

Final Report

Team 10: Emily Rosenfield, Griffen Schwiesow, Karishma Patel, Rachel Wallace

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Executive Summary

The final deliverable for our sponsors is a detailed Rider Rewards Program Proposal, which includes: a summary of our background research, the proposed rewards program structure, our recommendations for rewards and incentives, our recommendations for the Minimum Viable Product (MVP), and our high fidelity wireframes. The Rider Rewards Program that we have designed is currently planned to be implemented during Phase 2 of the Next Generation ORCA rollout in 2023 or later. For this reason, we determined that the most useful deliverable for our sponsors would be a detailed program proposal that clearly justifies our recommendations with our research findings. Additionally, we have created high fidelity wireframes to further communicate our recommendations for the Rider Rewards program structure. The detailed Rider Rewards Program Proposal and the high fidelity wireframes ensure that when this project gets picked up again in a few years, the project leaders will quickly understand the context of our design recommendations and research.

Attached you will find the two final deliverables that we will turn over to our sponsors: the Rider Rewards Program Proposal document and our high fidelity wireframes.

Rider Rewards Program Proposal

Prepared for the Mobility Innovation Center, King County Metro & Sound Transit

Human Centered Design & Engineering Senior Capstone Project

June 2020

Emily Rosenfield, Griffen Schwiesow, Karishma Patel, Rachel Wallace

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Rider Rewards Program Overview

In our proposed Rider Rewards Program, riders earn a set amount of points every time they ride. Points can be redeemed in exchange for Active Rewards, which help riders save money on transit. Riders also earn Passive Rewards, like fare capping and free rides. Passive Rewards do not require redemption as they are automatically applied. The inclusion of Challenges allows transit to gamify new ridership behaviors and gives riders the opportunity to earn bonus points. Additionally, Badges provide a fun and engaging way for riders to track and share their ridership habits and achievements.

Our recommendations are for a fully fledged rewards program, but we recognize that future technical and financial limitations may restrict what is possible for a Rider Rewards program. This is why our proposed Rider Rewards program is designed to be flexible and modular so that transit agencies can customize it to their needs at any given time.

Background Research

Our background research consisted of literature reviews, online surveys, and remote interviews with real Seattle-area transit riders. View the major findings that we took away from our research in the reports outlined in Appendix 0. The major design opportunities for a Rider Rewards Program that we identified from our research are as follows:

A Rider Rewards Program would encourage riders to ride more. 63% of respondents in our Transit Rider Rewards survey responded 'Yes' or 'Maybe' to the question *Would you ride more frequently if there was a rewards program for Seattle transit?* (Appendix 0.5)

Fare Capping and Discounted Passes are not only equitable, but also show customer loyalty. By relieving the conscious decisionmaking of paying per ride and reducing the burden of upfront costs, fare-capping and discounted passes show riders that transit cares about them.

People ride transit to reduce their environmental impact and help the community. A Rider Rewards Program can help people feel good about riding transit by displaying the environmental impact of taking public transit and offering opportunities for riders to donate their points.

Target Riders

Unsubsidized Riders

This rewards program is designed to target and benefit Unsubsidized Riders. Unsubsidized Riders are people who pay for their own transit costs; they do not receive public transportation benefits from their school or employer. These riders will benefit the most from a Rider Rewards Program that helps them save money on transit. A Rider Rewards Program also shows Unsubsidized Transit Riders that transit cares about them by fostering a positive mutual relationship between the rider and transit agencies. It helps the individual rider feel acknowledged and rewarded for helping their community by taking transit.

Partially-Subsidized Riders

Partially-Subsidized Riders have their transportation costs partially covered by their school or employer. These riders will also gain points and rewards for the rides that are not covered by their subsidy.

Subsidized Riders

Subsidized Riders are those who have their transportation costs completely covered by their school or their employer. These riders will not be eligible to earn points and rewards through our Rider Rewards Program. However, Subsidized Riders would still be able to track their ridership by earning Badges.

Rider Rewards and Next Generation ORCA (ngORCA)

We recommend implementing the Rider Rewards Program as a part of the ngORCA experience. This would provide users with the most seamless and enjoyable experience for four main reasons:

1. There would be no confusion over which agencies are participating and which modes of transportation are eligible for rewards.
2. Riders could automatically be enrolled in the Rider Rewards program when they set up their ngORCA account.
3. Points and rewards could be easily connected to ride history and account spending.
4. Riders would not need to keep track of multiple accounts, making for a simpler user experience.

We believe that for these reasons, integration of the Rewards Program into the ngORCA experience would result in the greatest rider participation in the program and give the most potential to increase overall ridership.

Location in ngORCA Experience

The Rider Rewards Program section can be integrated into the ngORCA experience under a separate space, such as a tab or a menu item; we have intentionally designed the program so that it can be integrated into the ngORCA experience as seamlessly as possible. This area is where riders would be able to check their point balance, see Current Challenges, check the progress towards Passive Rewards, view Badges, and redeem points for rewards. Outside of the Rider Rewards Program section, we would also recommend that the existing ngORCA ride history display the points earned for each ride and show how applied rewards affected the price paid for a fare. For example, a recent ride might reflect that the rider has earned 5 points, or show that the rider has paid \$0.00 in fare due to a reward which was applied. Integrating the points earned and rewards

applied with payments will help the rider clearly understand how they are benefiting and saving money with the Rider Rewards Program.

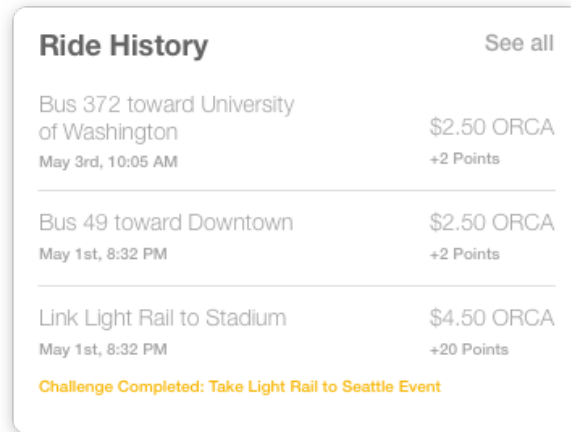


Image 1: Example of Rewards reflected in Ride History

Rewards Account Structure

The rewards program will be available for any person with a Transit Account and ORCA credentials. Each rider with a Transit Account will be able to earn points to redeem rewards that are applied to their ORCA card. Riders without an ORCA account are not eligible to participate in this Rider Rewards Program. The Rider Rewards Program offers an incentive for riders without an ORCA card to get an ORCA.

Multiple Transit Accounts Under One Customer Account

In cases where one customer manages multiple Transit Accounts, we recommend that points are still rewarded at the level of the Transit Account. If technically feasible, we would also recommend that Transit Accounts under the same Customer Account have the ability to share points with one another. This gives the rider the option to accumulate the points of all the Transit Accounts to redeem a reward for one ORCA card.

Points

Riders are rewarded Points when they ride transit. Points can be earned with regular transit habits or by participating in Challenges. Riders are able to redeem their Points for rewards. This section outlines our recommendations for how Points should be earned, structured, and redeemed.

Earning Points

Every time a rider taps their ORCA card, they will automatically earn points. Their points will accumulate on the Rider Rewards home screen of the ORCA experience so the rider can easily understand their point balance (Image 2).

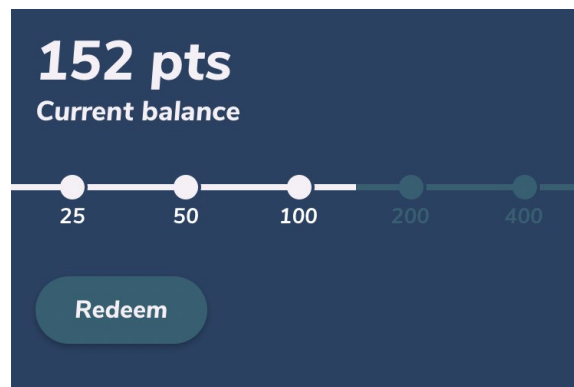


Image 2: Screenshot from Homepage of Rider Rewards Program displaying the rider's current point balance.

Points will never expire, making the Rider Rewards program equitable to all riders. Frequent riders will be able to accumulate and redeem points quickly. However, infrequent riders benefit by accumulating points over time and redeeming points when they have the ability to do so, rather than rushing to earn points in an unsustainable way.

Point Value

Points are awarded for each tap on transit. The number of points earned depends on the mode of transportation and the cost of a full fare on that transit trip. The length of a trip in duration or miles is not taken into account due to the difficulty of tracking this data, except for when riders tap on and off the Link light rail. In that case, the final price of their trip is used to determine the number of points earned. Additionally, our research showed that riders expect to earn points for each trip and are most comfortable with this type of data being collected (Appendix 0.2, 0.3, 0.5).

The following section outlines how we recommend Points to be structured. However, it was not within our scope to recommend the exact point value for each trip and each reward as we don't know the financial details of this rewards program for transit. In this example, we multiply the full fare by two to calculate the point value. Two was selected as the Point Value Multiplier because it is used widely across reward programs and doesn't result in an exponential increase of points for frequent riders. However, once Transit agencies determine the finances of the program, any value can be substituted for the Point Value Multiplier and for the number of points required to redeem rewards.

Point Value Calculation: $\text{Points Earned} = \text{Cost of Full Fare} * \text{Point Value Multiplier}$

Example Point Value Calculation for Bus Fare:

The full fare of a bus ride: \$2.75

The Point Value Multiplier: 2

Points Earned: $2.75 \text{ (full fare)} * 2 \text{ (Point Value Multiplier)} = 5.5 \text{ Points earned}$

When a rider taps their ORCA card on the bus, their Ride History page will show that they have earned 5.5 points for their ride. However, half points can be difficult to understand. On the rewards home page, the point value will always round up to the nearest whole point. In this case, it would show the user that they have six points available to redeem.

Discounted Fare Riders

Every rider (excluding Subsidized Riders, such as U-PASS riders) will receive the same Point Value for their trips, regardless of the fare they paid. ORCA LIFT riders, senior riders, and other discount program riders will receive the same amount of points as someone who paid the full fare. This ensures that the rewards program is equitable and helps those who need rewards the most.

Transfers

From our research, we learned that having to transfer can be a major inconvenience that discourages riders from choosing transit. To incentivize riders to transfer, riders will earn half of the points of a full ride on their first transfer. Riders will not receive additional points after their first transfer. The following table provides an example of the points a rider would earn for riding the bus and then transferring to another bus (Table 1).

Ride Type	First Bus	Transfer 1	Transfer 2+
Points Earned	6	3	0

Table 1: Points Earned for Bus Transfers

Awarding points for the first transfer provides riders with an incentive to offset the inconvenience of having to transfer. However, by only awarding points for the first transfer, riders will be unable to game the system by trying to transfer multiple times during their transfer window to accumulate points.

Challenges

Challenges provide an engaging way for riders to earn additional points by gamifying ridership. Our research found that challenges would help encourage riders to ride outside of their usual transit

habits and that continuously rotating challenges will keep the program feeling fresh and engaging to riders.

Riders will earn Bonus Points for completing the Challenges. The amount of Bonus Points earned can depend on the difficulty of the Challenge. All Challenges are temporary and have a set start and end date. Transit doesn't always have to have a Challenge running and they can also have more than one Challenge active at once. The Rider Rewards Program can leverage notifications to alert riders of upcoming challenges, challenges that are about to expire, or to congratulate them when they complete a challenge. We recommend that in the ngORCA Transit Account, riders have the option to control their notification settings for Challenges by turning them on or off.

When riders complete a Challenge, they can see this reflected in their Ride History. On the ride that completed the Challenge, a rider might see: 'Challenge Completed, +10 points'. Image 3 shows how Challenges would appear in the Rider Rewards Program.

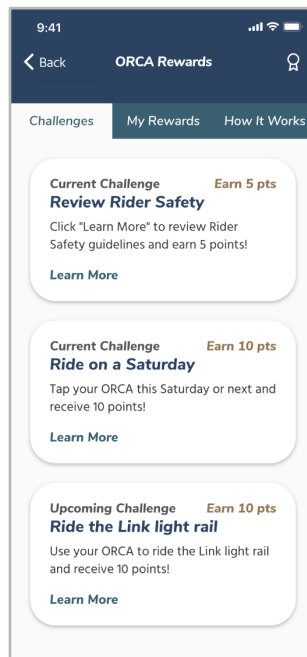


Image 3: Screenshot of Challenges tab in Rider Rewards Program. Users can see both current and upcoming challenges, how to participate and how many points each challenge is worth.

Example Challenges

Examples of Challenges could be “Ride on a Saturday”, “Ride 7 Days in a Row”, “Ride All Weekend”, “Ride to a Specific Event” or “Take a Trip with a Transfer.” Challenges are flexible and can be quickly designed to meet the needs of the Transit Agencies and the community. For example, during times of COVID-19 and social distancing, a challenge could be to review Transit’s Rider Safety Checklist or to ride transit during off-peak hours (Image 3).

Partnerships with Private Entities

Challenges offer transit a unique opportunity to partner with private entities to sponsor the Challenge and associated reward. For example, Seattle arenas could challenge visitors to take transit to their arena on specific days and sponsor the reward for riders who complete the challenge. Partnerships could take on many creative forms, and we have received feedback during our research phases that partnership Challenges could be motivating to infrequent riders (Appendix 0.5).

Redeeming Points

Rewards will be offered at incremental point values. Once a rider has accumulated enough points, they will be able to redeem those points for a reward of their choosing. Once redeemed, the reward is automatically applied to their ORCA card and Transit Account. Types of rewards will be detailed in the following section. Image 4 outlines the rewards redemption flow.

Screen 1

Screen 2

Screen 3

Screen 4

Screen 5

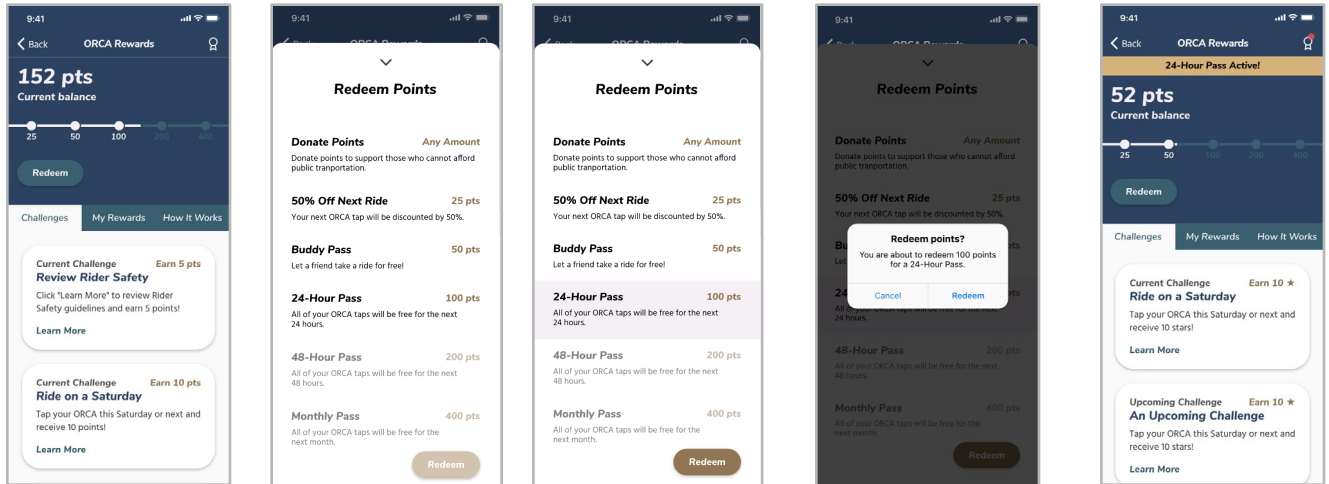


Image 4: The above screens outline the rewards redemption flow. From the Homescreen a user can redeem their points (Screen 1), view all available rewards (Screen 2), select the desired reward (Screen 3), confirm redemption of points (Screen 4) and view updated point balance and the active reward on the Homescreen (Screen 5).

Types of Rewards

This section discusses two rewards types: Active Rewards and Passive Rewards. Examples of potential rewards are provided for each reward type.

Active Rewards

Active Rewards are rewards that riders get by redeeming their points. We recommend having a tiered rewards structure, where bigger rewards require riders to redeem more points. Having multiple rewards options at different point values makes the Rider Rewards Program flexible, equitable, and accessible to all riders. Riders are able to redeem their points for whichever reward they determine provides them the most value, they can either frequently redeem points for less expensive rewards or save up for a bigger reward. Active Rewards are automatically applied to the ORCA card as soon as they are redeemed.

Active Rewards can be either transit-related to help riders save money on their transit costs, or they can be external rewards that are sponsored by private entities. From our research, we found

that Transit Rewards would initially be the most valuable and motivating for riders. We would recommend that the early stages of the rewards program offer only Transit Rewards. However, there is still an opportunity for private entities to sponsor rewards for public transit use. These Non-Transit Rewards could be integrated into the program down the line. The following two sections will provide examples of Transit Rewards and Non-Transit Rewards.

Transit Rewards

In this section we outline potential Transit Rewards and associated point values. The potential Transit Rewards were inspired by conversations with transit riders in our interview study and by testing these rewards with transit riders in a survey study. The associated point values of each reward are hypothetical numbers to demonstrate how the rewards levels are tiered. Transit agencies would need to later determine the point values for each reward level based on the financial feasibility of redeeming points for rewards.

25 points: 50% Off Next Ride

Rider redeems to automatically receive 50% off their next ride when they tap their ORCA card.

50 points: Buddy Pass

Rider redeems to earn a Buddy Pass so that they can bring a friend on transit for free.

100 points: 24 Hour Pass

Rider redeems to receive unlimited free rides for 24 hours. The ~~24~~ 24 hour window starts as soon as the pass is redeemed.

200 points: 48 Hour Pass

Rider redeems to receive unlimited free rides for 48 hours. The ~~48~~ 48 hour window starts as soon as the pass is redeemed.

400 points: *Monthly Pass*

Rider redeems to receive unlimited free rides for the next month (30 days). The 30-day window starts as soon as the pass is redeemed.

Any Amount: *Points Donation*

Riders will always have the option to donate any amount of their points to the ORCA LIFT program. The fare-saving that these riders forgo can go towards sponsoring pre-loaded ORCA cards or free transit rides for participants of discounted programs like ORCA LIFT. Providing riders with the opportunity to donate points is an extremely important motivator for riders who aren't incentivized to ride by saving money on transit, but still want to feel good about their ridership and help their community. Riders who donate their points could receive congratulatory badges to honor and track their donations.

Non-Transit Rewards

Non-Transit Rewards could be sponsored through partnerships with private entities. These rewards, while valuable, are recommended to be implemented after the Rider Rewards Program has established itself in the ngORCA experience. It will be important to clearly show that the Non-Transit Rewards are funded through external partnerships and not by the transit agencies. This will help to avoid the potential public perception of transit misusing funds to pay for Non-Transit rewards. Below are a few examples of potential partnerships.

Partnerships with Other Mobility Services

The First and Last Mile is a barrier to transit ridership that affected many of our research participants (Appendix 0.2, 0.3). Riders are discouraged to use transit on trips where they perceive the nearest transit stop to their starting or end destination to be too far away to comfortably walk. One way a Rider Rewards Program might be able to directly address this barrier is through partnerships with other mobility services such as Uber, Lyft, and Lime Bike. Transit could partner with these services to offer rewards that can be redeemed for discounts on Uber, Lyft, or Lime Bike rides to or from transit stops.

Partnerships with Local Businesses and Restaurants

Local businesses and restaurants could sponsor rewards that would allow riders to redeem points for discount coupons. This type of partnership could be a great way to boost ridership and help support local businesses.

Companies and Local Charities

Companies could sponsor donations to local charities as a way to market their brand and incentivize ridership. For example, riders could have the option to redeem 50 points and the sponsoring company will donate \$10 to the selected local charity. This type of partnership would be a good way for a company to market a community-focused brand, for riders to be motivated to directly help a charity, and for local charities to receive additional donations.

Passive Rewards

Passive Rewards are applied automatically without user effort, meaning that when the conditions are met, the reward is applied to the user's ORCA card without interacting with any interfaces. We see two opportunities for Passive Rewards: (1) "Punch Card" FRides and (2) FarCapping. Because our rewards program is flexible and modular, transit agencies can determine what makes financial sense to offer: both types of Passive Rewards, only one, or none at all. These options can easily be included or removed from the program as needed.

We anticipate that riders may initially be confused over the meaning of Passive Rewards, which is why we have included an information icon and popup in the Passive Rewards section that explains what they are and how they are earned. Image 5 shows the Passive Rewards section in the app.

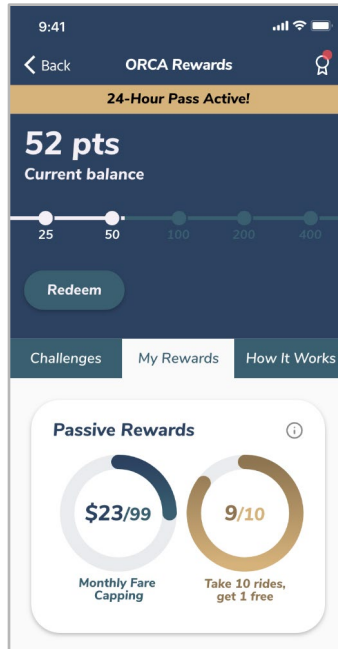


Image 5: The above screen shows Passive Rewards in the My Rewards section of the Rider Rewards Program. Progress towards earning a Passive Reward is displayed by filling the circle icon. Once the icon is filled, it will change state to clearly show the user how the reward has been applied.

‘Punch-Card’ Free Rides

One opportunity for Passive Rewards is to give riders free rides after a certain number of trips. For example, similar to the familiar ‘Punch-card’, after a rider takes 10 rides they will automatically get the 11th ride for free. The example of 10 rides to get the 11th free is a hypothetical recommendation; transit agencies would need to run their own financial analysis to see what is feasible and how often a free ride could realistically be awarded to each rider. In Image 5, the circle on the right shows a rider’s progress towards earning a ‘Punch-card’ free ride.

Fare-Capping

Another opportunity for Passive Rewards is with Fare-Capping. Fare-Capping makes transit more equitable and accessible to all riders by eliminating the upfront cost barrier of purchasing a monthly pass. Once a rider spends more than the price of a monthly pass within a month, the rest of their rides for that month are free. In our research, we heard from numerous riders that fare-

capping is something they would like to see transit implement and we strongly recommend that transit agencies consider implementing fare-capping into ngORCA and this Rider Rewards program (Appendix 0.5). In our wireframes, we provide an example of monthly fare-capping, but fare-capping could also be daily or weekly. In Image 5, the circle on the left shows a rider's progress towards earning monthly fare-capping.

Ride Tracking

Badges

Badges serve as a fun and engaging way for super transit users to track their ridership. Badges can also be used to track a rider's environmental impact or point donation history to support the selfless reasons that motivate people to ride. Although there are no points associated with unlocking a badge, riders will still be motivated to earn new Badges and see their ridership history. We heard from some riders in our interviews that they would be interested in tracking their ridership and would find that type of data rewarding and motivating (Appendix 0.2, 0.3). Additionally, unlocked Badges can be shared externally on social media or other communication platforms so that riders can celebrate their ridership accomplishments with their friends. From our research, we heard that sharing badges would be a motivating factor for super transit users who want to display their commitment to transit. Additionally, sharing Badges will help foster community among transit riders and spread the word about the Rider Rewards Program.

Notifications will alert riders when they've unlocked a new badge. Badges will be permanently displayed and accumulated in the Badge Center. Unearned Badges will be displayed but will appear deactivated. This allows riders to know what types of behaviors they can earn badges for so they can adjust their transit usage as needed to unlock the desired badge. Although Subsidized Riders cannot earn points and rewards, they can still unlock badges to track their ridership. In the case of Subsidized Riders, their Rider Rewards program would only display the Badges they've earned. Image 6 shows how the Badge Center.

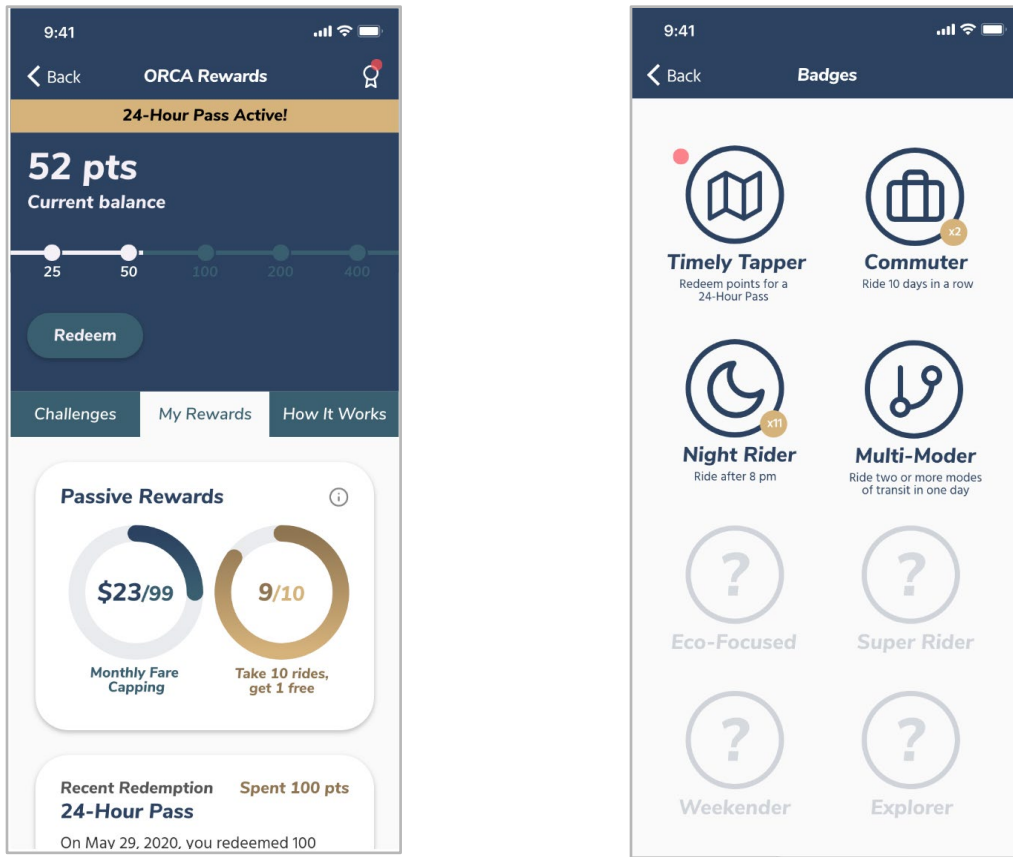


Image 6: Users can access the Badge Center from the badge icon on the top right hand corner of the Homepage (Screen 1). When a new badge is earned a notification dot will appear (Screen 1). The Badge Center (Screen 2) shows badges earned, how many times they were earned, and unearned badges the user can work towards.

We've identified two opportunities for types of Badges, outlined below: (1) Explorer Badges and (2) Accumulating Badges.

Explorer Badges (One-time Badges)

Explorer Badges are Badges that a rider can only earn one time. These types of Badges are usually associated with first-time accomplishments and can be leveraged to encourage riders to try a new behavior on transit or with the Rewards Program. Examples of this type of Badge include "First Trip on the Link Light Rail," "First Point Donation," and "First Trip with a Transfer."

Accumulating Badges

Accumulating Badges are Badges that a rider can earn multiple times. These types of Badges are associated with repeatable transit behaviors and can be leveraged to encourage riders to maintain their transit habits and track their overall ridership. Examples of this type of Badge include “7 Day Streak,” “Offset 100 Pounds of Carbon,” “Trip with a Transfer” and “Ride All Weekend.” If a rider has earned the 7 Day Streak badge 12 times, then below the 7 Day Streak badge would be a note saying: “Earned 12 Times”. This allows the user to track their ridership over time.

Additional Features

Tutorial

We recommend implementing a tutorial for first-time users that walks the user through the Rider Rewards program while explaining how to earn points, redeem points, as well as showing the other features of the program. A tutorial will be very valuable to ensure users understand how the Rider Rewards program provides value to them in order to motivate users to start riding and earning points right away.

How it Works Page

We recommend including a ‘How it Works’ page that explains the details of the Rider Rewards Program. If riders later become confused about the program structure, they can revisit this page to quickly understand how it works.

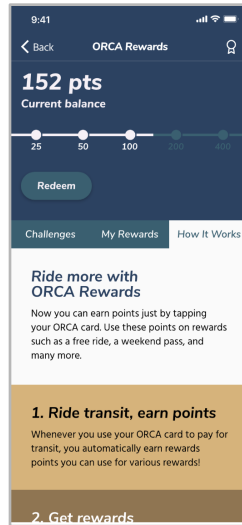


Image 7: The How it Works tabs explains how to earn points, get rewards, and save money with the Rider Rewards Program.

Notifications

Notifications can be used strategically to encourage ridership. Table 2 provides examples of use cases where notifications would be especially useful.

Use Case	Example Notifications
Challenges	
Upcoming Challenges	<i>Ride this Saturday to earn 10 bonus points</i>
Completed a Challenge	<i>You earned 10 bonus points by completing the Saturday Ride Challenge</i>
Challenge About to Expire	<i>Ride today to earn 10 bonus points</i>
Badges	

Earning a Badge	<i>Congrats! 7day Ride Streak</i>
Redeeming an Active Reward	
Reward Applied	<i>24 Hour Pass has been applied to your ORCA</i>
Reward About to Expire	<i>Your 24 Hour Pass will expire in 2 hours</i>
Earning Passive Rewards	
Free Ride	<i>You rode 10 times! Enjoy your next ride for free</i>
FareCapping	<i>You've earned FareCapping. The rest of your rides this month will be free</i>

Table 2: Example use cases for notifications.

Users should have the opportunity to control their notification settings for the Rider Rewards Program in the Settings section of the ngORCA experience.

Point Integration with Ride Payment History

We anticipate that the ngORCA experience will have a page that allows riders to view their payment and ride history. We recommend integrating the points earned into this page by showing how many points were earned for each transaction with the ORCA card. Additionally, this page can also help riders view how rewards were applied. For example, it could display “Charged \$0.00 FareCapped” for each transaction over the remainder of the month after the rider earns fare capping.

Product Recommendations

MVP (Minimum Viable Product)

A description of features we believe should be included in the initial launch of the rewards program.

- Initially launch in web and mobile browser
- Challenges
 - Only internal (ride X route, ride on X day, etc.)
- Active rewards
 - Internal transit rewards only
 - Options: buddy passes, weekend pass, etc.
- Passive rewards
 - Fare-capping
 - Ride Xth time get next ride free
- Badges
 - One-time badges (rider can only earn them one time)
 - Accumulating badges (rider can earn them multiple times)
- Web tutorial
- Point history integrated with ride history page
 - "Fare paid: \$2.25
Points earned: 5"

- Auto-enrollment

- All existing and new ORCA accounts are automatically enrolled in the rewards program

Phase 2 Launch

A description of features that we believe can be launched at a later time, after the rewards program has established itself and gained substantial feedback from users.

- NextGen ORCA application integration

- Add the rewards program to the “More” tab in the navigation bar of the NextGen ORCA application

- Include in-app tutorial

- Highlight core functionalities (redeeming points, “How it works” center, etc.) to walk users through the new interface

- Include external partnerships

- Rewards: offer rewards from outside the transit agencies (rideshare partnerships, discounts at local businesses, etc.)
- Challenges: offer challenges based on dynamic city events (ride transit to X event)

- Notifications

- Implement in-application notifications that users can opt in to (notify about challenges, rewards, badges, etc.)

- Point sharing

- Allow for accounts to share points with one another

- Share badges to social media

- Build the ability for users to share the badges they earn on social media to help foster a transit community and online presence, thus furthering ridership growth

High-Fidelity Wireframes

View our prototype at the link below:

[High-Fidelity Wireframes](#)

Appendix 0: Research

[1] [Literature Review](#)

This document details two publications we reviewed. The first discusses a case study of gamifying transit. The second discusses a case study of leveraging social intervention tactics to increase transit ridership.

[2] [Survey & Interview Findings \[Presentation\]](#)

This presentation documents the high-level findings from our survey and interviews. During this research phase we explored barriers and motivations to transit usage as well as rider perceptions of rewards and loyalty programs for transit.

[3] [Research Findings Final Report \[Report\]](#)

This report details the findings from our survey and interviews. It is more detailed than the presentation [3] and provides direct quotes from our research participants. During this research phase we explored barriers and motivations to transit usage as well as rider perceptions of rewards and loyalty programs for transit.

[4] [Personas](#)

This document contains the four design personas that we created based on our research, which are: (1) the Transit Family, (2) the Student, (3) the Growth Center Commuter, and (4) the Event Rider.

[5] [Transit Rewards Survey Results](#)

This presentation documents the high level findings from a second survey that we ran. This survey was focused on understanding the desirability of a rewards program and of possible incentives and program features.