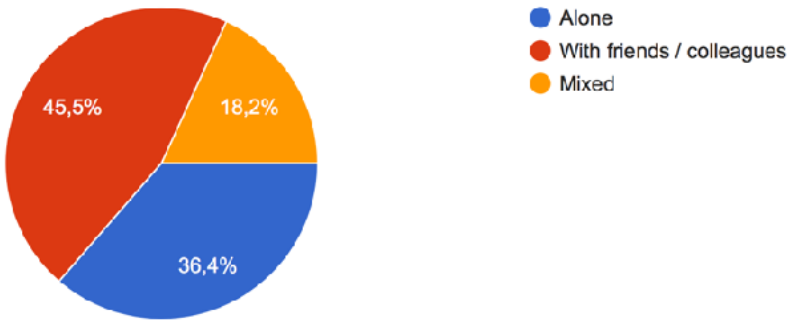
What is your main purpose to use the e-floater?

22 Antworten



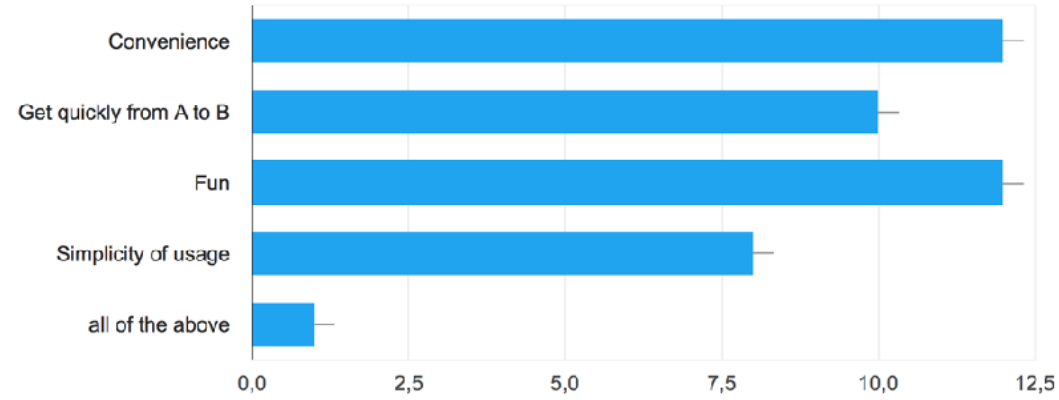
Are you floating alone or together with friends or colleagues?

22 Antworten



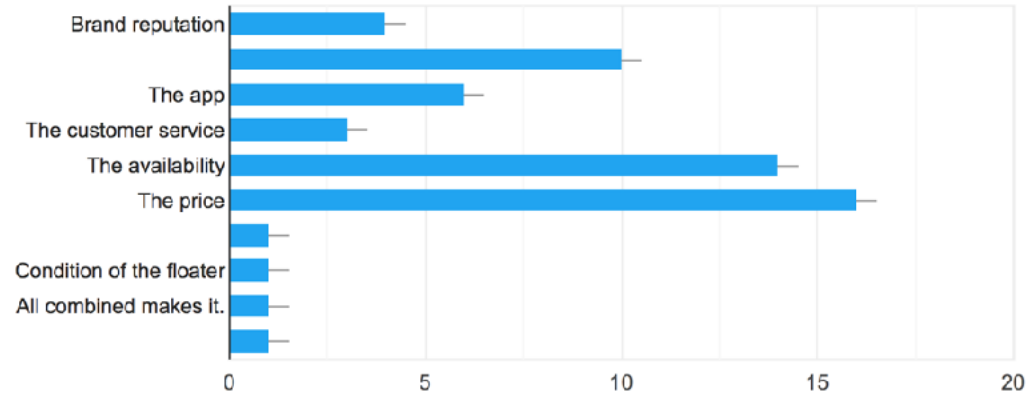
What is the main driver for you to use a shared electric scooter?

22 Antworten



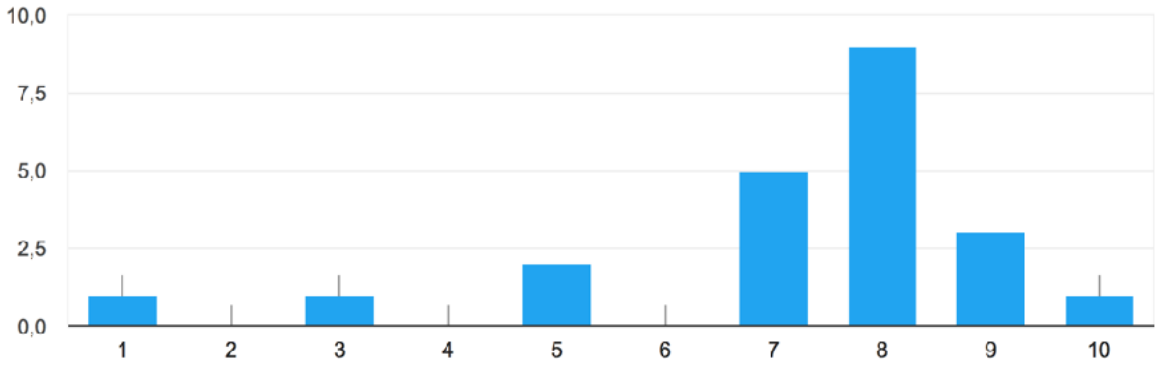
What are your main criteria to use a specific scooter sharing brand and not the competitors?

22 Antworten



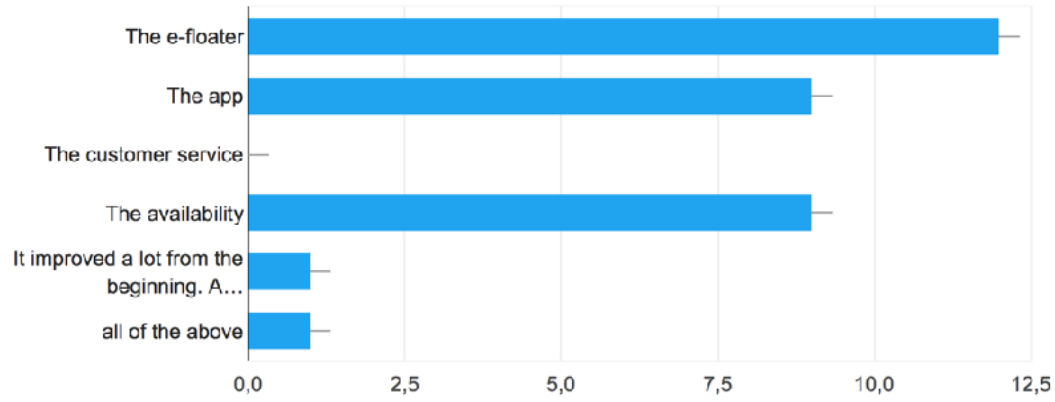
How satisfied are you with the e-floater sharing system from 1 to 10?

22 Antworten



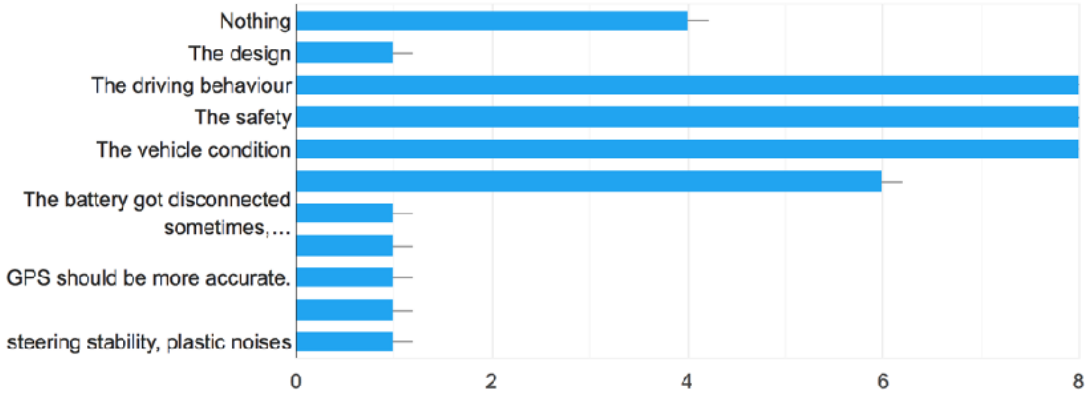
What can be improved in your opinion?

22 Antworten



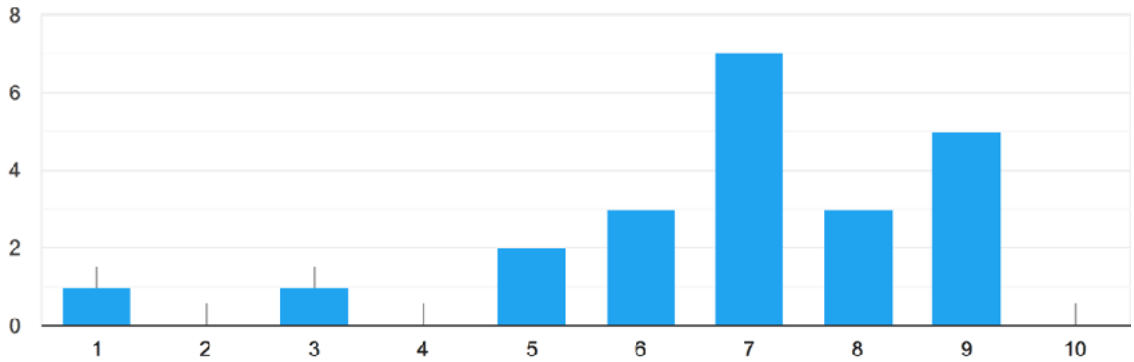
What can be improved at the e-floater vehicle?

22 Antworten



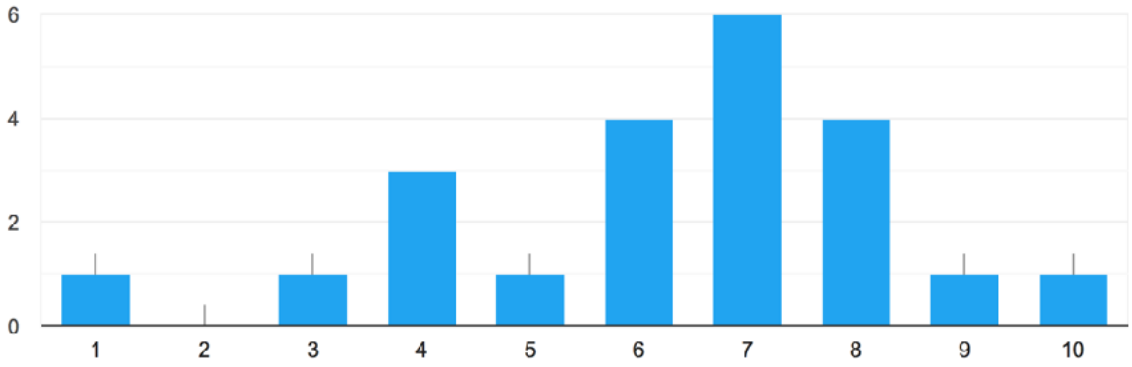
How much do you like the driving behaviour of the three-wheeled e-floater from 1 to 10?

22 Antworten



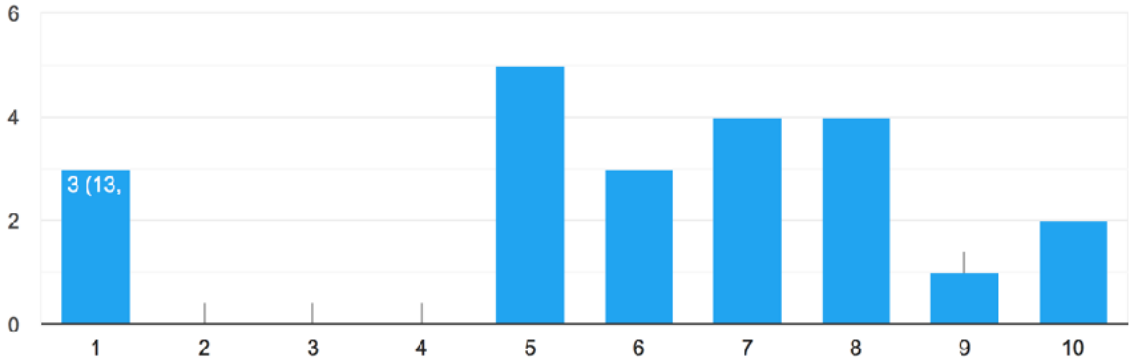
How safe do you feel, floating with the e-floater from 1 to 10?

22 Antworten



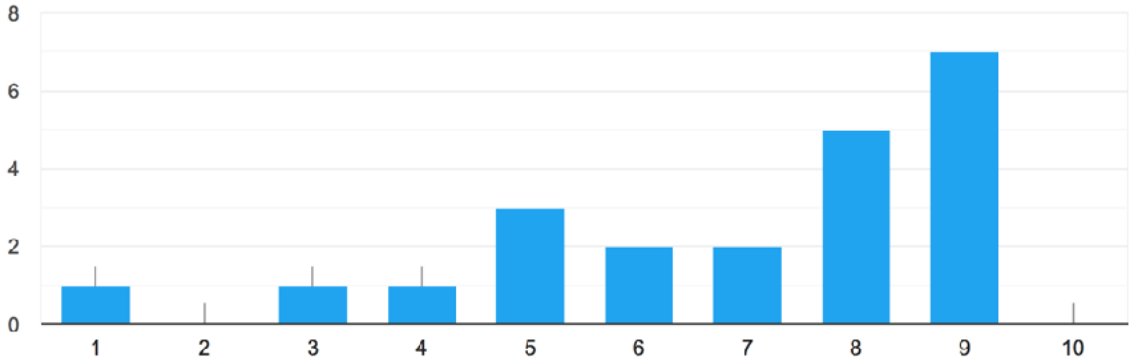
How do you like the usability of the app from 1 to 10?

22 Antworten



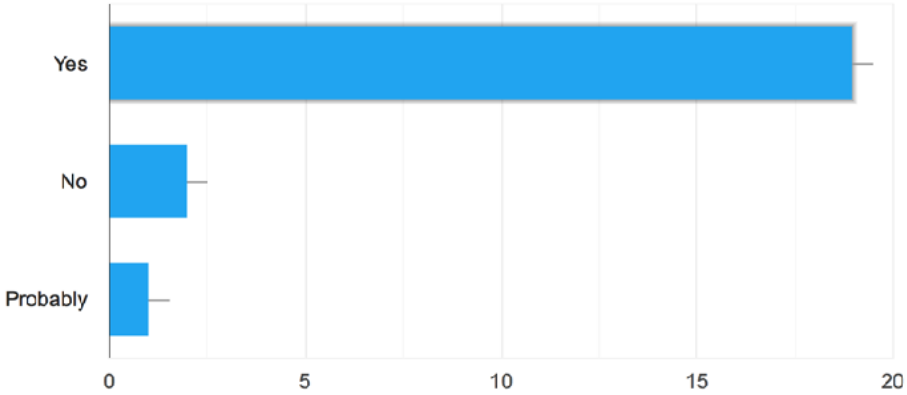
How do you assess the availability of the e-floater from 1 to 10?

22 Antworten



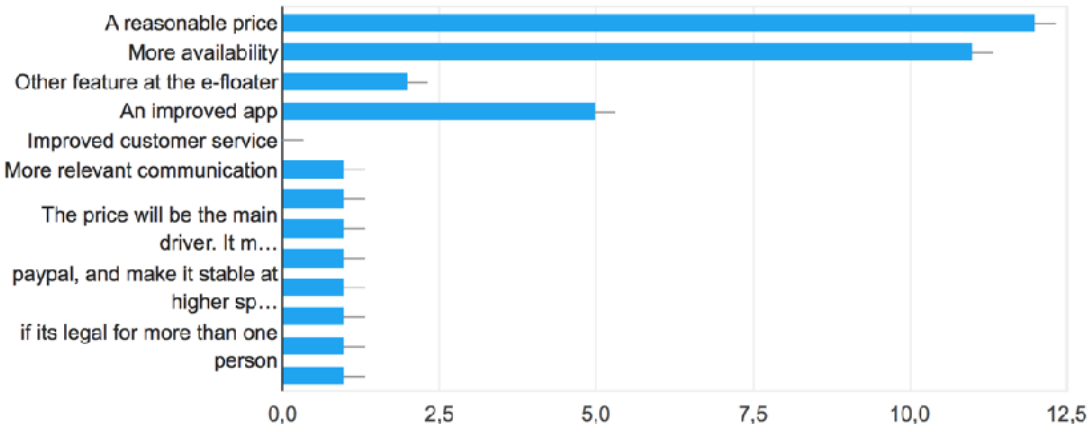
Would you use the e-floater more often when the availability is higher?

22 Antworten



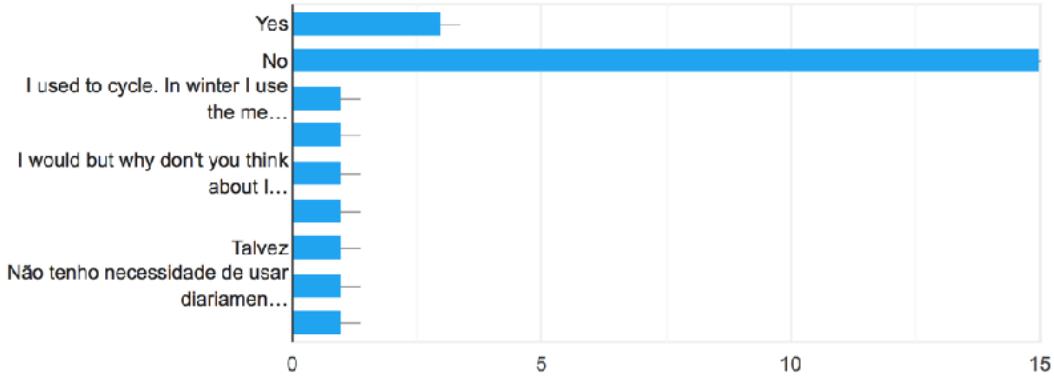
What would trigger you to use the e-floater more often?

22 Antworten



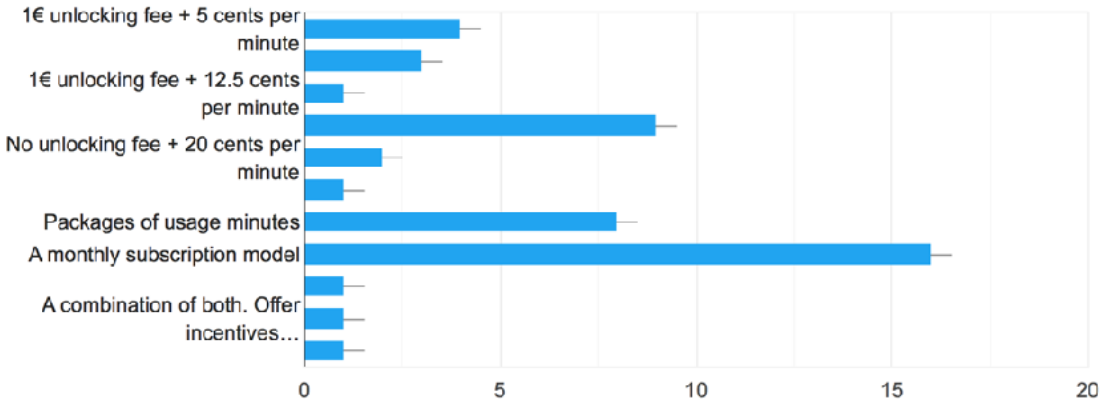
At the moment it is for you free usage as part of a pilot project. Would you continue to use it for 1€ unlocking fe...day from Metro to LISPOLIS and back)?

22 Antworten



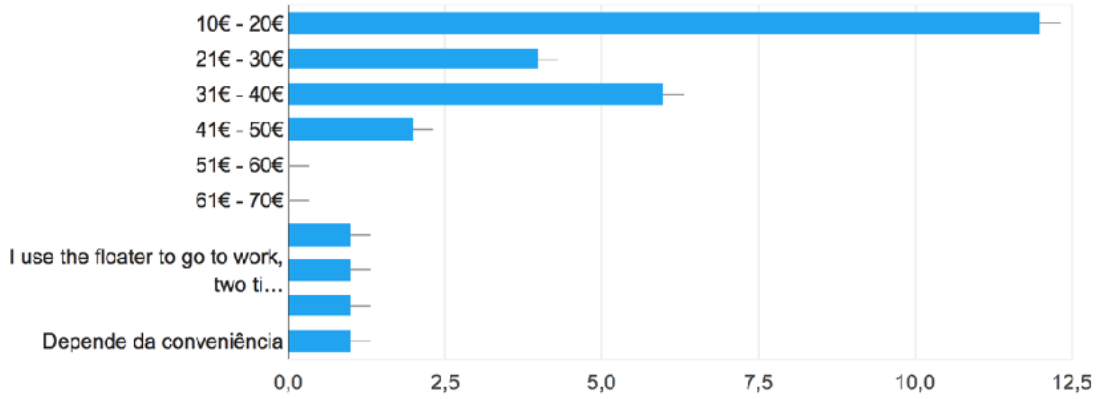
What would you be willing to pay for it after pilot?

22 Antworten



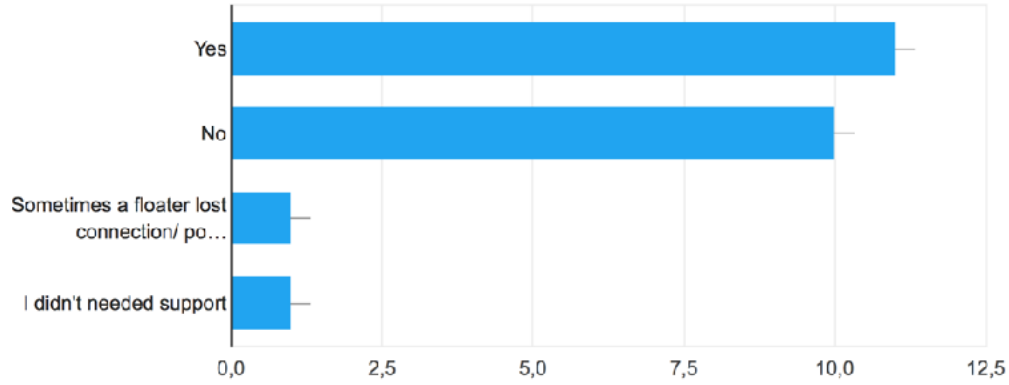
How much do you find reasonable to pay for a monthly subscription model?

22 Antworten



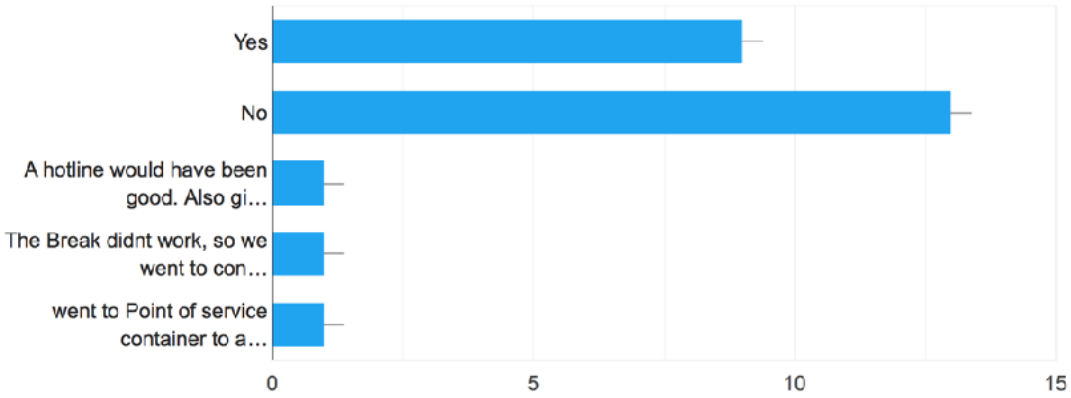
Did you have an issue with the e-floater where you needed/required customer support?

22 Antworten



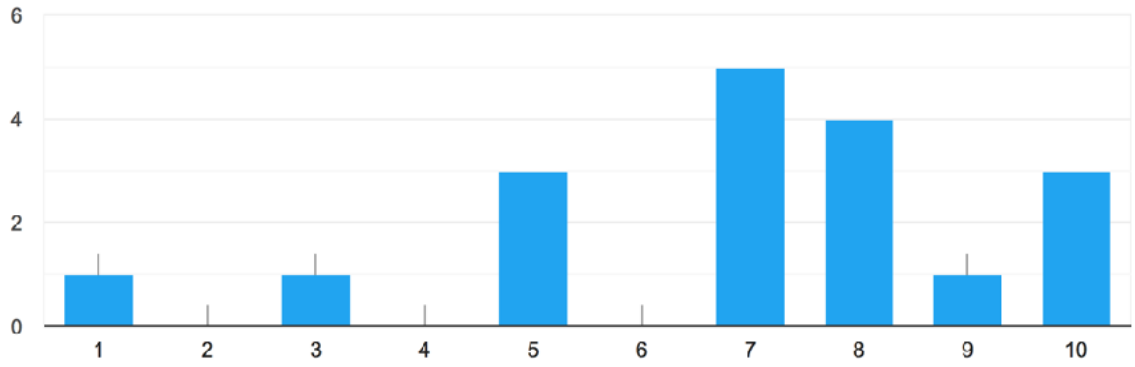
Did you try to contact the e-floater customer support?

22 Antworten



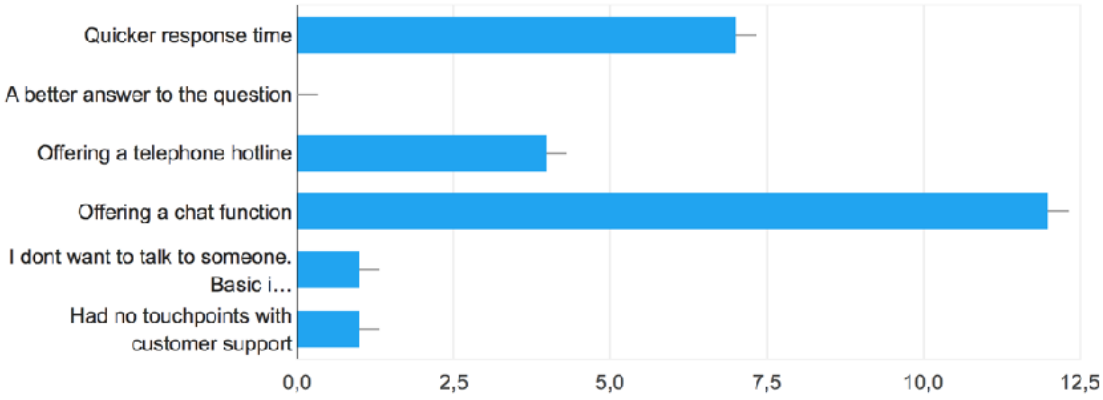
How do you assess the e-floater customer support from 1 to 10?

18 Antworten



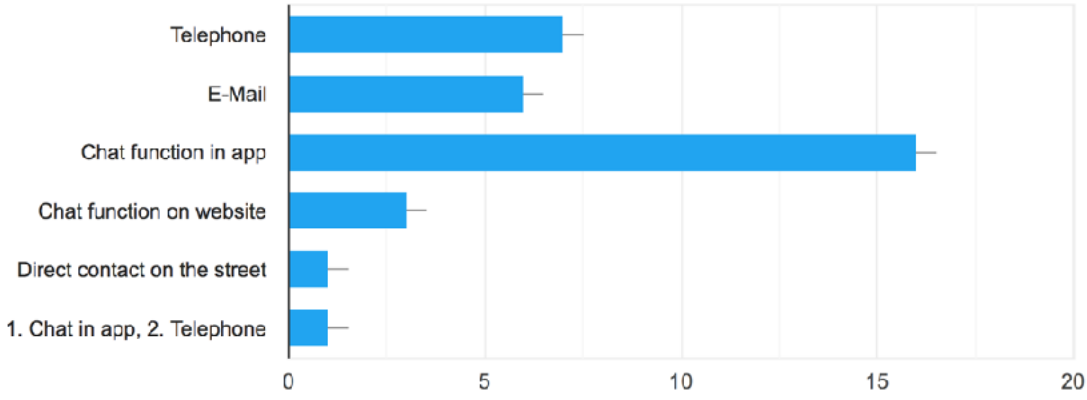
What can be improved at the customer support?

17 Antworten



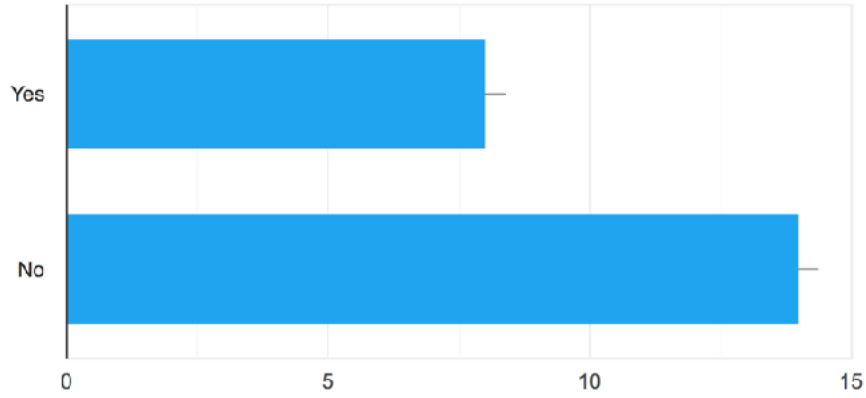
What is your preferred channel of contact to the e-floater team if you need help?

22 Antworten



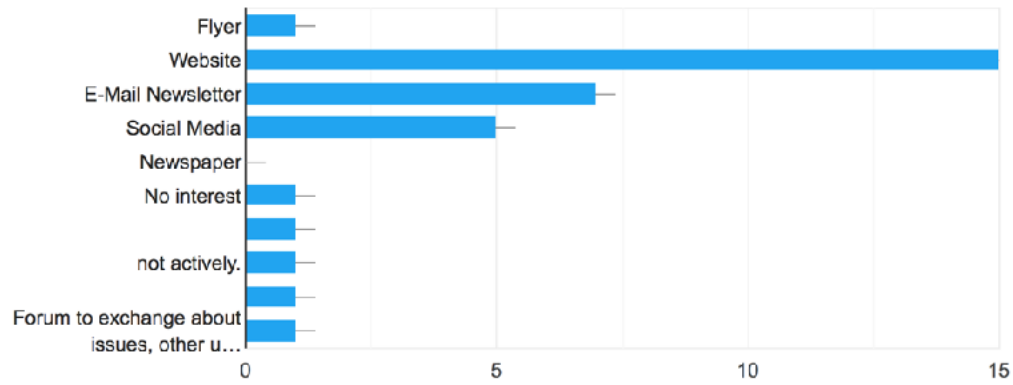
Did you search for information or updates about the e-floater sharing system?

22 Antworten



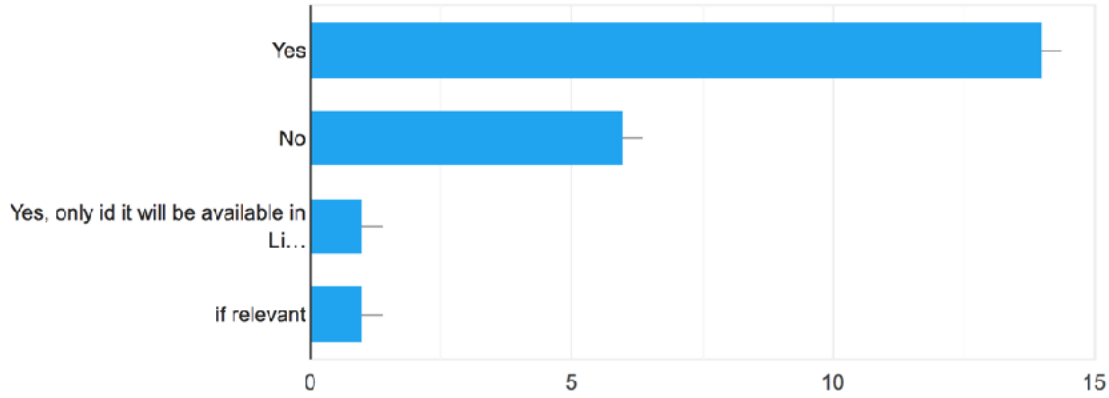
Where did you or would you search for information or updates about the e-floater sharing system?

22 Antworten



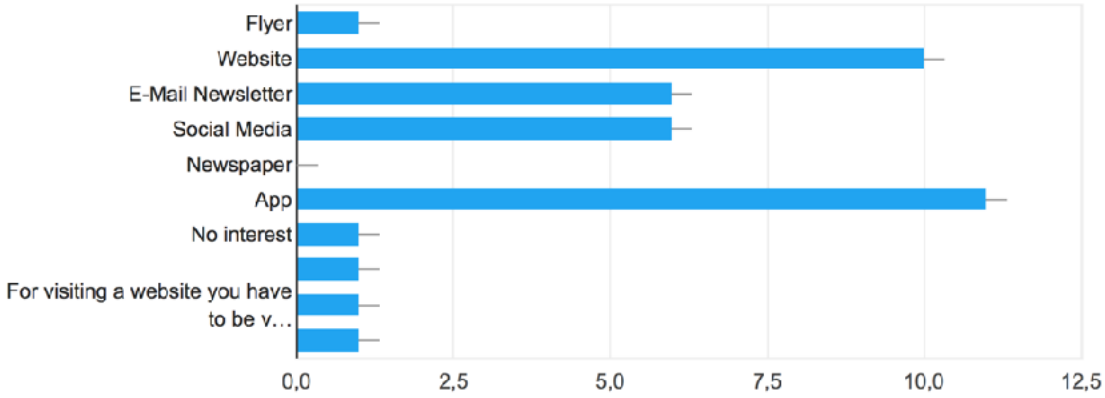
Do you wish to get more information and updates about the e-floater sharing system?

22 Antworten



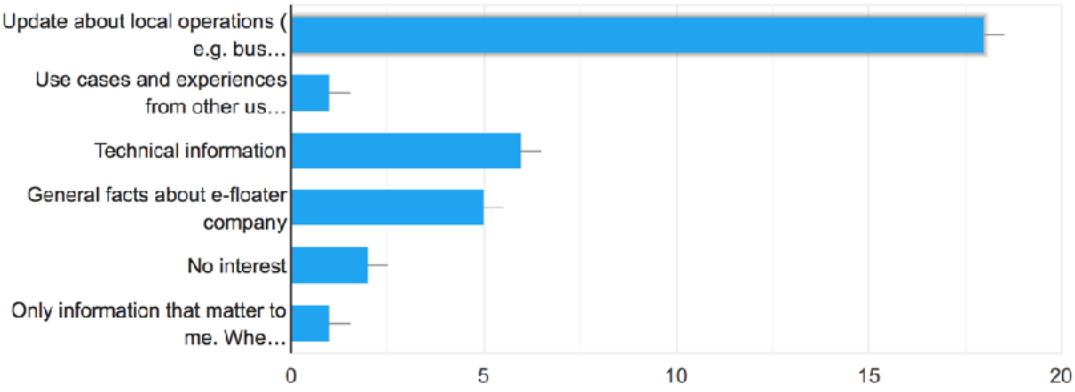
What channel do you prefer for information and updates about the e-floater sharing system?

22 Antworten



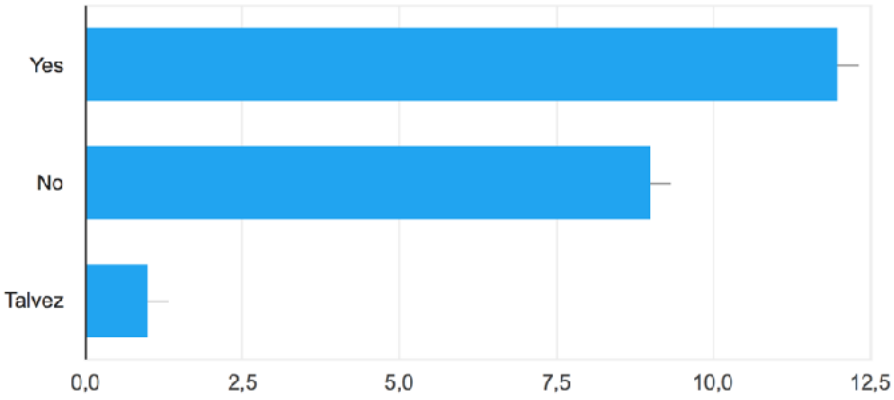
What content would be appealing/ interesting for you to hear from the e-floater?

22 Antworten



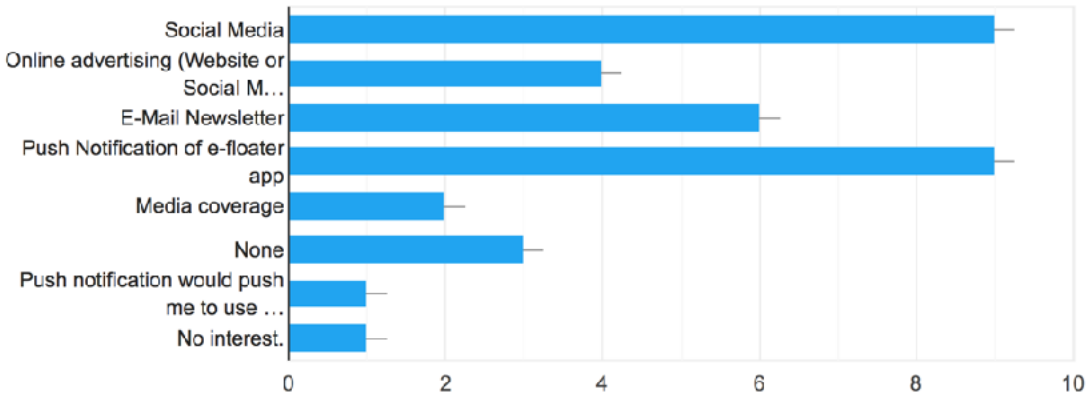
Do you think, a specific communication channel could trigger you to use the e-floater more often?

22 Antworten



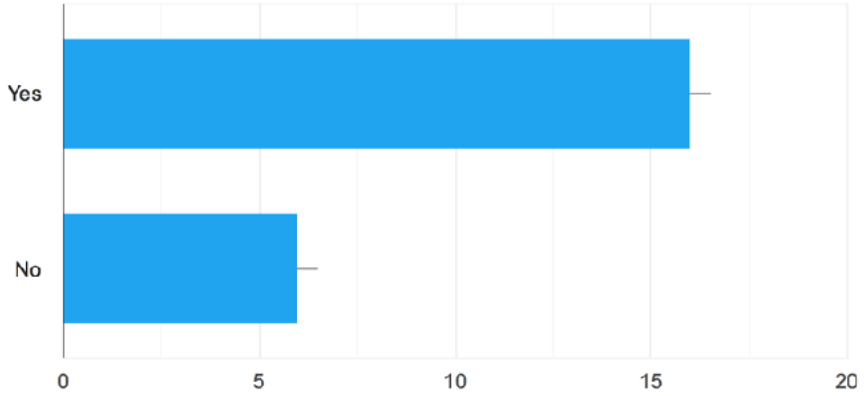
What communication channel would trigger you to use the e-floater more often?

22 Antworten



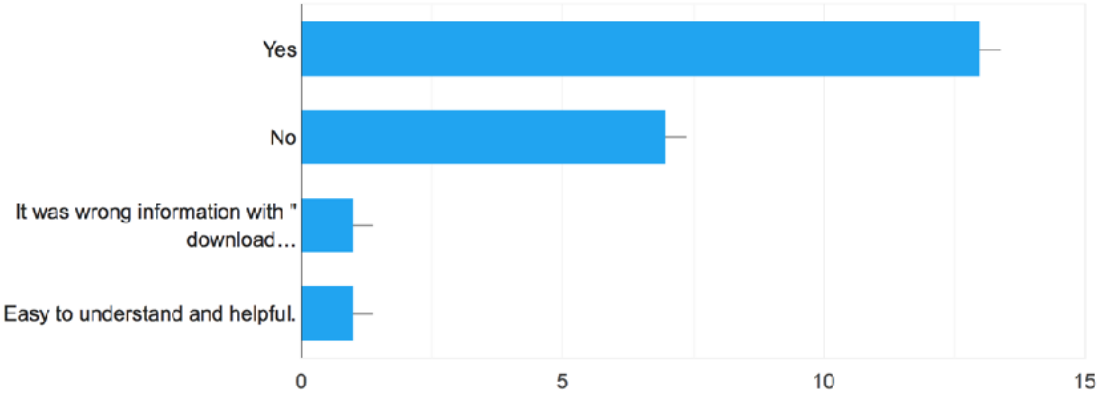
Did you read the information written on the e-floater?

22 Antworten



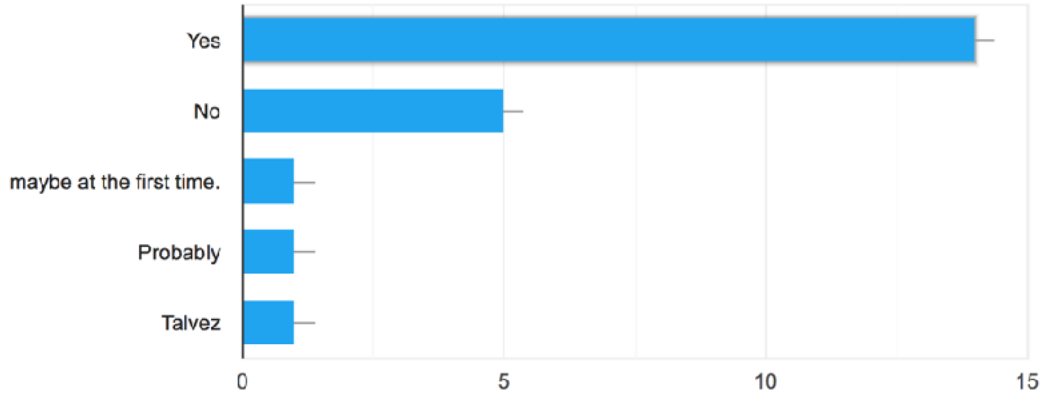
Was it useful information for you?

20 Antworten



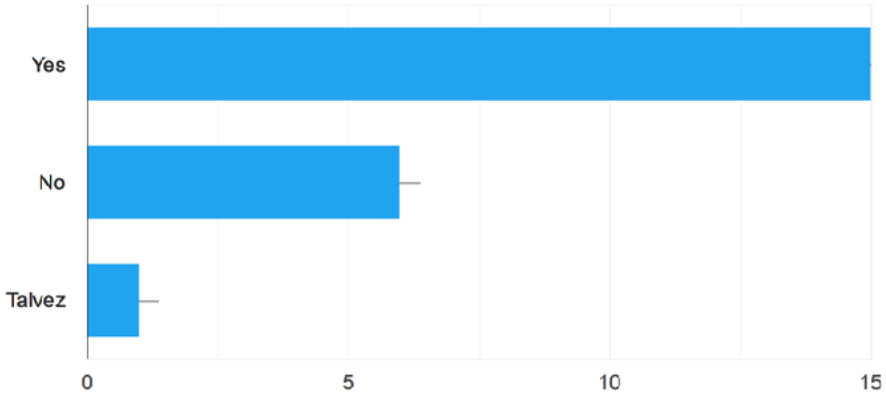
Would you scan a QR code on the e-floater to get more information or download the app?

22 Antworten



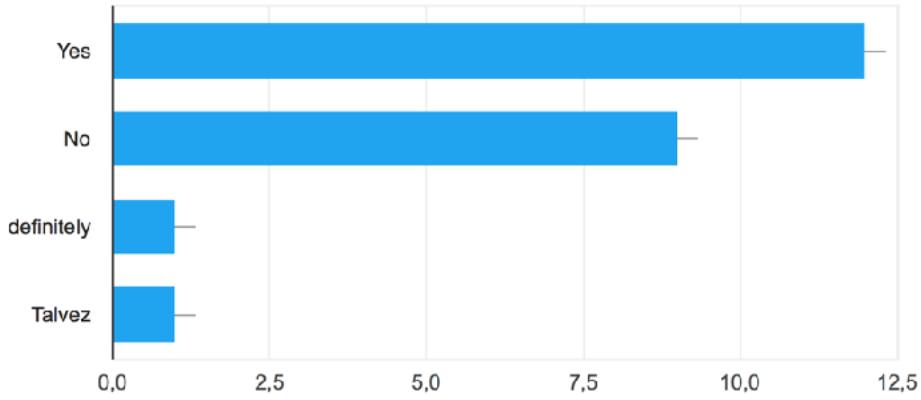
Do you use Social Media to follow the product/ services of your interest?

22 Antworten



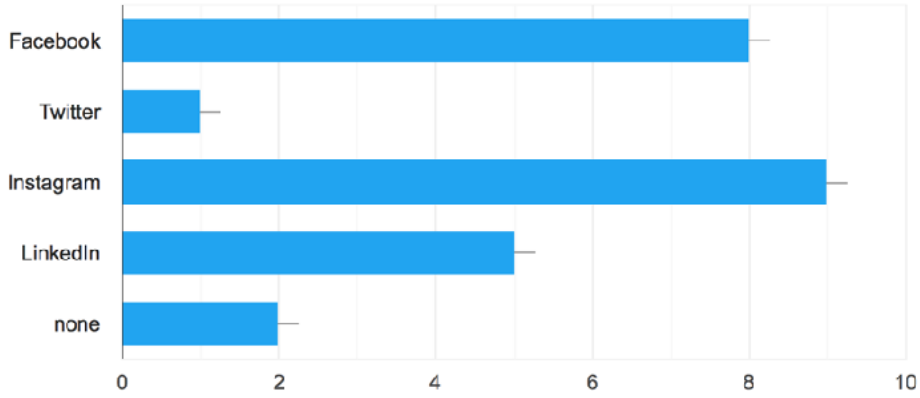
Do you or would you follow e-floater on Social Media to get the latest updates?

22 Antworten



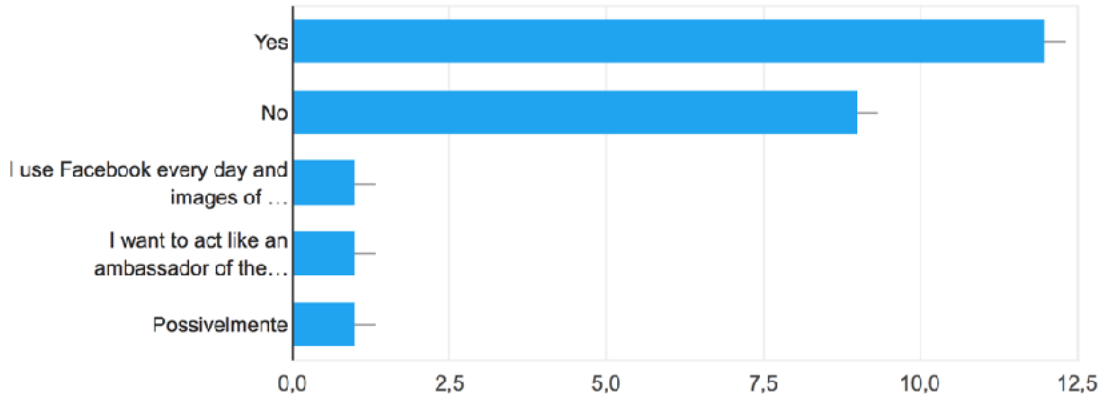
On which social media platform(s) would you follow e-floater?

18 Antworten



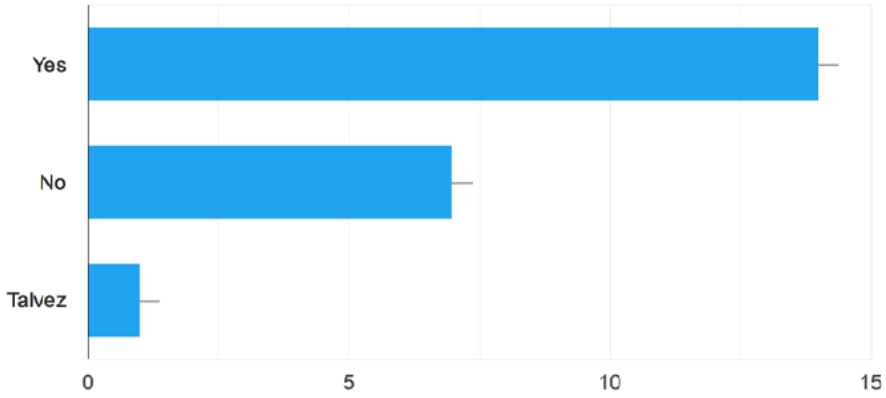
Is a good Social Media presence a trigger for you to use the service more often?

22 Antworten



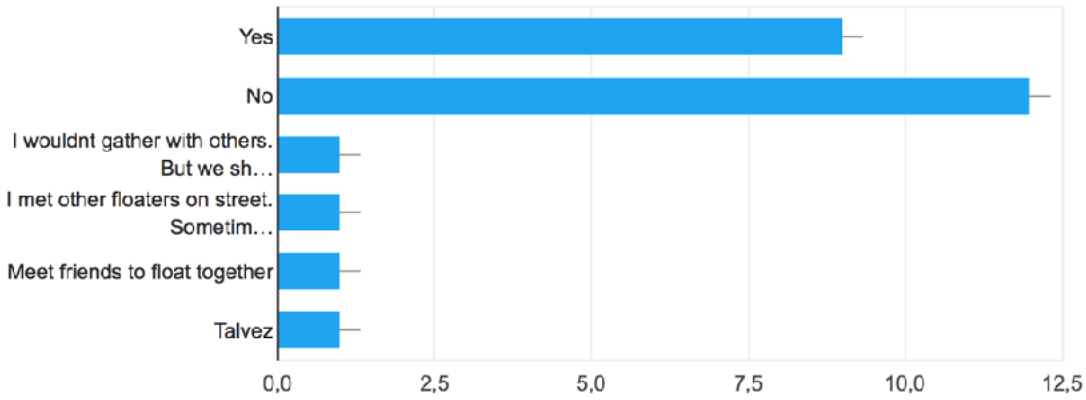
Do you see yourself as part of a e-floater community?

22 Antworten



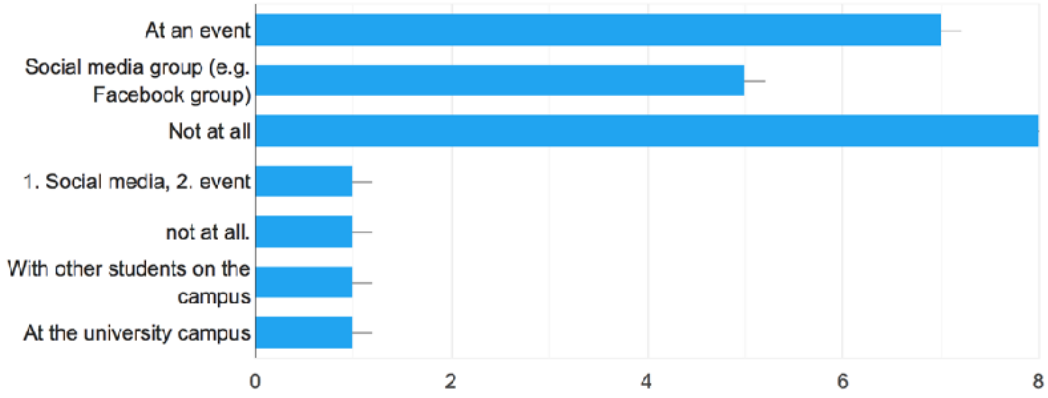
Would you like to exchange with other users about the e-floater sharing system?

22 Antworten



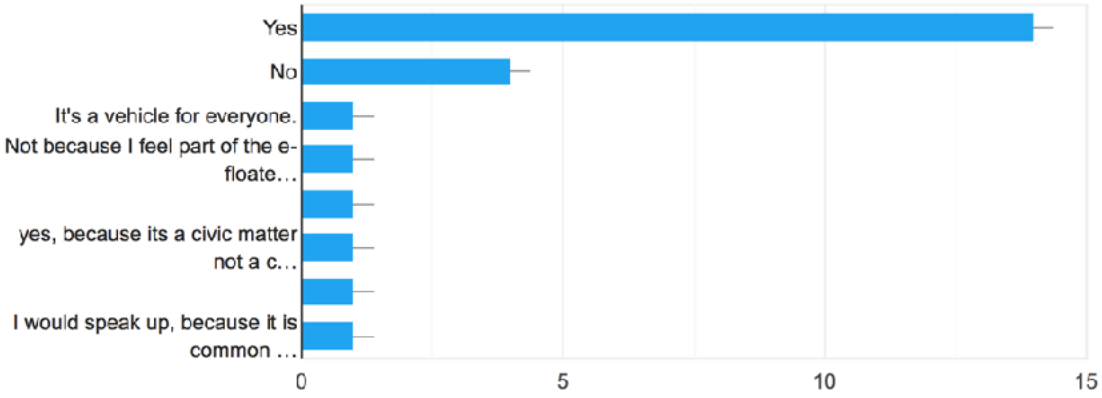
How could you imagine to connect with other users of the e-floater?

21 Antworten



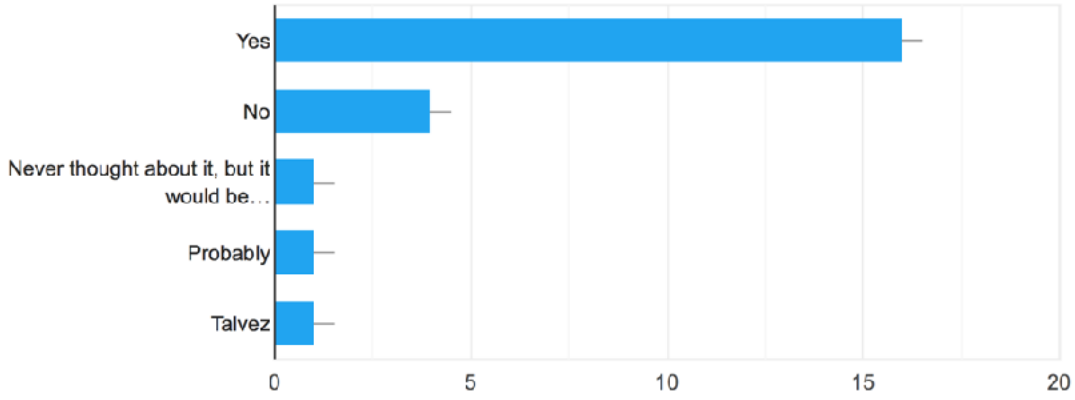
Would you speak up against somebody who is misbehaving or vandalising the e-floater because you feel part of the e-floater community?

22 Antworten



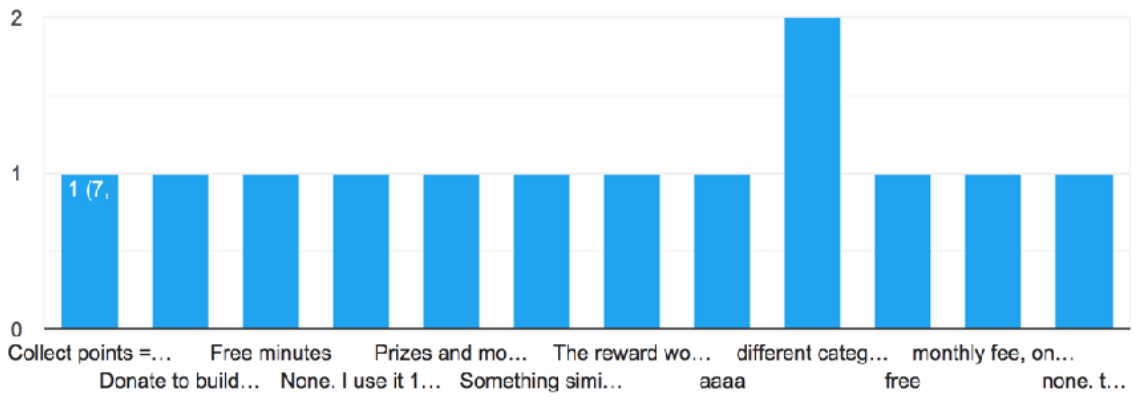
Would you use/pay for an e-floater loyalty program, which makes the regular usage money wise more attractive?

22 Antworten



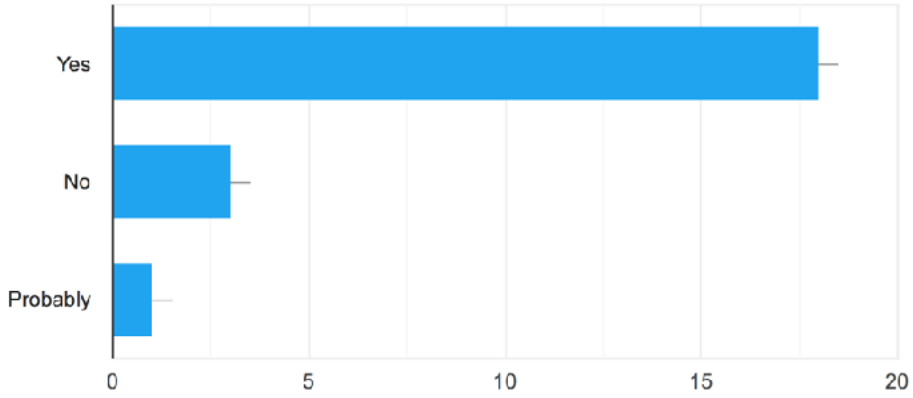
What kind of loyalty program would be interesting for you?

13 Antworten



Would you use a friends recommendation system with rewards (e.g. free minutes/rides)?

22 Antworten



What would be an adequate reward for you to recommend it to a friend?

20 Antworten