

TRANSPORT FOR LONDON

ENVIRONMENT, CORPORATE AND PLANNING PANEL

SUBJECT: TfL DIGITAL STRATEGY 2010-13

DATE: 6 OCTOBER 2010

1 PURPOSE AND DECISION REQUIRED

1.1 This paper briefly describes TfL's use of digital communication channels as part of its wider communications strategy and how use of such channels can evolve in the short term. This is the latest in a series of papers for the Panel examining different elements of TfL's overall communications and customer information strategy. The next meeting is due to consider a paper on stakeholder engagement.

2 BACKGROUND

- 2.1 Our customers are increasingly using multiple digital channels in order to consume, share and create information (see Appendix 1). Nearly nine out of 10 Londoners have access to the internet, and internet usage on mobile devices is growing rapidly.
- 2.2 Continuing to embrace a range of digital channels is, therefore, essential in order to meet our customers' information needs, support delivery of the Mayor's Transport Strategy and for TfL to deliver even greater value for money in the way information is provided.
- 2.3 TfL already offers a range of digital information services, but they need to be further developed within an overarching framework (see Appendix 2 – changes in TfL's 'media landscape'). The Digital Strategy 2010-2013 sets out how TfL will harness existing and new digital channels over this period.
- 2.4 The scope of the strategy includes TfL's customer-facing services that make use of the internet (including email), mobile technologies, and broadcast electronic information/data.

3 THE DIGITAL STRATEGY - OVERVIEW

- 3.1 TfL will achieve an integrated presence across digital media, consisting of:
- (a) **Web:** Maintaining and developing the TfL website/intranet as a leading and trusted source of travel information, advice and other services;
 - (b) **Mobile:** Key TfL website elements, such as 'Journey Planner', optimised for access via mobile;
 - (c) **On-system digital information:** Enhanced through improved electronic information displays;

- (d) **Syndication:** Transport data made openly available to third parties wherever possible, enabling the market to innovate new information services for passengers at no or minimal cost to TfL, while protecting TfL's brand;
- (e) **Digital Marketing:** Digital channels fully integrated with 'traditional' media wherever relevant to the target audience;
- (f) **Social Media:** Engagement with customers and stakeholders through social media where this supports TfL business objectives; and
- (g) **Value for Money:** TfL digital channels used to generate secondary revenue (e.g. through sponsorship), and building partnerships with third parties that allow more cost effective service delivery.

4 DIGITAL STRATEGY IMPLEMENTATION

4.1 A summary of the implementation plans in each area of the strategy is as follows:

- (a) Web:
 - (i) Tailor the website/intranet according to the developing preferences of users – for example recall of local location preferences (see Appendix 3 for growth in usage of the TfL website to date); and
 - (ii) Consider further use of social media in order to engage our customers.
- (b) Mobile:
 - (i) Develop a version of the TfL website optimised for mobile devices, giving customers easy access to our key products and services, e.g. 'Journey Planner' and live travel news on the move;
 - (ii) Continue the existing policy of allowing third parties to build applications for mobile devices by giving them open access to TfL data – encouraging innovation from the marketplace and removing the need for TfL to build its own mobile applications. This includes playing a leading role in making data available via the GLA Datastore and TfL's own 'Developers' Area' of our own website; and
 - (iii) Offer SMS (text message) services supporting 'simple' information/ payment transactions e.g. Congestion Charge payment, Cabwise etc.
- (c) Digital on-system information:
 - (i) Consider further improvements that digital technology could offer to real-time information displays on London Underground, London Overground and DLR. A specific programme for bus real time information is already underway via Countdown II; and
 - (ii) Develop partnerships to display TfL electronic information on third party digital signage.

(d) Data syndication:

- (i) Release access to all key transport data published on the TfL website for re-use by third parties, including building upon existing syndication to the BBC and other major media outlets, to maximise the 'reach' of TfL's information;
- (ii) Use a common licensing process for all data – e.g. data is free of charge and protection of TfL intellectual property (e.g. the roundel); and
- (iii) Work closely with key strategic partners (e.g. Google) to encourage new services using TfL and others' data.

(e) Digital Marketing:

- (i) Digital channels – e.g. email, Twitter, search engine marketing, video content etc – will continue to be considered in communications campaigns wherever relevant to the marketing objective and target audience.

(f) Social Media:

- (i) Incorporate social media elements within TfL's website and intranet; and
- (ii) Explore official TfL use of external social media channels where relevant to the message and target audience.

(g) Value for Money:

In many cases digital channels offer increased value for money over traditional media, e.g. by eliminating print costs. Specifically, TfL will also:

- (i) Continue commercial sponsorship of the TfL website, currently by Yell Group, and investigate further opportunities for sponsorship of other TfL digital channels;
- (ii) Partner with third parties to develop innovative and cost effective ways of delivering TfL information; and
- (iii) Generate revenue through robust licensing of TfL's intellectual property.

5 KEY ACHIEVEMENTS

5.1 Examples of key achievements to date delivered through digital channels include:

- (a) The display of live Tube information on Coca Cola's digital billboard at Piccadilly Circus. The equivalent annual media value of this initiative was several million pounds, for an initial set-up cost to TfL of £20k;

- (b) Providing open access to available Barclays Cycle Hire scheme data, to allow third parties to develop mobile phone applications (e.g. “Cycle Hire App” and “London Cycle”). These applications assisted in the successful launch of the scheme by providing customers with a range of information products, at little cost to TfL;
- (c) The ‘moonwalking bear’ cycle safety campaign in 2008, delivered primarily using digital media. The return on investment of this campaign was over 3.5 to 1 (see Appendix 4 for methodology);
- (d) Use of social media as a tool to manage ‘crisis PR’ and respond quickly to negative online comment following a video posted online of a LU employee arguing with a customer in late 2009.

6 GOVERNANCE

- 6.1 The strategy sets out a framework for how all areas of TfL will work collaboratively to ensure a joined up approach to effective exploitation of digital channels.
- 6.2 A senior-level Digital Communications Programme Board will meet regularly to ensure effective implementation of the strategy; share information and insights; and agree and execute a common strategy on revenue raising activities.

7 RECOMMENDATION

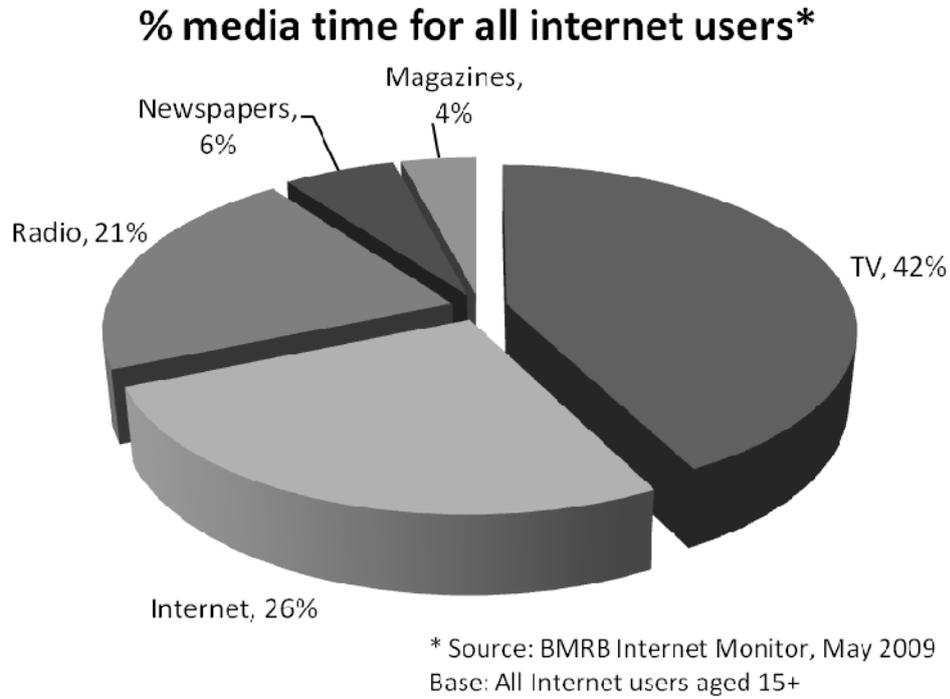
- 7.1 The Panel is asked to NOTE the paper.

8 CONTACT

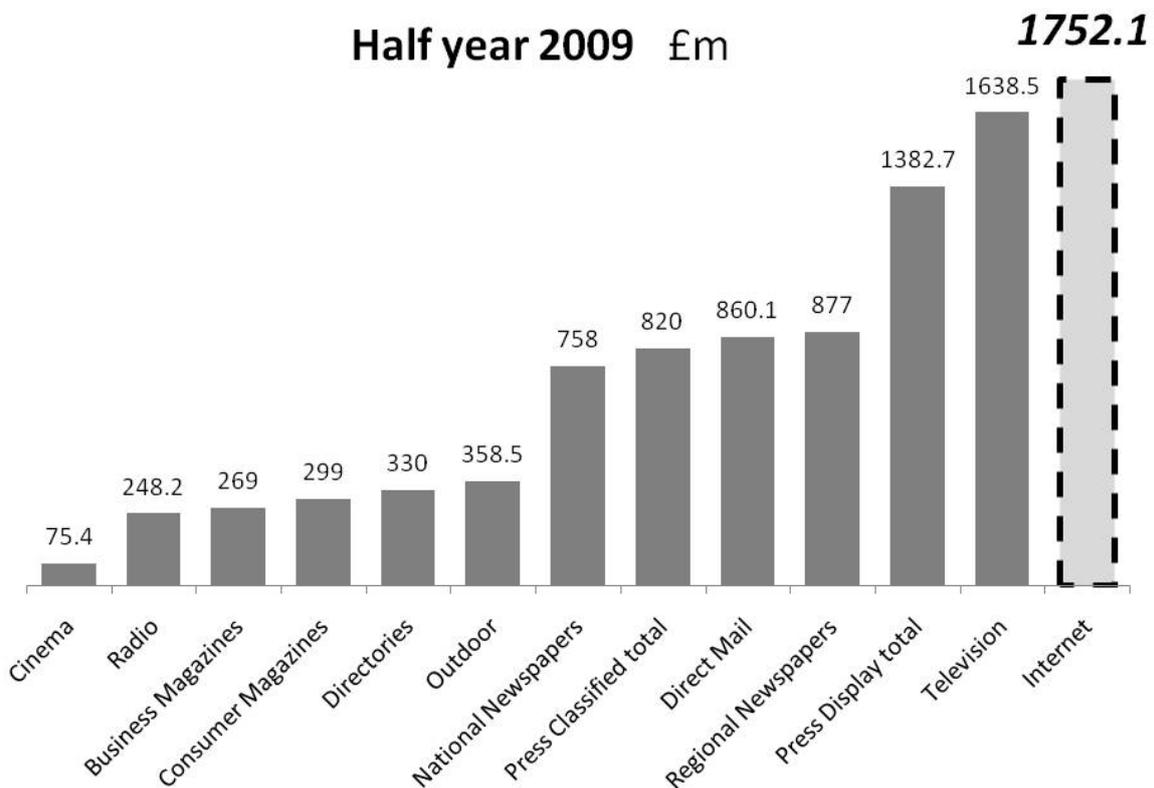
- 8.1 Contact: Vernon Everitt, Managing Director, Group Marketing and Communications
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Growth in usage of digital media in the UK

“Online is second only to TV in terms of media consumption”

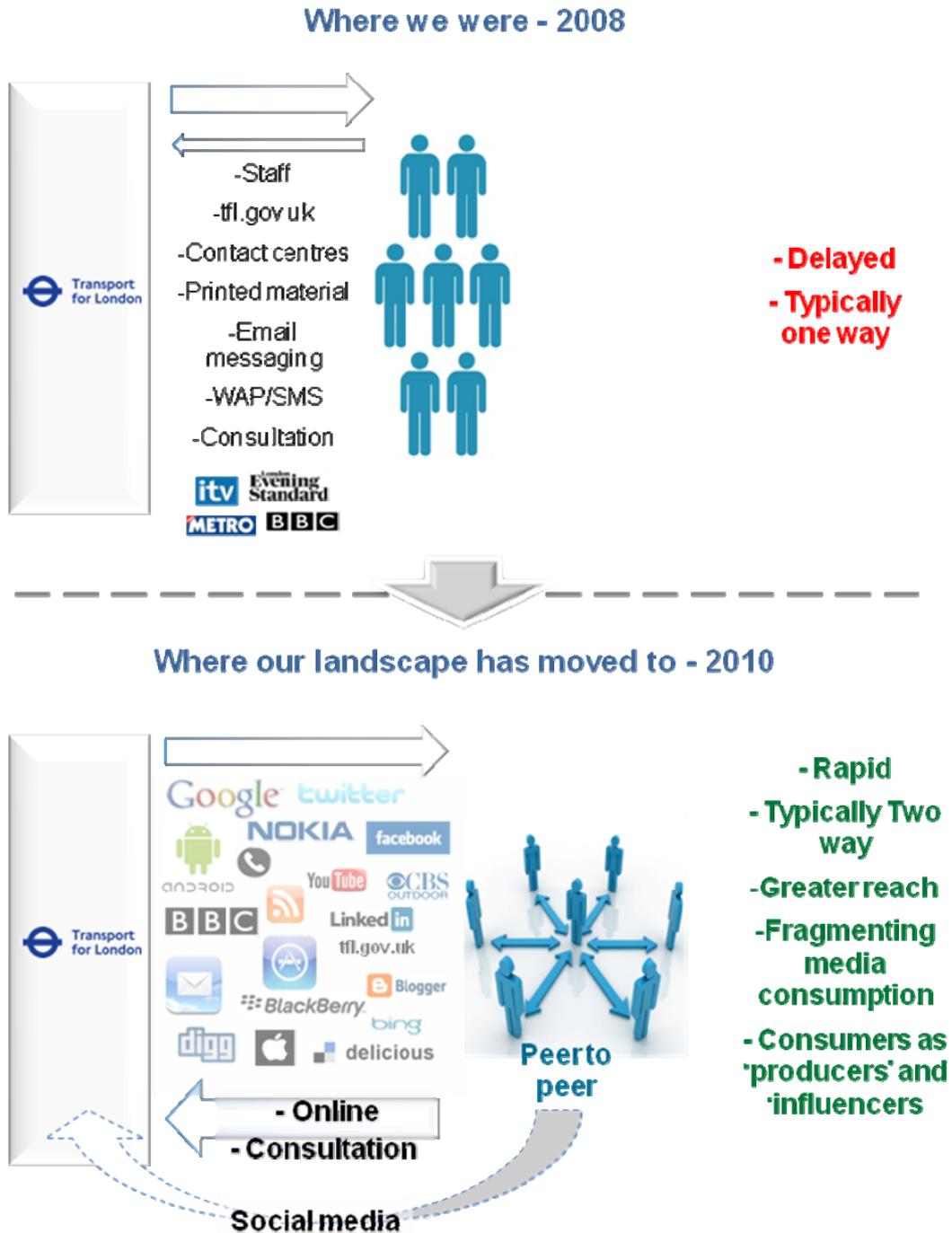


“Online media spend has now overtaken TV and press display - an increase of £82m year-on-year”

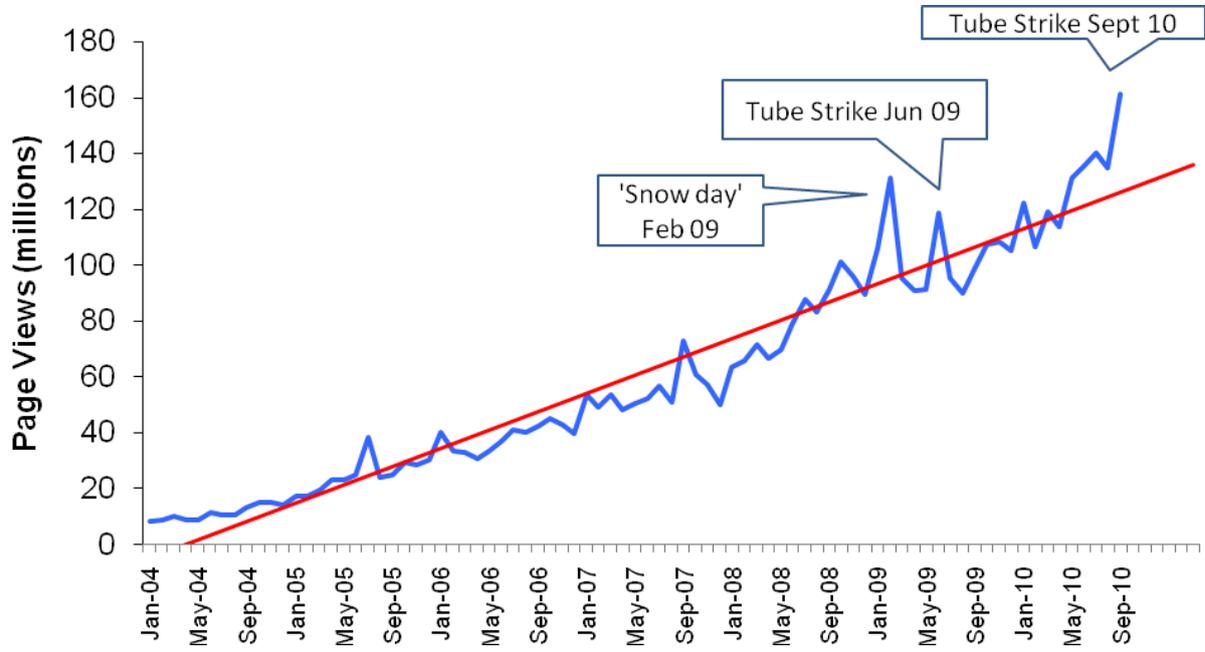


Changes in TfL's 'media landscape'

“TfL and our customers have moved from a largely one-way communications landscape to a highly interactive and fragmented landscape”



Growth in usage of the TfL website: 2004 to 2010



Moonwalking bear campaign – Cost of preventing road casualties

Return on Investment calculation

The Department for Transport (DfT) Economic Note 1; 2005 has estimated a monetary value per casualty prevented in road accidents.

Given that one in three motorists and cyclists in London were aware of the campaign and between 40–50 per cent of those aware felt they would change their behaviour as a result, TfL believes it is fair and modest to estimate that our campaign was the catalyst that led to a year on year decline in cycling casualties in one out of five instances.

Using the DfT figures, and allowing for inflation, this equates to a value of £2.3m saved in human and administrative costs. This leads to a return on investment of £3.66 for every £1 spent.

Source: 'Cycling Safety – Cyclists Should Be Seen and Not Hurt' – IPA Effectiveness Awards 2009 submission, by Giselle Okin, WCRS