



How to Create a Bike Commuter Culture in the Workplace

A White Paper by Sustain Dane & Saris Cycling Group

How to Create a Bike Commuter Culture in the Workplace

SUMMARY

This white paper outlines the process of creating a successful bike commuter culture in the workplace. It focuses on the common challenges of starting and managing a bike commuter program or campaign, from raising awareness to getting executives on board to increasing participation and success. Overall, it provides information on how to take a bike commuter program from a one-time event into a mainstay of your work culture.

This white paper is written for the bike commuter champion – anyone who wants to help grow the bike commuter culture in his or her workplace. At any department or level, a champion can start small and grow a bike commuter culture purposefully to realize meaningful and positive changes in the workplace.

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1 | START THE CONVERSATION

A successful bike commuter culture in the workplace starts with engaging conversation that moves people to take action. At this point, you may already personally believe in the power of bike commuting, or, you may have been “voluntold” to spearhead an initiative from your senior management. Either way, if your colleagues and supervisors do not share your sense of urgency, you need to first communicate the need for change in ways that resonate strongly with their values and concerns.

Open the discussion with your colleagues and supervisors and ask questions to find out what values are most important to them. Tailor your arguments to be relevant to their values and concerns. This type of two-way dialogue can help spark motivation, identify potential opportunities and pitfalls, build support, and, most importantly, uncover the fellow bike commuting champions in your workplace.

::: TAKE ACTION :::

- Start a conversation on the opportunities and reasons for bike commuting
- Discuss possible scenarios and future market changes that warrant action
- Point to compelling research, testimonials, and case studies to support your argument
- Be relevant. Approach the conversation from your audience’s point of view and values
- Listen and ask questions. Seek to understand the challenges and obstacles standing in the way of action

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Make the Case to Bike Commute

Bike commuting offers an exhaustive list of benefits, not only for the rider, but also for organizations, the environment, and society. Here are just a few benefits to support your case:

Personal Benefits

- Improves health and well-being of individual riders
- Reduces stress related to traffic, like being stuck in it
- Saves on fuel and insurance costs of driving to work
- Reduces wear and tear on your vehicle
- Reduces long-term health insurance costs

Social & Environmental Benefits

- Reduces air pollution that contributes to climate change
- Alleviates traffic congestion and need to expand highways
- Creates more engaged and connected communities and neighborhoods

Organizational Benefits

- Improves overall employee engagement and productivity
- Saves on employer health insurance costs
- Reduces parking demand while increasing customer & visitor parking space
- Allows for market recognition as a socially responsible, forward-thinking organization
- Attracts and helps to retain talented employees



2 | FORM A CORE TEAM OR COMMITTEE

A successful bike commuter culture is led by a dedicated team of bike commuter “champions” who advocate, educate, and lead by example. Whether part of an existing position or a volunteer position, a champion is dedicated to the cause and drives it forward through vision, strategic planning, and ongoing action. As a champion, you will likely capture the attention of fellow bike champions when you “start the conversation” described above. Like an electron, use your magnetic pull to attract a core team of champions to form a bike commuter committee.

A Team of Bike Commuter Champions:

- Develops and drives forward a strategic vision of a bike commuter culture
- Secures buy-in from various stakeholders and influencers
- Mentors new commuters and encourages participation
- Measures and communicates project goals and metrics
- Supports incentives programs and competitions
- Celebrates short-term wins for individuals and the organization
- Helps to spawn community bike commuter initiatives
- Works to instill a sense of culture beyond a one-time event
- Acts as models of action. Simply put, get ready to ride.

BUILD A STRATEGIC TEAM

A bike commuter team should be diverse and representative of your organization in a way that encourages different demographics to ride. In addition to cyclists, be strategic in who else you invite or solicit to join your team. Choose people who align with and can drive forward your efforts, such as human services, community relations, marketing, facilities, transportation coordinators, etc.



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These strategic champions can be a great asset in getting buy-in, removing obstacles, and communicating your results. Most importantly, build your team with people who can offer enthusiasm, autonomy, and time to develop the bike commuter culture.

Case Study: Johnson Health Tech North America Walks the Talk on Employee Wellness Campaigns

Fancy yourself a bike commuter champion? Excellent! Just be prepared to walk the talk. Andrea Stankard, Human Resources Specialist at JHTNA, champions the company's highly successful employee wellness programs. She says that champions must be prepared to lead and participate in the programs and initiatives they organize.

"Participating in the programs myself is a great way for me to communicate with participants and get direct feedback on the programs, as well as focus on my own health and wellness goals," she says.

JHTNA's impressive employee health and wellness campaigns have contributed to the fitness equipment manufacturer's six-year total rise in employee health insurance premiums of three percent, compared to a regional average increase of 49 percent in that same period.



3 | TAKE A PULSE OF YOUR ORGANIZATION

A successful bike commuter culture is one that is built upon a clear understanding of riders and non-riders current habits, desires and obstacles that inhibit action. In order to develop a clear vision and a strategy for change, you must first understand exactly *what* you aim to change.

Hold a series of casual discussions, focus groups, or brown bag lunch meetings to discuss the current transportation habits of your colleagues. This can help to assess your starting point and uncover the real obstacles that stand in the way of change.

In addition, an initial employee survey and site analysis will provide a baseline, against which you will be able to measure your progress, and consequently, this will help you to promote your successes and justify your efforts.

::: TAKE ACTION :::

Distribute the survey on the following page or create your own survey to get a better understanding of the obstacles and opportunities of your effort, as well as an initial baseline analysis of current transportation habits.



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Employee Transportation Current Habits Survey²

Name:	Position / Department:
Address:	
On average, how many miles do you travel to work one way?	Miles
On average, how many minutes does it take to get to work?	Minutes
To get home from work?	Minutes
At what time do you typically arrive at work? Depart from work?	
How often do you arrive and depart at the same time?	Days / Week
Do you pick up / drop off children or family on your commute?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Do you work:	<input type="checkbox"/> Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Compressed Work Week
How do you typically travel to work each day? (Pick one)	
<input type="checkbox"/> Drive Alone	<input type="checkbox"/> Vanpool / Carpool
<input type="checkbox"/> Motorcycle or Moped	<input type="checkbox"/> Metro Transit
<input type="checkbox"/> Bicycle	<input type="checkbox"/> Walk
<input type="checkbox"/> Telecommute	<input type="checkbox"/> Other
What most strongly motivates your decision to commute by the mode you selected above? (Rank 1 - 3)	
<input type="checkbox"/> Cost Savings	<input type="checkbox"/> Health / Wellness
<input type="checkbox"/> Time Savings	<input type="checkbox"/> Weather
<input type="checkbox"/> Ability Travel during Work	<input type="checkbox"/> Alt. modes not accessible
<input type="checkbox"/> Environmental Impact	<input type="checkbox"/> Ease of Parking
<input type="checkbox"/> Convenience	<input type="checkbox"/> Flexibility
<input type="checkbox"/> Others depend on me	
What is the main reason you do not currently commute by bicycle? (Rank 1 - 3)	
<input type="checkbox"/> I do not own a bike	<input type="checkbox"/> I need to transport others
<input type="checkbox"/> I do not enjoy riding a bike	<input type="checkbox"/> I do not have time to bike
<input type="checkbox"/> I do not know good routes	<input type="checkbox"/> I need to run errands after work
<input type="checkbox"/> I do not feel safe / comfortable	<input type="checkbox"/> I do not want to be sweaty at work
<input type="checkbox"/> I live too far away	
What would most likely motivate or persuade you to bike commute to work?	
<input type="checkbox"/> Financial Rewards	<input type="checkbox"/> Better Bike Parking
<input type="checkbox"/> Environmental Gains	<input type="checkbox"/> Better Location
<input type="checkbox"/> Routes & Safety Info	<input type="checkbox"/> Costs Savings
<input type="checkbox"/> Health Gains / Benefits	<input type="checkbox"/> Locker Room Facilities
What transportation improvements would you most like to see at work?	



4 | CREATE & COMMUNICATE VISION

A successful bike commuter culture is a shared vision held by all participants, decision-makers, and stakeholders. As a champion, you must create and communicate your team's vision to ensure that as many stakeholders as possible understand and accept the vision and the strategy.¹

A strategic vision goes far beyond the sentiment of, "It would be great if more people rode their bikes to work." It sets the course of action with a clear purpose, goals, and outlined steps of how to realize that vision. A well-communicated, strategic vision aligns the efforts of all stakeholders and key influencers, especially when they're spread out across different departments and offices.

::: TAKE ACTION :::

Dialogue with your team of bike champions to envision the following parameters of a successful bike commuter culture in your workplace.

- What would a successful bike commuter culture look like at your workplace? Who participates and how often?
- How would you educate riders and encourage action?
- What would be the desirable outcomes? Be specific.
- By what process would you measure these outcomes?
- Who would manage the program? Who would support it?
- How would you communicate results and reward success?
- How soon would you hope to achieve these outcomes?
- How would your company benefit? Individuals?
- Is this vision feasible for your company?

SECURE BUY-IN FROM TOP LEADERSHIP

A nod from senior leadership can put the wind in the sails of your vision, or, at the very least, keep your boat out of choppy waters. In order to get leadership on board, you must be able to communicate your strategic vision in a way that strongly resonates with their goals and interests. In the following case study, bike champions at Sergenian's Floor Coverings secured buy-in by speaking to their executives' desires to connect with their employees and vice versa.

Case Study: Sergenian's Floor Coverings Hosts Bike Rides to Connect with Executives

In the 1950s, Corporate America invited the boss to dinner and joined country clubs in order to rub elbows with top executives. Today, modern companies like Sergenian's Floor Coverings are taking a more active approach to bridge connections between employees and executives – one that promotes a bike commuter culture at the same time.

In order to communicate the vision of its bike commuter program and to bring employees on board, Sergenian's organized a few employee bike rides with the company's top executives. The rides served as a great way for employees to socialize with the company's leaders – encouraging them to get on a bicycle to do so.



5 | EMPOWER ACTION

A successful bike commuter culture is one that is wholly inclusive and empowers all employees to take action. To make bike commuting more accessible to riders of all skill levels, you should work to dismantle barriers, knowledge gaps, and economic constraints that prevent employees from taking part.¹ In doing so, you can promote widespread adoption, empower employees to take action, and realize lasting organizational change.

KNOWLEDGE BARRIERS

New and novice riders often have a limited working knowledge of road rules and safety, convenient routes, gear, maintenance, and more. This can cause anxiety and fear that inhibits action. In addition, employees may be intimidated or put off by the idea of the archetype cyclist in Lycra and clip-in shoes, concluding that bike culture does not fit into their lifestyles.

However, hands-on education, mentoring, and modeling can be effective tools to make bike commuting more accessible to all.

::: TAKE ACTION :::

- Organize bike commuter workshops and clinics
- Lead educational group rides on common commuting routes
- Dialogue to dispel common myths about bike commuter culture
- Make educational resources highly visible in your workplace
- Create an atmosphere of collaboration and inclusiveness
- Strategically bring on champions of diverse demographics who can make bike culture more relatable and accessible to all
- **TIP:** Work with your local bicycle shop or advocacy groups for resources and assistance

Case Study: Full Spectrum Solar Employees Share Their Bike Maintenance Skills

Bicycle maintenance, the costs, space, and knowledge of it, can pose a challenge for riders of all skill levels. In response to employee requests, Full Spectrum Solar, a solar energy contractor in Madison, WI, made a small, one-time investment in bicycle maintenance tools and set up a workspace in an empty corner of the warehouse for employees to use in their free time.

The initial assumption was that only the bike mechanic hobbyists who requested the workspace would use it. Yet, the actual result was that the more experienced hobbyists became mentors and shared their skills with other employees, promoting a more collaborative work environment that continues to foster a highly accessible bike commuter culture for everyone.

ECONOMIC BARRIERS

Economic barriers also exist for employees. While bike commuting can ultimately save costs in terms of fuel, vehicle upkeep, parking, health costs, and more, the initial investment in a bicycle and reliable gear can create an obstacle for new riders.

Saris Cycling Group, a cycling equipment manufacturer based in Fitchburg, WI, overcame this obstacle by offering a bicycle purchase assistance program for its employees. Other area employers have worked with local community bicycle sharing services such as B-Cycle to install parking stations at their offices. Employers can also lessen the financial burden of bike commuting by giving bike accessories and gift cards to local bicycle shops in company rewards programs and as holiday gifts.

Over time, the potential payoff or ROI of a bike commuter culture can outweigh the upfront investment. However, you must convey



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this to both the riders and the senior management to get buy-in and to empower action. In the following section, we'll discuss how to measure your results, and how it can strongly reinforce the economic benefits of a bike commuter culture.

::: TAKE ACTION :::

- Organize a bicycle purchase assistance program
- Hold a company raffle to win a new bicycle
- Work with community bicycle sharing programs to set up stations at or near your office
- Include bicycle gear and local bicycle shop gift cards in your company rewards programs and holiday gifts
- Invest in communal bicycle tune-up equipment such as bicycle pumps, chain oil, bike stands, spare tubes and patch kits

BARRIERS OF TIME & SPACE

Employers and employees can work together to grow a bike commuter culture in the workplace by navigating the practical and logistical challenges that inhibit ridership. By addressing variables such as location, time, and amenities, employers can create bike-friendlier office spaces that promote positive action, and what's more, attract talented employees.

Obviously, not every business can readily pack it up and move locations. However, many businesses in the United States rent commercial space, which affords them the flexibility to purposefully select a location that is close to employees' neighborhoods and is accessible by bicycle, walking, and public transit. In many urban centers, rental options increase considerably when single-vehicle parking is deprioritized. In addition, renters can negotiate with landlords to improve bicycle amenities as part of a lease agreement.



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When evaluating rentals or new building projects, consider the following building amenities: access to bike paths and pedestrian walkways, well-lit, covered or indoor bike parking, locker rooms with showers for employee use, and storage space for spare business attire and bike wear. Most importantly, survey your employees to find out what amenities or resources are most important or desired for their lifestyles and work styles.

Company policies may also require attention in the effort to create a bike-friendlier office environment. Consider how meeting schedules, work hours, and office culture might hinder an employee's decision to bike commute to work. Often, the simple clarification that "it's OK to..." can change perceptions and alleviate any doubt standing in the way.

::: TAKE ACTION :::

Analyze and identify practical ways to improve your office's bike-friendliness.

- Is your office near bicycle and pedestrian commuter routes?
- Is your office on or near public transit routes?
- Does your office have well-lit, covered or indoor bike parking?
- Are business meetings held in-house, close by or as web conferences?
- Does your office have showers and locker rooms for employee use?
- Does your office have accommodations for employees to store spare changes of business attire and bike wear?
- Does your office have basic space and equipment for bicycle maintenance for employee use?
- Does your business have flexible work times to accommodate different types of commuter disruptions and latencies?
- Does your office supply car bike racks to fasten to your company vehicles?



6 | TRACK & MEASURE RESULTS

A successful bike commuter culture is one that builds on its own success with proven, measured results. By defining measurable goals and tracking the success of a bike commuter campaign or program, you can create a positive feedback loop that fuels the growth of a bike commuter culture. Tangible results like reduced fuel costs and employee retention can help to justify the value of bike commuting to individuals and employers, and it can take a bike commuter program from “oh, what a fun idea” to a smart and savvy cost-savings initiative, one that becomes a mainstay of your work culture.



Fuel the growth of your bike commuter program by measuring and promoting your results.

WHAT TO MEASURE

If you set up your bike commuter program to measure flat tires and associated costs, you’ll soon end up with a deflated initiative. Choose metrics whose values resonate strongly with riders as well as key influencers for your program. For some riders, the calculated calorie burn or savings in fuel costs may motivate them to get on

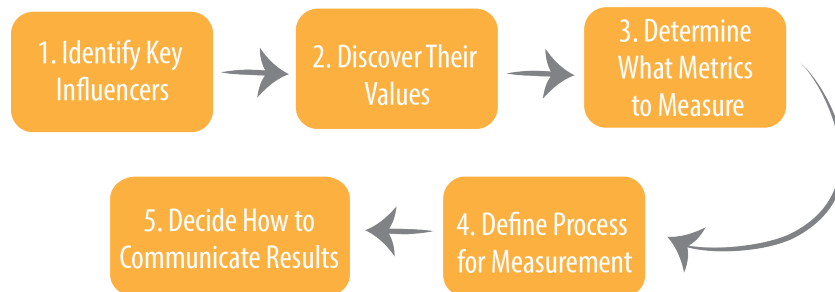


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the bike, while other riders may push each other with competitive leaderboard stats. Human resources may see value in increased employee satisfaction and engagement. The marketing department may relish the opportunity to enhance the company's public image. Find out what benefits and savings are most meaningful to the people you want to influence, both riders and power brokers, and then pedal backwards to discover what to measure, how to measure it, and how best to communicate the results.

::: TAKE ACTION :::

Identify the key influencers in your organization and what type of results they value. From there, define your metrics as well as the methods for collecting and converting your data. Lastly, consider how you can communicate the results in an effective way.



HOW TO MEASURE

The actual process of collecting, aggregating, and converting your metrics requires forethought, organization, and most importantly, consistent follow-through. This can pose a challenge of time and effort for champions, who may not be able to roll this initiative into their other job responsibilities. You must also consider the time and effort required of individual riders to track their progress. For administrators and riders, you should aim for efficiency and simplicity in the process of collecting data, using the tools and

Common Bike Commuter Metrics

There are a many ways to measure the progress of your bike commuter initiatives. Here are a few of the most common metrics that you can use to evaluate your efforts:

- Total Number of Miles by Bike
- Total Number of Trips by Bike
- Percentage of All Miles by Bike
- Percentage of All Trips by Bike
- Average Time Loss / Gain in Traffic vs. Single Occupancy Vehicle (SOV)
- Total Employee Participation
- Percentage of Employee Participation
- Degree of Employee Satisfaction

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resources that best suit your needs and allow for an efficient and simple process.

If you can make the tracking process exceptionally easy for riders, you stand a better chance of boosting and retaining participation. For example, if you ask your riders to calculate their commute each day and email it to the program administrator who tracks in a Excel spreadsheet, you may get a dedicated group of riders to follow through, but others will likely forget about it over time, or say “forget about it” before they start.

You can use your initial employee surveys as a starting point or baseline to measure against any bike commuter initiatives or campaigns.

::: TAKE ACTION :::

- Use an initial survey to get a baseline to measure against
- Decide how to collect data from riders in an efficient, low-effort way, such as with **The Hub** by Saris
- Determine a timeframe to measure the campaign (i.e. six months)
- Take regular “snapshots” of your progress and share it with participants in a highly visible way
- Work with your HR department to include measurements of employee engagement and satisfaction on their regular employee surveys, as well as entry and exit surveys

Case Study: Saris Cycling Group Masters the Metrics of a Bike Commuter Program with The Hub

Necessity is the mother of invention - so when Saris Cycling Group, a leading bike equipment manufacturer, realized the need for an easier, more automated way to track and manage the company's



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bike commuting program, they invented a complete solution in house. With **The Hub**, each time a Saris employee bike commutes to work, she simply swipes a card in front of a receiver box mounted near the bike parking area. By the time she makes it to her desk and opens a web browser, her stats are already waiting on her profile page, converted into calories burned, CO₂ emissions avoided, gas money saved, and reward points earned. She can also check out her team or department's standing and leaderboard rankings, and claim any prizes she's earned.

The Hub gives Saris an effective multi-pronged approach to a successful bike commuter program. It has significantly reduced the time and effort it takes to log miles, convert data into meaningful results, and track incentive programs, rewards, and competitions.

In addition, **The Hub** heightens visibility and accessibility of near real-time results, which has motivated riders in numerous ways. It has helped to create a sense of community at Saris, with all riders aware of and contributing to company's impressive 15,000 miles logged to date.

As a result of the success, Saris has made **The Hub** available to other businesses and schools to help them master their own bike commuter programs. See Page 23 for more information.

HOW TO COMMUNICATE RESULTS

Results can be a powerful motivator, especially if they're highly visible and accessible. For individuals as well as groups, tracking the real-time progress towards a goal can help to snowball the effort, rally support, and avoid dropout.



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When you consider how to best communicate results, internally on a company intranet site, in an employee newsletter, or a break room bulletin board, and externally through your social media networks, sustainability reports, press releases and more, be sure to do in a way that is:

Immediate | It's important to have short-term wins and success as soon as possible to build momentum.¹

Frequent | Continual action requires continual motivation, especially for a new, non-habitual initiative. Keep your riders' attentions with real-time results and daily leaderboard stats.

Highly Visible | Make the results highly visible and accessible to all participants and stakeholders to keep it at the forefront of their minds.

Impressive | Find your big numbers and most impressive results to add a "wow" factor to your efforts, like CUNA Mutual Group did in the case study below.

Case Study: CUNA Mutual Group Does the Math and Sees the Bigger Impact

The team at CUNA Mutual Group, a leading insurance and financial services company in Madison, WI, fully grasps the concept of strength in numbers. The company's Green Team expanded their Bike to Work Week into a Green Transit Month in 2012. In just one month, alternative commuters individually saved a respectable average of \$120 in costs. However, as an organization, the collective costs savings totaled over \$10,000, not to mention the 118,000 calories burned (over 33lbs), and almost 18,000lbs of greenhouse gas emissions avoided!



7 | PROMOTE & CELEBRATE SUCCESS

A successful bike commuter culture is one that motivates employees to make a daily decision to ride a bike to work through recognition and reward. While some riders may already recognize the intrinsic rewards of bike commuting, others may not. Incentive programs and competitions can boost motivation and create a fun, engaging way to promote and celebrate the success of riders.

In crafting an incentive program, be sure to choose rewards that resonate strongly with riders. In addition, you can underscore your efforts by choosing rewards that reinforce behaviors, such as bike gear, gift cards to bike shops, on-site massages, and more. If you don't have a budget for such rewards, be creative in your recognition of riders. Announce new riders and top riders during staff meetings. Feature them in company newsletters and intranet sites. Allow the winning team or department to make the decision on the next company lunch or happy hour. One creative company raffled extra paid time off to motivate its riders. And, as designCraft Advertising proved, you don't need big, expensive prizes to recognize and reward riders.

Case Study: designCraft Advertising Takes an “Elementary” Approach to Its Rewards Program

Who could forget that sense of pride and joy in getting a tiny golden star sticker on your kindergarten homework? The team at designCraft Advertising hasn't. For a while, they charted their bike commuting progress on a simple wall calendar, using different colored stickers for each employee's bike commutes. Later on, when asked what type of incentives or rewards they'd like to see to increase their motivation, one employee replied, “Um, bigger stickers?”



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It's a common misconception that incentives and rewards programs will be costly or complex to handle in the workplace. Some riders will find motivation in the personal cost savings or health benefits, while others just love the thrill of competition. designCraft Advertising proved that, sometimes, the only incentive you need is a little recognition. Although they did eventually decide to reward bike commuters with "Bike Bucks," redeemable for new bike gear at a local bike shop.

Sample Bike Commuter Incentive Program – Saris

Goal: 20% Ridership
Timeframe: July 1, 2012 – June 30, 2013

Point Structure

<10 Miles	7 Commuter Credits
5 – 10 Miles	6 Commuter Credits
> 5 Miles	5 Commuter Credits
1 Volunteer Hr.	5 Commuter Credits

Reward Structure

110%: 2860 CC	\$1000 Cash – Only One Available!
95%: 2470 CC	Round Trip Ticket (up to \$450 value)
80%: 2080 CC	One Night Stay at Bed & Breakfast (\$200 value)
65%: 1690 CC	\$175 towards bicycle accessories
50%: 1300 CC	Messenger Bag
35%: 910 CC	\$100 Local Gift Certificate
20%: 520 CC	\$75 towards bicycle accessories or tune-up
10%: 260 CC	30 minute massage in office
5%: 130 CC	Lunch at nearby restaurant
1%: 26 CC	Bicycle Benefits Sticker

** Percentages of total commutes by bike, based on an average five-mile commute in a 260-workday year*



THE HUB | *Accelerate Your Bike Commuter Culture*

As discussed throughout this white paper, a successful bike commuter culture is one that removes obstacles that inhibit action, tracks and measures results, and celebrates success. This can seem like a steep uphill climb for even the most ambitious bike champion. The extra work of manual self-reporting, updating spreadsheets, and e-mailing or posting results in the break room can quickly deflate the energy from a bike commuter program.

Consider The Hub. Powered by Saris, it's an end-to-end hardware / software solution that alleviates the burden of manually reporting and managing a bike commuter program. It's hands-free design makes participation effortless and fun, with near-real-time results, leaderboard statistics, and rewards programs.

FEATURES & HIGHLIGHTS

Drive Up Participation

The Hub encourages participation with easy, automatic reporting and tracking. Riders simply swipe a Hub card when they arrive at work, and can view their real-time results in any web browser, including miles accumulated, calories burned, CO₂ avoided, cash saved, and rewards points earned. It's effortless, fun, and encouraging for any rider – whether a new rider or an avid cyclist.

Promote Real-Time Results & Success

Rev up your bike commuter culture by promoting and rewarding success on The Hub's highly visible and accessible web-based interface. Leaderboard statistics, team or departmental challenges, and rewards programs are displayed on a centralized dashboard, making it nearly impossible to ignore that guy in accounting that is

A Successful Bike Commuter Culture:

- Empowers action by removing obstacles or barriers
- Tracks and measures results
- Promotes and celebrates success



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10 miles ahead of you in the competition. In addition, the aggregated, organization-wide stats help to magnify the efforts of individuals working towards a common goal and achieving a big, collective impact. This heightens the sense of community and collaboration in the workplace, and it readily provides information that your executives and marketing team can use to promote your organization's public image.

Save Time, Costs & Energy

Toss out your spreadsheets and cumbersome break room charts. The Hub is an out-of-the-box solution that saves time, costs and effort in managing a bike commuter program. It requires minimal setup and no recurring costs or fees. Program managers can quickly set up customized rewards programs, team competitions, and automated e-mail messages. Unlike other piecemeal or workaround solutions, The Hub is a turnkey solution specifically designed for the needs of a bike commuter program solution. So, there's no extra "finagling" to make it work for any school or business.

The Hub in 3 Simple Steps

1 | Ride & Swipe

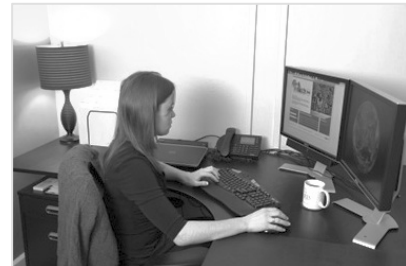


2 | View Results

Group	Trips	miles	Points	Bike Miles	Gas Saved	
Trips	90	100	546	407	15,015	575
Trips	284	345	1,898	961	46,015	1,741
Trips	173	176	928	22,767	1,702,097	55,932
Trips	12,486	76,831	76,831	2,275,242	213,850	

Member	Points	Points	Points	Points
Woods, Eric	200	200	15	Blue Map
Roberts, Douglas	140	175	83	Blue Map
Scott, Mike	88	161	67	Blue Map

3 | Claim Rewards



8 | INCORPORATE CHANGE IN THE LARGER COMMUNITY

A successful bike commuter culture is one that permeates into the community and reinforces behaviors at work and at home. You can underscore your efforts by empowering your colleagues to become bicycle advocates in the community. By encouraging your colleagues and company to participate in and support community efforts and events, you can strengthen the bike commuter culture in your workplace – turning all bike commuters into champions.

A workplace bike commuter program serves to create a community of employees who join together to promote safe and enjoyable bicycling. Use this community to be a driving force of change in your neighborhoods and city. Remember, it is not just about promoting cycling within your company. For your employees to ride to work, they must have safe places to ride to and from work and beyond.

::: TAKE ACTION :::

- Encourage and reward community volunteerism
- Foster a culture of peer mentorship and community
- Host, sponsor, or promote community bicycle events
- Join your local bicycle advocacy group
- Apply for Bicycle Friendly Business Status
- Include active commuting in your corporate value statement
- Publicly recognize your organization and employees' achievements
- Offer employee discounts to community rides or advocacy groups
- Encourage participation in Bike-to-School Day and Safe Routes to School efforts

ACKNOWLEDGEMENTS & ADDITIONAL RESOURCES

Kotter's Eight-Step Process for Leading Change

Many of the elements of organizational development written in this white paper draw heavily from Dr. John P. Kotter's "Eight Step Process for Leading Change." Dr. Kotter's principles have been influential to our work at Sustain Dane, giving us and the champions that we work with a greater understanding of how to realize meaningful and sustainable change within their organizations.

For more information, please visit www.kotterinternational.com

Our Case Study Champions

Much of our in-depth understanding of how to build a bike commuter culture in the workplace has been cultivated through the real-world efforts of the organizations that we have worked with as MPower Champions. These leading area businesses have made a commitment to advance sustainability from within their organizations - alternative transportation a facet of sustainability.

For more information, please visit –

Sustain Dane's MPower Champions Program, www.sustaindane.org

Johnson Health Tech North America, www.johnsonfitness.com

Sergenian's Floor Coverings, www.sergenians.com

Full Spectrum Solar, www.fullspectrumssolar.com

designCraft Advertising, www.designcraftadvertising.com

CUNA Mutual Group, www.cunamutual.com

Saris Cycling Group, www.saris.com



Dane County Clean Air Coalition

Our partners at the Dane County Clean Air Coalition offer a wealth of useful information and resources, including an “Employer’s Guide to a Commute Solutions Program.”

For more information, please visit healthyairdane.org

Wisconsin Bike Federation

The Wisconsin Bike Federation is the country’s largest statewide bicycle organization. The Bike Fed works with people from all around Wisconsin to make bicycling convenient, safe, accessible, and fun.

For more information, please visit www.wisconsinbikefed.org

The League of American Bicyclists

Organized by the League of American Bicyclists, the Bicycle Friendly Business program recognizes employers’ efforts to encourage a more bicycle friendly atmosphere for employees and customers. The program honors innovative bike-friendly efforts and provides technical assistance and information to help companies and organizations become even better for bicyclists.

For more information, please visit www.bikeleague.org

Additional Notes

1. Based on ideas from John P. Kotter, “The 8-Step Process for Leading Change,” Kotter International, 2012.
www.kotterinternational.com/our-principles/changesteps
2. Based on *Employer’s Guide to a Commute Solutions Program*, Dane County Clean Air Coalition, 2009, pp. 10.



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ADDITIONAL RESOURCES FROM SUSTAIN DANE

This white paper serves as a road map for the creation of a bike commuter culture in your workplace – specifically the steps to realizing organizational change, as well as how to communicate, measure, and manage a successful bike commuter rewards program. It is intended to be a guiding document for the bike champion.

The next step is to take action. We can help.

Sustain Dane is an expert in helping organizations achieve real, long-lasting change in sustainability and social responsibility. Through our mission and our work, we have served as coaches, facilitators, and resource brokers for over 70 organizations that have taken action to make the Madison Region a more sustainable and vibrant place to live and work.

Let Sustain Dane help you to pedal faster on your bike commuter initiatives.

Sustain Dane can provide a customized package of expert services and solutions, including:

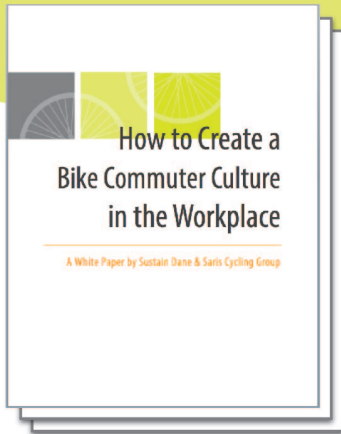
- Need Assessment
- Green Team Coaching
- Workshops And Training
- Guided Routes And Rides
- Resources And Partnership Building And More

Think of us as the training wheels on your bike commuter initiative. Contact Jessie Lerner, Jessie@Sustaindane.org, (608) 819 – 0689 to get started.



How to Create a Bike Commuter Culture in the Workplace

Your Roadmap



Concrete Steps to Organizational Development
Learn How to Become a "Bike Champion"
Full of Real-World Case Studies and Advice
Written by "Experts" in Sustainability

+ Your Roadkit



The Hub by Saris

Track & Measure Your Program Effortlessly
Get Real-Time Results & Leaderboard Stats
Fun, Friendly and Encouraging!



Gift Kits

Bike Rewards & Gifts
from Local Bike Shops
& Partners, Low-Cost



Coaching & More

Let Sustain Dane Help Get You Started with
Customized Coaching & Training Packages
Workshops, Support, Resources, and More!

