



NUS
National University
of Singapore

NUS
BUSINESS
SCHOOL

Field Service Project

Final Team Report:

Singapore Cycling Federation 5-year Strategic Initiative

AY20/21 Semester 2

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1. Executive Summary

The Singapore Cycling Federation (SCF) had engaged NUS business school to co-create a 5-year plan for the SCF with the intent of planning the upcoming strategic initiatives for the next 5 years. The NUS 2021 project team consisting of Chun Jun Ming, Jimmy Ong, Martin Neo, and Sherylyn Tan is the second group that the SCF has engaged so far since 2015 when they first pioneered the project.

The NUS 2021 team was tasked with 2 objectives:

1. To identify gaps in performance of the SCF from the last 5 years
2. To identify a new focus for the SCF for the next 5 years

The team was able to identify gaps within the marketing channels, where even though the SCF has increased their social media followers by a significant amount, it seemed that the public was not engaging the SCF in those channels, and in the number of schools engaged which the NUS team believed that the SCF could perform better.

To identify new focuses for the SCF, the NUS team conducted multiple rounds of interviews and a survey that was released to the public. After interviewing 7 external stakeholders and receiving 700 respondents from the NUS created survey, we have identified 3 key focus areas that the SCF should pay attention to: 1. Marketing focus 2. Schools focus and 3. Cycling Ecosystem focus.

Through interview and survey responses, the NUS team had identified that there was a disconnect between what the SCF had been publicizing and what the public have been receiving (i.e. cyclists were generally unaware of what the SCF is and also what content they post) due to a lack of marketing budget. With that in mind, the team had sourced for sustainable solutions for the SCF in order for them to improve their marketing and reach out to the public.

When the NUS team had interviewed 2 school Head of Departments (HODs) in order to identify how the SCF could bring forth Cycling as a CCA, we were able to find out that in order to do so, we will have to address the public's concern about safety. The NUS team used this insight and was able to improve the outreach for the safe cycling program by including key partners to increase the perceived value of safety.

The NUS team also drew out the top few issues that the public wanted to see address. They were: 1. Building better inter bike club relationships 2. Create more channels for feedback and 3. Hosting more leisure events. With that in mind, the NUS had co-created solutions with the federation and came up with 4 solutions: 1. Hosting an annual gathering for bike clubs 2. Creating a stronger feedback loop 3. Co-hosting leisure cycling events 4. Allowing bike clubs to help with safe cycling.

In order to lengthen the impact and benefit of the project, the NUS team has also discussed with the SCF to create a longitudinal study which connects projects from all project team tasked to plan out the SCF's 5-year plan. To do so, the NUS team has created a handover document consisting of 1. Project findings and recommendation 2. Operational learnings that will hopefully make the process of identifying the issues faster.

As a final output alongside the recommendations, the NUS team has co-created an infographic document which will be sent to the public after 21st April 2021. This infographic, in lined with our third recommendation, will consist of the key issues that majority of survey respondents want solved as well as some key efforts that the SCF is doing to solve those issues.

Lastly, the NUS team has discussed with the SCF to change the frequency of engaging NUS business school from every 5 years to every 3 years so that the future NUS teams will be able to help with the 3-year plan submission to the Singapore sports council every 3 years.

2. Introduction

2.1 Cycling Landscape in Singapore

Cycling in Singapore has gained a lot more attraction from the public in the past few years. There is an increasing popularity of cycling not only as a competitive sport but also as a leisure activity and as a mode of transport. Partly due to the COVID-19 pandemic, there is a significant surge in sales of bicycles and an increase in ridership of bike sharing facilities, with some as much as 70%.¹ In addition, delivery riders are also switching from motor to bicycles.²

However, some common challenges faced by the cycling community include:

- **Safety concerns**
- Unable to find the right motivation.
- High population density
- Poor cycling access
- Lack of infrastructure (e.g., bicycle parking and shower facilities)
- Poor attitude of motorists
- Unconducive weather for cycling

With Sport Singapore's future plan, "Vision 2030" in place, cyclists in Singapore can expect more opportunities to engage in the sport as well as an enhanced local sporting scene with better infrastructures such as Singapore's first velodrome.³ As such, cyclists in Singapore can look forward to more opportunities to participate in community cycling activities such as the annual OCBC Cycle after the pandemic is over.

Furthermore, with the implementation of the "Islandwide Cycling Network Programme (ICN)" by Land Transport Authority and Urban Redevelopment Authority, the cycling path network will be almost doubled to 800km by 2023. Cyclists in Singapore can expect greater convenience and enhanced connectivity island-wide, with more cycling-friendly infrastructure which improves safety for users.⁴

Hence, with more opportunities to participate in cycling events and better infrastructure, the cycling landscape in Singapore seems to have a positive outlook and is on track to becoming an even more popular sport, recreation, and mode of transport.

2.2 Reviewing of SCF past 5-year plan

The preceding NUS team has made recommendations in 4 areas:

1. Internal restructuring

¹ Abdullah, Z., 2020. *Singapore sees cycling boom amid COVID-19, with increased ridership and bicycle sales*. CNA. Available at: <https://www.channelnewsasia.com/news/singapore/covid-19-cycling-popularity-bicycle-sales-shared-bikes-13034350>

² Ong, J., 2020. *E-scooter ban: Most affected food delivery riders have applied for trade-in grant, but a handful still clinging on*. TODAYonline. Available at: <https://www.todayonline.com/singapore/e-scooter-ban-most-affected-food-delivery-riders-have-applied-trade-grant-handful-still>

³ CNA. 2019. *Football hub, Singapore's first velodrome proposed for Kallang makeover*. Available at: <https://www.channelnewsasia.com/news/singapore/kallang-velodrome-speed-climbing-wall-football-hub-11787672>

⁴ Lta.gov.sg. 2020. *LTA | News Room | News Releases | Factsheet: Islandwide Cycling Network (ICN) Programme to Improve Safety and Connectivity for all Path Users*. Available at: <https://www.lta.gov.sg/content/ltagov/en/newsroom/2020/3/news-releases/islandwide-cycling-network--icn--programme-to-improve-safety-and.html>

2. Developing outreach channels
3. Developing a safe cycling culture
4. Increasing the number of events

The recommendation was to expand SCF's focus through internal restructuring, streamlining processes and reorganizing the SCF mission. With the right direction set out at the start, SCF was able to implement good corporate governance. SCF had done a good job on this point as evident from the more distinct responsibilities that each member holds.

Secondly, it was also recommended that SCF should develop their outreach channel. The initiatives included improving their website, engaging through social media and connecting through membership. The SCF managed to increase their follower count to 9200 followers on Facebook and 2900 followers on Instagram. Also, the SCF has more than 500 cyclist that are under their membership and they managed to increase sponsorships by 39% year on year.

Thirdly, they were tasked to develop a safe cycling culture which aims to raise awareness and educate the public about safe cycling through their safe cycling program. From 2019 onwards, the SCF has managed to conduct over 50 safe cycling courses per year. The effectiveness of the safe cycling expansion was recognized from the optimistic sentiments that were gathered from the various school.

Lastly, it was recommended that the SCF could increase the number of events and establish a framework to schedule events over a year. There was a 100% increase in number of events from 2015 when they organized 5 events to 2019 when they organized 10 events. The SCF publishes an annual timeline of events for each year which consists of specific details including the event dates.

Although numerous targets were achieved over the past 5 years, there are still areas to be improved on. Engagement levels for their social media channels are relatively lower as compared to the basketball association of Singapore and Singapore swimming association. This may be attributed to the content that does not appeal to the public as much, thus, the SCF needs to improve on the effectiveness of its marketing strategy.

In addition to that, we identified that the SCF has been unable to expand the scope of the safe cycling program further. Although the number of safe cycling programs per year had increased from 0 in 2015 to 50 in 2019, the NUS team believes that they could have done better. This is attributed to the fact that limited resources such as safe cycling coaches and equipment prevents the conduct of more lessons. Also, we realized that competitors stand in the way of the SCF impacting more schools. Lastly, we realized that safety was a big concern when getting school children to learn cycling on roads.



**PRIMARY
RESEARCH**

3. Objectives of the Project

The NUS team seek to fulfil 2 objectives:

1. A review / report of the last five years between 2015 and 2020
2. Creating a fresh strategic plan for 2021 to 2026

4. Research Methodologies

Our team has conducted an online survey and online interviews via zoom.

4.1 Online Survey Overview

The online study was conducted from 3 March 2021 to 16 April 2021. The team conducted the study using an online survey software, Qualtrics, and respondents were invited to participate in the survey via a survey link that was disseminated through social media. The survey aimed to develop a profile of cyclists in Singapore including their social media preferences, establish an understanding of cyclists' general interest, gather perceptions of bike clubs' towards the SCF and its plans and programs, as well as feedback on how the SCF can better engage the community. The survey consisted of 51 questions, crafted using a combination of multiple choice, Likert scale and free response questions. The survey took an average of 10 minutes to complete, but the exact time for completion differs widely for individuals depending on the selections that the individual make.

The online survey consisted of three different sections, namely (i) cyclists' current cycling habits and preferences, (ii) bike clubs' demographics and activities, (iii) cyclists' perception of the SCF. Section (ii) is only completed by cyclist bike clubs' management or admin and section (iii) is only completed by respondents who are previously aware of the SCF. The detailed findings and analysis from each of these segments can be found in **Section 4.3: Survey Results**. The survey questions and results can be found in **Appendix B**.

The online survey was open to all and was disseminated through 3 different channels, the SCF Facebook Group, the SCF Whatsapp Group Chat with other Bike Clubs, and the Facebook Groups of leisure cyclist groups like SG PCN cyclist and Singapore Joyriders. The survey had attracted a total of 903 respondents with 740 respondents completing the survey. Most respondents (65%) are within the 30-50 age group and the gender distribution is around 4 males to 1 female.

4.2 Online Interviews Overview

In addition to the online surveys conducted, the team further conducted online interviews via zoom (due to the COVID-19 situation) with several SCF personnel, competitive bike clubs' management, leisure bike clubs' management as well as two Head of Department (HOD) of Co-Curricular Activities (CCA) from both a primary school and secondary school.

Our team has interviewed a total of 11 stakeholders from the 4 different groups. Our main purpose for interviewing SCF personnel is for the team to understand 4 things:

1. SCF's current and future plans in general
2. Funding and sponsorships
3. Safe Cycling program details
4. Restrictions and difficulties SCF face when trying to promote a cycling culture in Singapore.

The interview with both competitive and leisure bike clubs' management seek to understand more about the cycling scene in Singapore and their perception of the SCF.

The aim of the interview with school HODs is to understand more about which factors are schools looking out for with the provision of cycling programs.

During all the interviews we also aim to receive feedback about the feasibility and effectiveness of some of our possible recommendations.

The detailed findings and analysis from each of the interviews can be found in **Section: 4.4**. The transcripts of the interviews are appended at the end of the report under **Appendix C**. The list of interviewees can be found in **Figure 1** below.

Name (Hidden due to PDPA)	Title
SCF Personnel	
Dr H	SCF President
Mr M	SCF Honorary Treasurer
Mr M	SCF Business Development Manager
Mr C	SCF Vice President of Media
Mr A	SCF Sports Development Manager
Cycling Clubs	
Mr T	SG PCN Cyclist
Mr P	Joyriders
Mr A	Yap Bicycle Compania
Ms M	ANZA Cycling
School HODs	
Mrs E	Paya Lebar Methodist Girls School CCA HOD
Mr. X	XX Primary School CCA HOD

Figure 1: List of Interviewees

4.3 Survey Results

As mentioned in **Section 4.1**, the survey consists of three different segments each targeted at different groups of cyclists. The two survey multiple areas are to ensure that a comprehensive set of data would be collected for analysis and subsequent recommendations. Due to the channels of distribution as mentioned in **Section 4.1**, all survey respondents are cyclists.

4.3.1 Cyclists' Current Habits and Preferences

Key Findings:

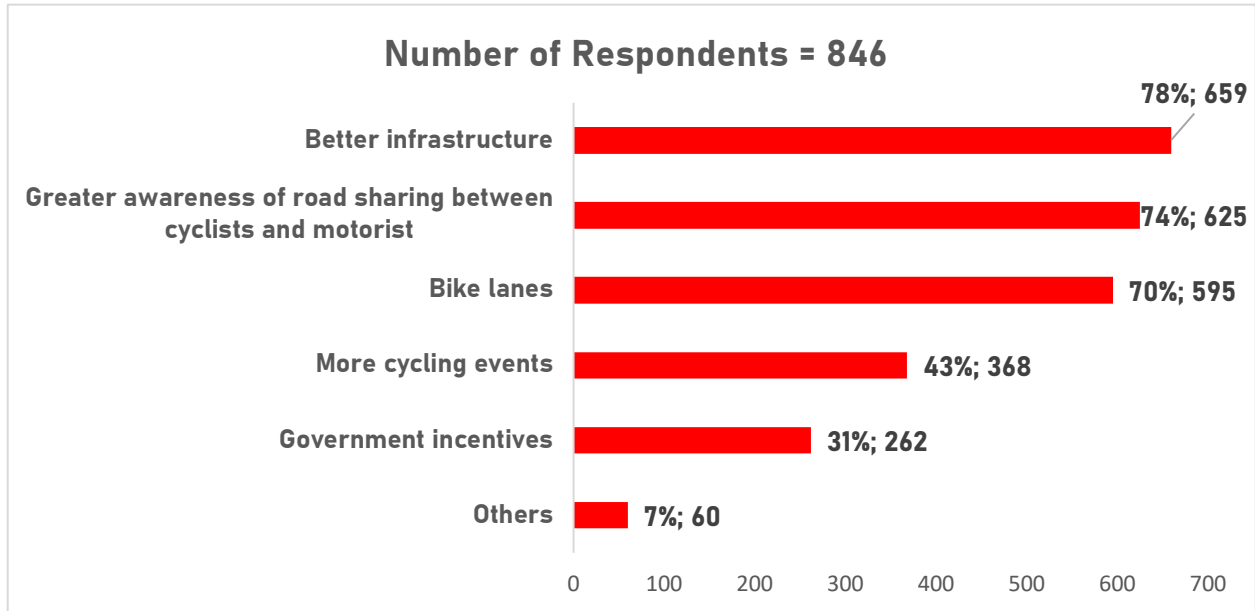


Figure 2: If given the opportunity, what do you think will motivate you to cycle more frequently? (Select all that apply)

- Better infrastructure is the most stated factor that influences cyclists to cycle more frequently. 659 out of 846 cyclists (78%) wants better infrastructure.
- 625 out of 846 cyclists (74%) states greater awareness of road sharing between cyclists and motorists as a factor to motivate them to cycle more frequently.
- 368 out of 846 cyclists (43%) wants more cycling events

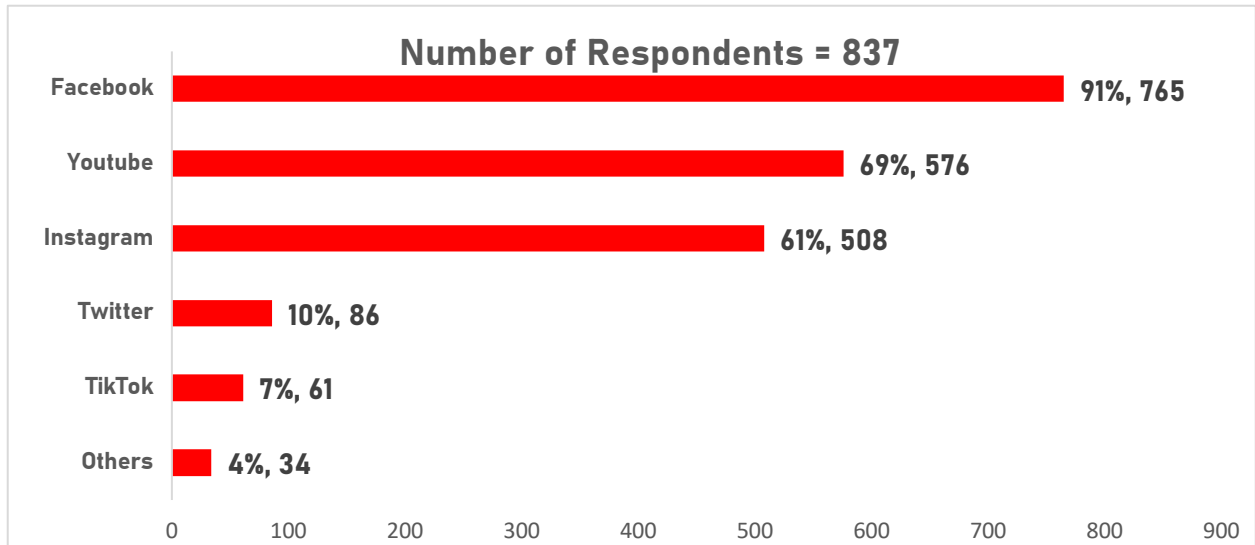


Figure 3: Which social media platforms do you use regularly? (Select all that apply)

- Top used social media platform for cyclists is Facebook with 765 out of 837 cyclists (91%) using Facebook
- Second most used social media platform for cyclists is YouTube with 576 out of 837 cyclists (69%) using YouTube.
- Third most used social media platform for cyclists is Instagram with 508 out of 837 cyclists (61%) using Instagram

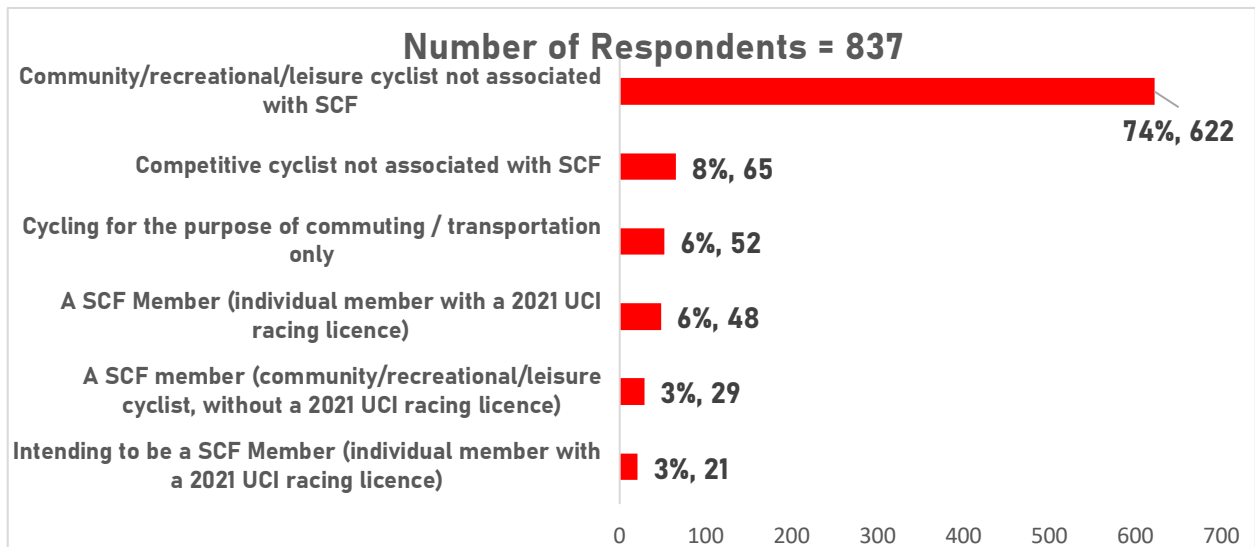


Figure 4: Tell me about yourself, are you?

- 703 out of 837 respondents (84%) are leisure cyclists while the rest (16%) are competitive cyclists.

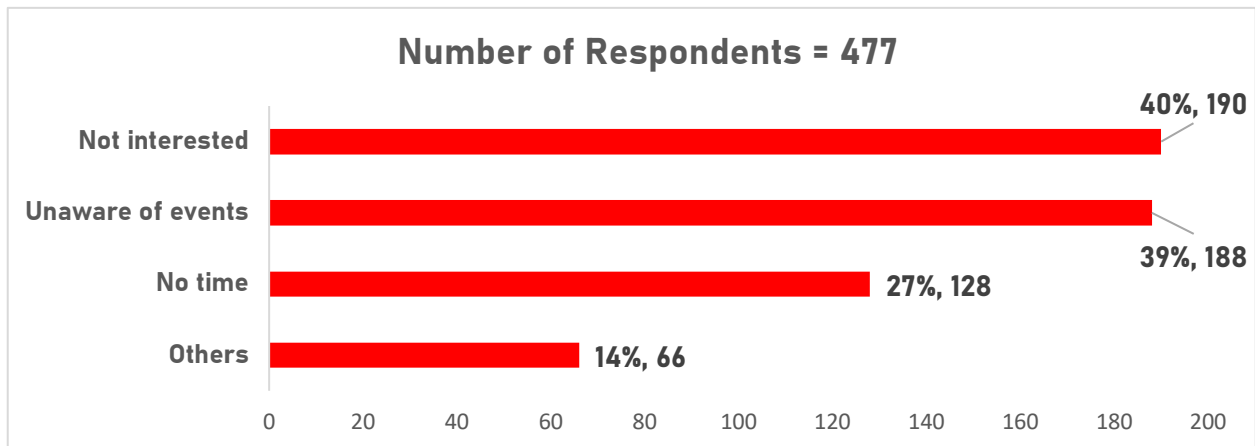


Figure 5: Why do you not participate in cycling events? (Select all that apply)

- 188 out of 477 cyclists (39%) who do not participate in cycling events states that they do not participate in events because they are unaware.

Main Takeaways:

- Cyclists want better infrastructure and bike lanes. However, SCF is unfortunately unable to provide them with this issue.
- Greater awareness between cyclists and motorists as well as more events will motivate cyclists to cycle more often
- Facebook is the top used social media platform followed by YouTube and Instagram. Hence SCF can focus on improving these media platforms engagement for greater brand awareness.
- Many cyclists do not participate in cycling events because they are unaware of events. Therefore, the SCF can focus on more community outreach.

4.3.2 Bike Clubs' Demographics and Activities

Key Findings:

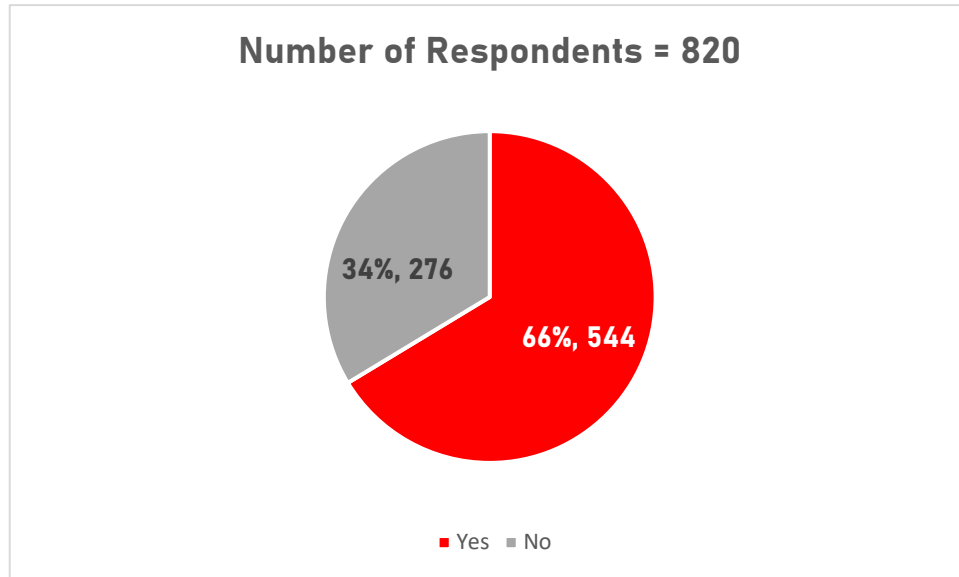


Figure 6: Are you affiliated with any bike clubs or interest groups?

- 544 out of 820 cyclists (66%) are affiliated with bike clubs or interest groups

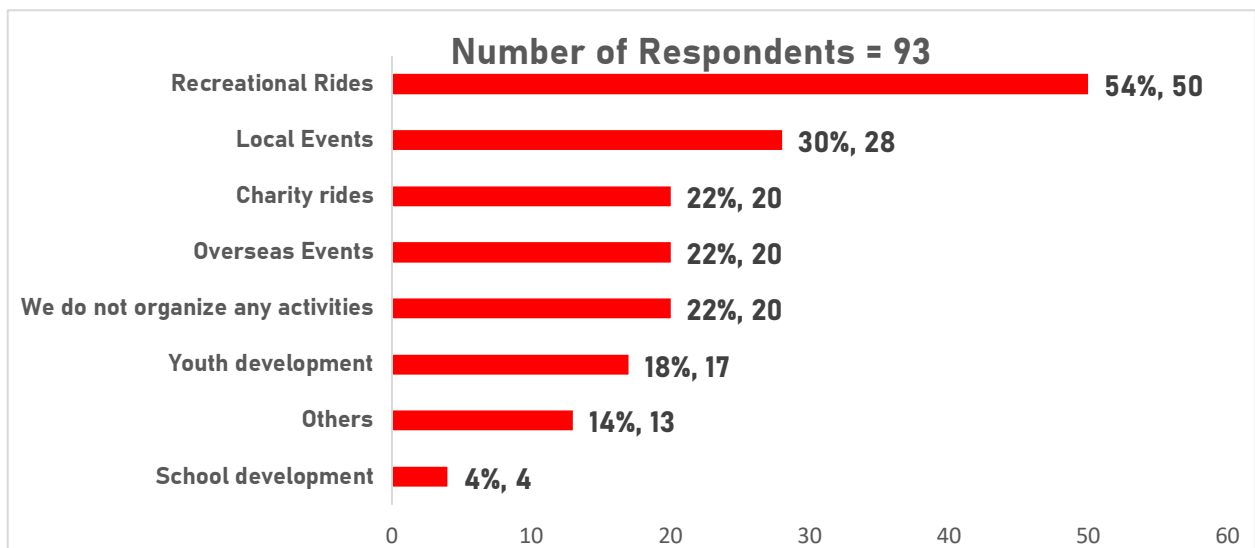


Figure 7: What are some of the activities organized by your club/interest group typically in any one year? (Select all that apply)

- 50 out of 93 bike clubs' managers (54%) states that their bike clubs organize recreational rides
- 28 out of 93 bike clubs' managers (30%) states that their bike clubs organize local events and 20 out of 93 bike clubs' managers (22%) states that their bike clubs organize overseas events.

Main Takeaways:

- Even though 60% of respondents are affiliated to bike clubs, respondents still state that they want more leisure events as mentioned in **Section 4.3.3**.
- A sizable number of bike clubs organizes their own events and the SCF can partner with these bike clubs to help facilitate improve quality of events as well as increase number of events in the long run.

4.3.3 Cyclists' Perception of SCF

Key Findings:

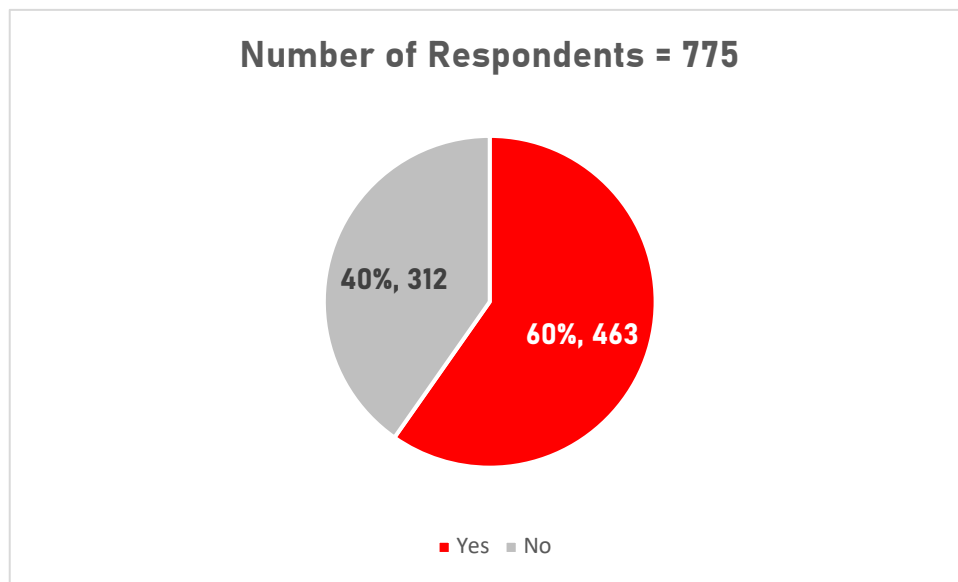


Figure 8: Are you previously aware of the Singapore Cycling Federation (SCF)?

- Only 60% of respondents are previously aware of the SCF

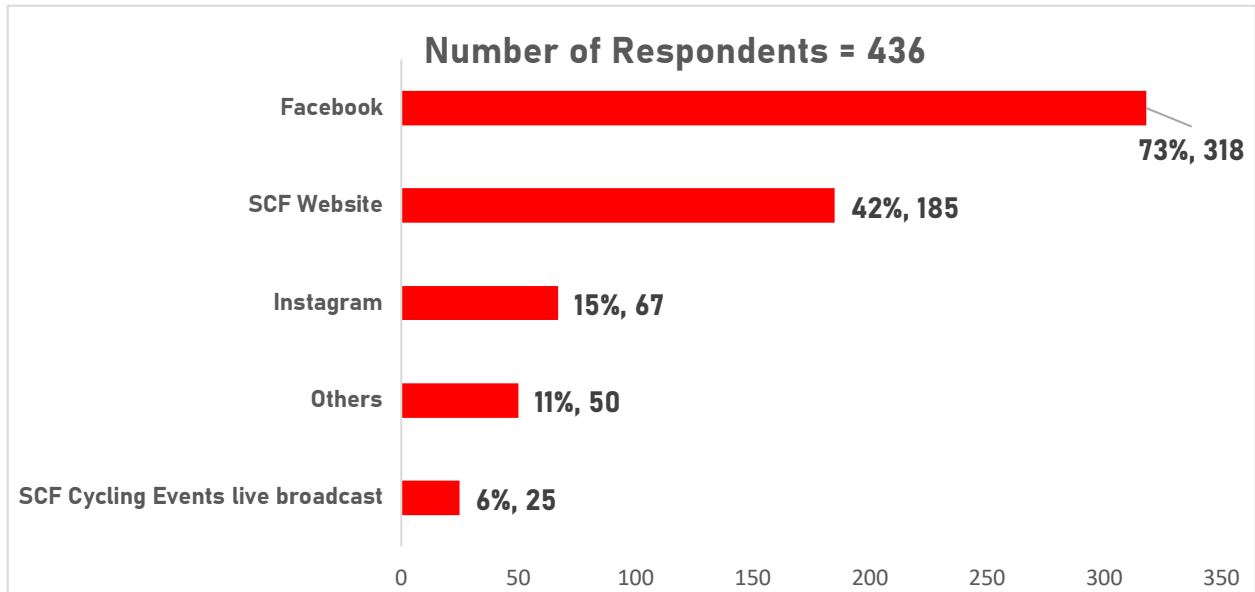


Figure 9: Which of the following SCF platforms have you visited? (Select all that apply)

- Facebook is the most visited platform with 318 out of 436 cyclists (73%) visiting the SCF Facebook page
- 185 out of 436 cyclists (42%) visits the SCF website
- Only 67 out of 436 cyclists (15%) visits the SCF Instagram page

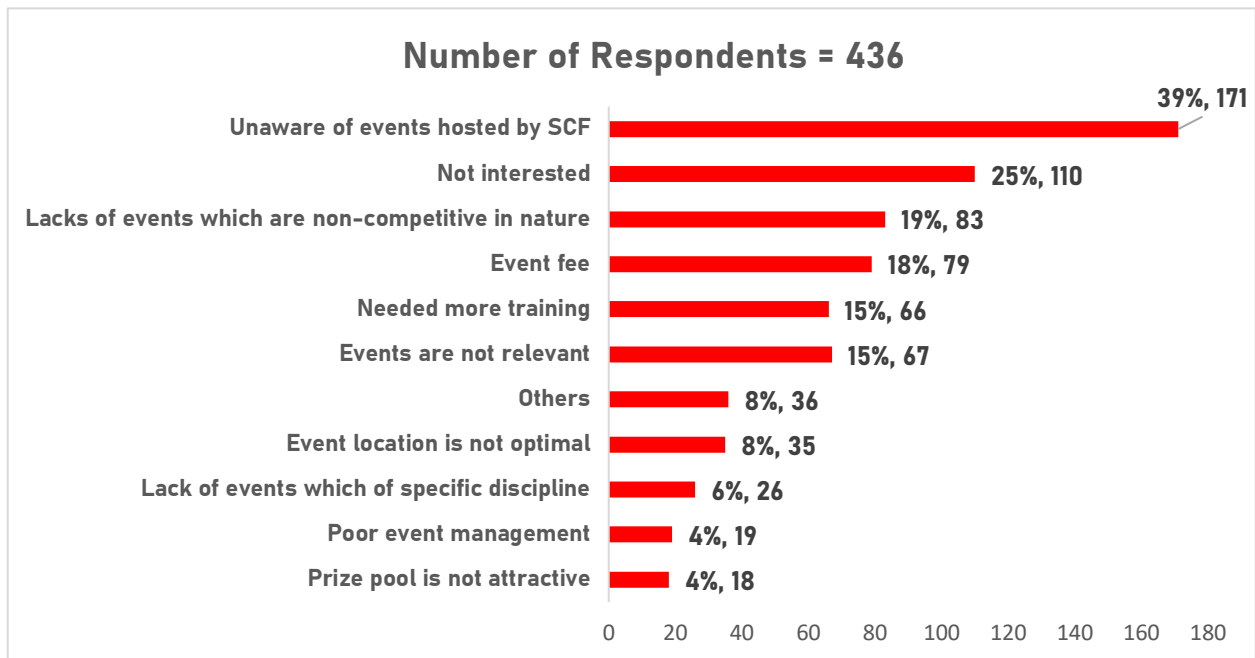


Figure 10: Why do you not participate more in events hosted by the SCF? (Select all that apply)

- Most cyclists do not participate in events hosted by the SCF because they are unaware. 171 out of 436 cyclists (39%) are unaware of events hosted by the SCF
- 83 out of 436 cyclists (18%) do not participate in events hosted by the SCF because there is a lack of events which are non-competitive in nature

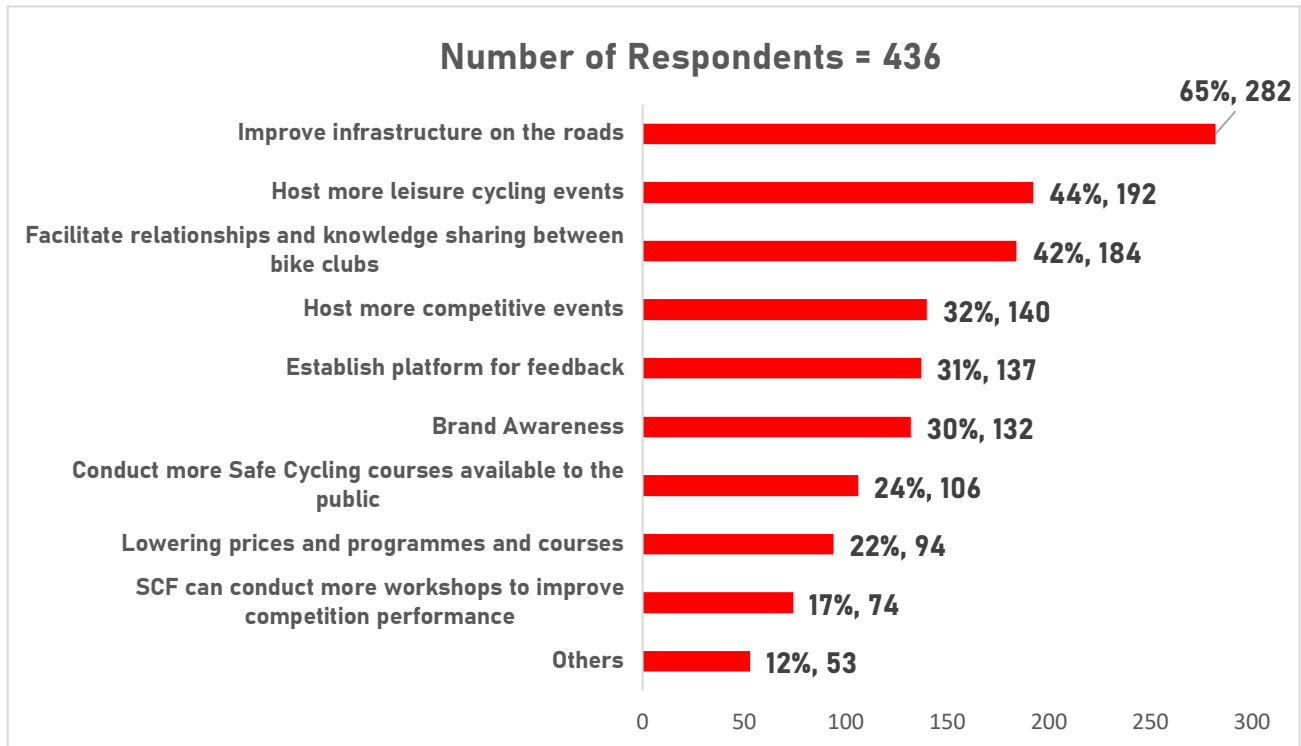


Figure 11: How do you think SCF can improve? (Select all that apply)

- 282 out of 436 cyclists (65%) feel that the SCF should improve infrastructure on the roads
- 192 out of 436 cyclists (44%) feel that the SCF should host more leisure cycling events
- 184 out of 436 cyclists (42%) feel that the SCF should facilitate relationships and knowledge sharing between bike clubs
- 137 out of 436 cyclists (31%) feel that the SCF should establish platform for feedback

Main Takeaways:

- Only 60% of respondents are previously aware of the SCF. Therefore, SCF should aim to improve its brand awareness among cyclists

- Only 73% of respondents visit the SCF Facebook page and 15% of respondents visit the SCF Instagram page as compared to 91% of respondents being Facebook users and 61% of respondents being Instagram users. Shows that SCF social media platforms are underutilized especially Instagram.
- The top reason for cyclists not participating in events hosted by SCF is because they are unaware of these events.
- Respondents feel that SCF can improve by improving infrastructure, host more leisure events, facilitate relationships and knowledge sharing between bike clubs and establish platforms for feedback. However, improving infrastructure is largely out of the SCF's control.

4.4 Interview Results

To further understand the cycling landscape in Singapore as well as the opportunities that can be tapped onto, the team conducted online interviews via zoom with SCF personnel, bike clubs' management as well as schools' CCA HODs. The key findings of the interviews consists of the main findings of the interviews.

4.4.1 Interview with SCF Personnel

Our team has interviewed 4 different SCF personnel namely Dr H, the SCF president, Mr M, the SCF honorary treasurer, Mr M, the SCF business development manager, Mr C, the SCF Vice President of Media and Mr A, the SCF sports development manager. The following are some of the important findings from the interviews. The full transcript of the interview can be found under **Appendix C7 to C11**.

- The SCF uses a lot of paid promotions on channels like Facebook such as advertisements as their outreach methods. However, the costs of advertisements cause SCF to be unable to employ them on a large scale. Furthermore, the effectiveness of these advertisements is uncertain and may not be satisfactory.
- The SCF has a detailed plan on how to seek multi-year corporate sponsorship partnership instead of ad-hoc sponsorship in the next few years. The plans include how sponsors can benefit from partnering with SCF including brand exposure through SCF competitive cyclists and events. Also, the SCF have plans to use sponsored equipment as prizes for various occasions.
- The SCF has stressed that reputation is very important, and any campaign or project must uphold the professionalism and moral standards of an Institution of Public Character (IPC). Therefore, if any organisation or individual were to use the SCF name for coaching a cycling CCA or Safe Cycling courses, the SCF must ensure that they are up to standards.
- The SCF has stated that having cycling as a publicly recognised CCA in schools is one of their end goals and their approach is to penetrate schools with the Safe Cycling program. With enough time, Safe Cycling will allow schools to understand the value of cycling as a life skill and that with enough precautions cycling can be safe. This is then cause schools to approach the SCF to set up cycling CCAs.

4.4.2 Interview with Competitive Bike Clubs' Management

Our team has interviewed 2 different competitive bike clubs management, they are namely, Mr A from Yap Bicycle Compañia (YBCO) and M from ANZA Cycling. ANZA Cycling is one of Singapore's largest cycling club with over 300 members which range from social cyclists to competitive cyclists while YBCO Racing is an amateur sports team formed in 2016 which serves as a platform for the younger generation cyclists to grow competitively. The following are some of the important findings from the interview. The full transcript of the interview can be found under **Appendix C5 and C6**.

- The bike clubs perceive the SCF to be reliant on the government for funding and they hope that the SCF can be more self-sustaining.
- The bike clubs hope the SCF to be more transparent regarding their usage of funds
- The bike clubs like the idea of being included in the Safe Cycling Program as trainers. This is so that bike clubs' coaches have another avenue to utilize their coaching license while being able to contribute to the cycling community.
- ANZA has worked with SCF before to co-host events such as "Cycling without Age" where people take power-assisted trishaw to bring elderly community around the neighbourhood. However, events like this are no longer in place due to COVID-19.
- ANZA has plans for an event, but the lack of volunteers is a concern and suggest that the SCF can propose a roster system where other bike clubs can provide volunteer for events.
- The bike clubs suggest that the SCF tap on the foreign talent that are coming into the Singapore cycling landscape.
- The bike clubs want the SCF to speak up for the cyclist with regards to motorist incidents as well as safe distancing.

4.4.3 Interview with Leisure Bike Clubs' Management

Our team has interview 2 different leisure bike clubs management, they are namely Mr. T from SG PCN (Park Connector Network) Cyclist as well as Mr. P from Joyriders. The SG PCN Cyclist Group is a Facebook group meant for cyclists to share their experiences cycling along park connectors, they have more than 30,000 followers on Facebook. Joyriders is Singapore's largest amateur cycling club in Singapore with over 2000 members and has been established since 2006. The following are some of the important findings from the interviews. The full transcript of the interview can be found under **Appendix C1 and C2**.

- Many leisure bike clubs members are unaware of the SCF due to a lack of marketing
- They strongly feel that more education on road etiquette is needed for cyclists and motorists
- Bike clubs are open to the idea of potential partnership with the SCF to bridge the gap between the SCF and the leisure cycling community

4.4.4 Interview with Primary and Secondary Schools' CCA HODs

Our team has interview 2 CCA HODs from different schools, they are namely Mrs. E from Paya Lebar Methodist Girls School and Mr. X from X Primary School. The following are some of the important findings from the interviews. The full transcript of the interview can be found under **Appendix C3 and C4**.

- Schools feels that safety is still a huge concern for cycling programs in school especially for primary schools
- Schools have stated that credibility is a important factor for cycling programs and suggest to get the Safe Cycling Program to be endorsed by MOE for easier outreach to schools
- Having cycling as a CCA in the near future is close to impossible due to many issues in terms of safety and resources. However, as an enrichment program there is potential to penetrate more schools.

5. Key Stakeholders

The NUS has identified a few key stakeholders in this project shown in the figure below:

Key stakeholders	Stakeholder's name/organization	Title	Organization
SCF Board members/ management	Dr <u>H</u>	President	Singapore Cycling Federation
	Mr W	Vice President (BikeTrial)	Singapore Cycling Federation
	Mr S	Vice President (Safety/Education)	Singapore Cycling Federation
	Dr K	Vice President (Leisure)	Singapore Cycling Federation
	Mr M	Asst Secretary General	Singapore Cycling Federation
	Mr S	Vice President (MTB)	Singapore Cycling Federation
	Mr <u>A</u>	Vice President (Track)	Singapore Cycling Federation
	Mr K	Vice President (Road)	Singapore Cycling Federation
	Mr E	Asst Honorary Treasurer	Singapore Cycling Federation
	Mr R	Secretary General	Singapore Cycling Federation
	Mr A	Vice President (BMX)	Singapore Cycling Federation
	Mr M	Honorary treasurer	Singapore Cycling Federation
	Mr <u>C</u>	Vice President of Media	Singapore Cycling Federation

	Mr M	SCF Business Development Manager	Singapore Cycling Federation
	Mr A	Sports Development Manager	Singapore Cycling Federation
	Mr <u>G</u>	Patron	Singapore Cycling Federation
	Mr J	Associate member	Singapore Cycling Federation
	Mr R	Associate member	Singapore Cycling Federation
Leisure cycling representatives	Mr <u>T</u>	Facebook group admin	SG PCN Cyclist
	Mr P	Member	Joyriders
Competitive cycling representatives	Mr A	Manager	Yap Bicycle Campania
	Mrs M	President	ANZA
School	Mrs E	CCA Head of department	Paya Lebar Methodist Girls School
	Mr. X	CCA Head of department	XX Primary School

Figure 12: List of Key Stakeholders



PANALGESIC FORTE
500 mg Paracetamol

PAIN WON'T STOP YOU

RECOMMENDATIONS

6. Recommendations

6.1 Marketing

The SCF have placed immense focus on marketing over the past few years. However, these efforts have proved futile due to the continued disconnect between the SCF and the public. Our team has identified three problems that the SCF can work on, which includes a disconnect with the public regarding cycling related content, the cyclists' lack of awareness of SCF, and the public being unaware of the SCF's growth and financials. In order to combat these issues, our team has crafted a multi-prompt approach specially tailored for our client.

6.1.1 Increase Engagement through Storytelling

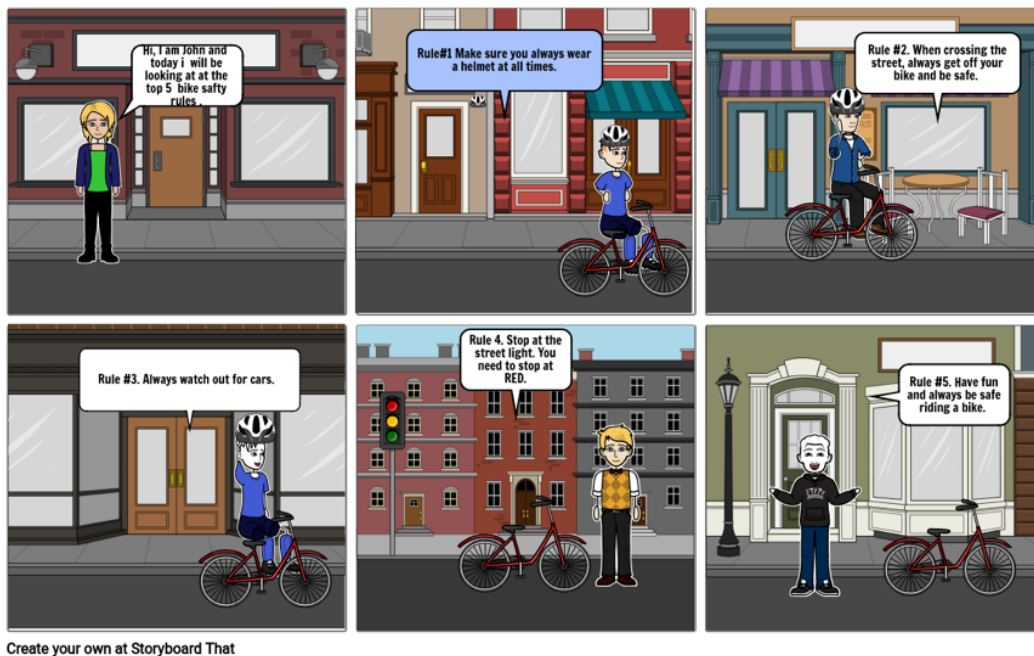


Figure 13: Example of Storyboarding

Social media is a popular platform used by many organizations to disseminate information to the public. The SCF is no exception. Although the current follower count on its platforms may not be high, it is definitely substantial for public engagement regarding updates of news and information. Results from our survey showed that a mere 14% of Instagram users utilises SCF's Instagram page as an avenue to keep up to date with cycling news. This displays a clear disconnect between SCF and the public regarding cycling related content and is a pressing concern due to the lack of results despite SCF's consistent efforts.

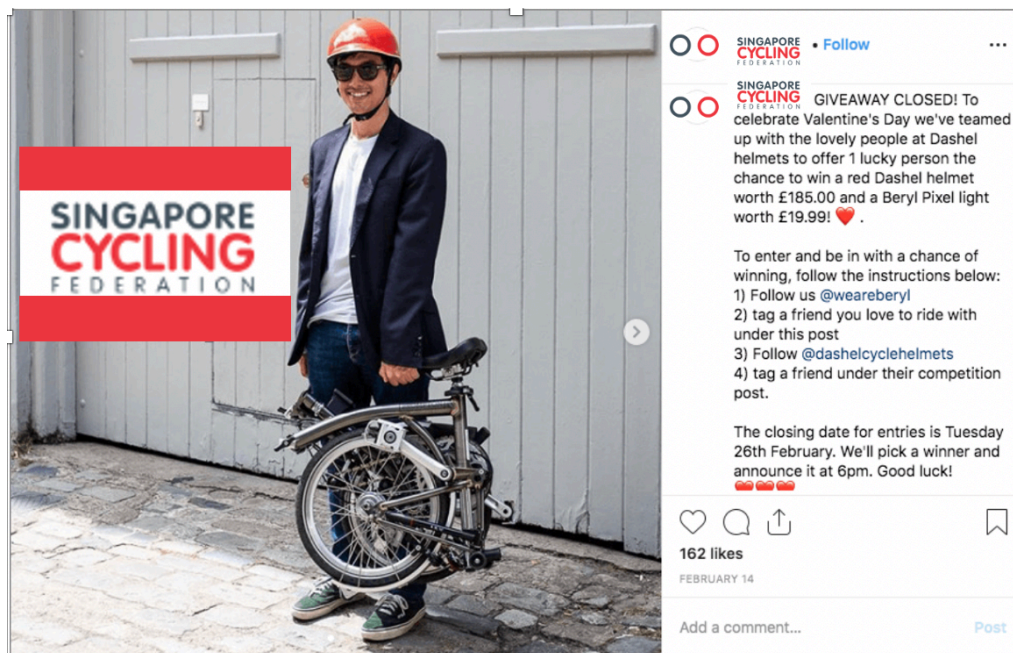
To address this problem, our team has adopted the consumer journey approach to analyse its root cause. When visiting the SCF's Instagram page, a visitor is first greeted by a cluster of posts with different content. This varies from sponsored posts to holiday posts. The lack of consistency throughout its posts poses a challenge for visitors to scroll through the page. Upon closer

inspection, each post also appears to be of considerable length. Low engagement is likely to stem from the way SCF crafts its posts, hence our team sees a need to reinvent its idea for post creation.⁵

According to the research study from Stanford Professor Chip Heath, the use of a storyboard can be a viable alternative to increase readership for SCF's social media pages. Storyboards are visual representations of a film sequence, which can effectively capture the attention of the readers in an instant. In addition, it can assist in conveying the intended message in the most direct manner. We witness this in the research study as well, where majority of the readers can remember stories better as compared to a single statistic. Adopting a storyboard format can help the SCF target visual learners who make up more than half the population and global readers due to its ability to transcend languages. Moreover, the storyboard creation process is relatively simple and can be achieved within a short span of time. To provide the SCF with a kick-start, the team has provided a video guide which can be used as a reference for self-learning. This is to ensure continuity for the solution to be sustainability implemented in the future. The storyboard content will include safe cycling knowledge and the change in rules and regulations. Cycling related content that are more general in nature can keep cyclists in the loop and educate them to abide to it. This is a win-win situation for both the SCF and the general cyclist.

However, there are several key points that lead to a successful storyboard. Firstly, it needs to have a relevant background scene to set the context of the story. The characters will have to be engaged, in both physical actions and facial expressions, to bring the characters to life. Lastly, dialogues can be included as a final touch to place further emphasis on the message of the story. With an interesting storyboard, our team believes that the SCF will be able to resolve the disconnect with the public regarding cycling related content.

6.1.2 Raising Brand Awareness through Social Media Competition



⁵ *Making it stick: Tell stories* (2021, April 16). Says:, T., Says:, B., Says:, M., Says:, J., Says:, T., Says:, J., . . . Says:, J. Retrieved April 21, 2021, from <https://mannerofspeaking.org/2009/10/13/making-it-stick-tell-stories/>

Figure 14: Example of Social Media Competition

From our survey, our team witnesses a significant percentage of respondents being unaware of SCF and its goal. This is an urgent issue that requires SCF's attention. As a national governing body for cyclist, it is essential to build an authoritative presence to command a sizeable outreach in the community. Although the SCF has achieved commendable results of connection with more than half of the cyclist population in Singapore, there remains an underlying problem where a large proportion of these "connected" cyclists do not truly understand what SCF represents and its goal. This lack of awareness will undermine the SCF's authority as a National Sports Association in the long run. Currently, these cyclists are only able to recognise the SCF's logo. This can be attributed to the strong brand recognition but lack of effort to bring the brand awareness to the cyclists. With brand awareness, the cyclists can have a general feeling of the experiential details that SCF can provide. Thus, more work can be done to elevate brand recognition to brand awareness to convey SCF's goal to the cycling community.

To raise SCF's brand awareness, different avenues were explored and the team ultimately decided on a social media competition. Studies have shown that social media plays an important role today where individuals often use it to keep updated with others. The SCF can leverage on the strong connection between social media users to expand their outreach to the masses. Our team proposes the SCF to host a "tag-a-friend" competition to gain initial exposure. Users can 'tag' their friends in the comment section of the post for a chance to win a prize. The key benefit of this competition is its rapid sharing speed, due to the multiplier effect where people are more willing to check out a post from their friends' referral. In doing so, they are also likely to share the post themselves.

The concept of referrals seeks to raise awareness for the SCF within cyclists who lack an understanding of SCF. Additionally, it can generate increased readers' appeal as people are 16 times more likely to read a post from a friend than a brand. Should the content of the post attract the reader, there is also a high chance for the reader to be converted into a follower. While such competitions are mainly used to attract new users, the SCF can also take this chance to reward its existing followers with a chance to stand the prize as consumer rewards are key to consumer retention.

The plan can first be implemented on platforms that are currently lacking in follower count. Of which, Instagram should be prioritised as SCF has comparatively lower numbers as compared to the other National Sports association such as Singapore Swimming association and Basketball association of Singapore. When creating the "tag-a-friend" post, the SCF should take note of several features. Aesthetic appeal should be of utmost priority to entice visitors to read the post. The distinct SCF logo should be included for brand promotion and exposure. Furthermore, clear and concise instructions should be provided for easy understanding. Deadlines should ideally be urgent to persuade readers to act fast. Lastly, the prizes will need to be attractive enough to motivate readers to participate in the competition. With budget constraints in consideration, SCF can reach out to sponsors to obtain cycling equipment that can be used as prizes to be given out. In the future, SCF can also offer their own membership as a form of reward for the participants in the future. Ultimately, this can bring SCF closer to achieving a heightened brand awareness.

6.1.3 Connecting with the Public through the use of Infographics

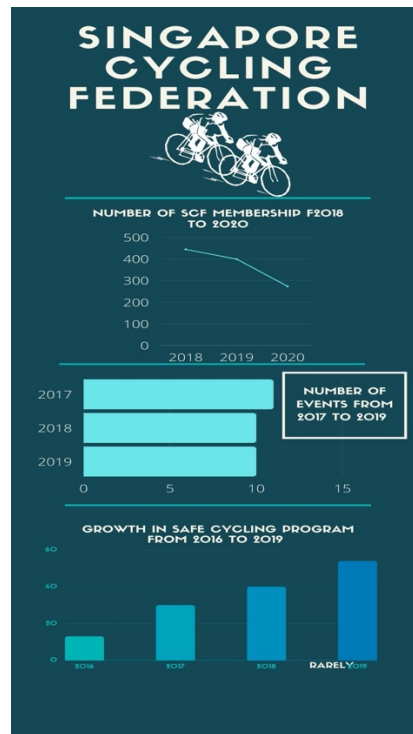


Figure 15: Example of Infographic

Based on preliminary interviews, the team discovered that there was a lack of communication between the bike clubs and SCF. Generally, bike club members feel that they do not know how SCF is using its funds or what projects they are working on. To reaffirm their claims, the team navigated through SCF's website and were able to find detailed information such as its upcoming events and annual reports. This finding seemed paradoxical with the clear misalignment to what was conveyed by the bike club members. However, our doubts were soon cleared following our survey results. Insights from the survey showed that only a small portion of respondents utilised the SCF's website to keep updated with its current affairs. The discrepancy between the choice of preferred SCF platforms explained the obvious gap. However, this disconnect was not caused by the lack of accountability on SCF's part, but rather the mismatch between user preferences and SCF's approach for information delivery. Moreover, the information on SCF's website were mainly reports and hence were text-heavy and time-consuming to read through.

To overcome this challenge, SCF will need to revise their information delivery approach - with increased convenience for the cyclists. Infographics are effective visual representations of large information or data, which can provide greater transparency about SCF's financials and growth. Infographics provide summaries by simplifying complex data and providing key takeaways. Additionally, they can provide an in-depth understanding of new insights and relationships identified. Most importantly, they provide viral capabilities, generating 94% more views than

⁶⁶⁶ 7 winning Instagram CONTEST ideas and how to run your own. (2020, June 12). Retrieved April 21, 2021, from <https://blog.hootsuite.com/instagram-contest/>

simple text without images and increasing web traffic up to 12%. Ergo, SCF can consider utilising infographics to better capture the attention of bike club members and interested parties.

The design of the infographics should be a deliberate and systematic attempt. It is necessary to include easy-to-read visual charts which can give an overview of SCF's growth over the past years. Graphs and charts should also be included to showcase the number of events, memberships, or programs. Similarly, aesthetic appeal should be prioritised to entice visitors to read the post. The infographics should contain clear headers and labels for easy understanding and data should be displayed in an orderly manner for readers to discover the trend in a glance. A call-to-action button can also be incorporated at the bottom of the infographic to direct interested parties to read in greater detail. Our team suggests the infographics to be linked to the annual reports, to provide the public with regular updates on the SCF's progress. With captivating infographics, the cycling community can be easily updated on current affairs without having to read through the long reports.

6.2 Penetrating Schools - Increasing Perceived Value of Safe Cycling Programme

Currently, SCF has used several types of channels for the outreach of Safe Cycling Programme, with more than 50% of the participants coming from the word of mouth. In addition, the factors that schools look out for when engaging the program includes the program outline, track record and cost.

Having the long-term goal of establishing cycling as a CCA, SCF first have to penetrate more schools through the use of Safe Cycling Programme. However, according to our key finding from the interview with the schools' Head of Department of PE/CCA, safety concerns are preventing schools from engaging the programme. To value add to SCF's current strategy, SCF can work on the issue by emphasising more of the safety benefits and build stronger relationships with authorities such as the Traffic Police and Land Transport Authority.

There are three ways that SCF can use to raise the value of their offering through the use of credibility, logic, and emotion. Firstly, SCF could use credibility by leveraging on the authorities' brand name by including their logo in the proposal. With endorsements from these authorities, it helps to validate the safety aspect to schools. Secondly, SCF could also use logic by using facts and figures from previous track records. One example would be the number of schools satisfied in the past. Lastly, SCF could tap on emotions through the use of storyboarding for emotional appeal as covered in **Section 6.1.1. Figures 16 and 17** below shows the sample mock-ups for emails and the proposal.

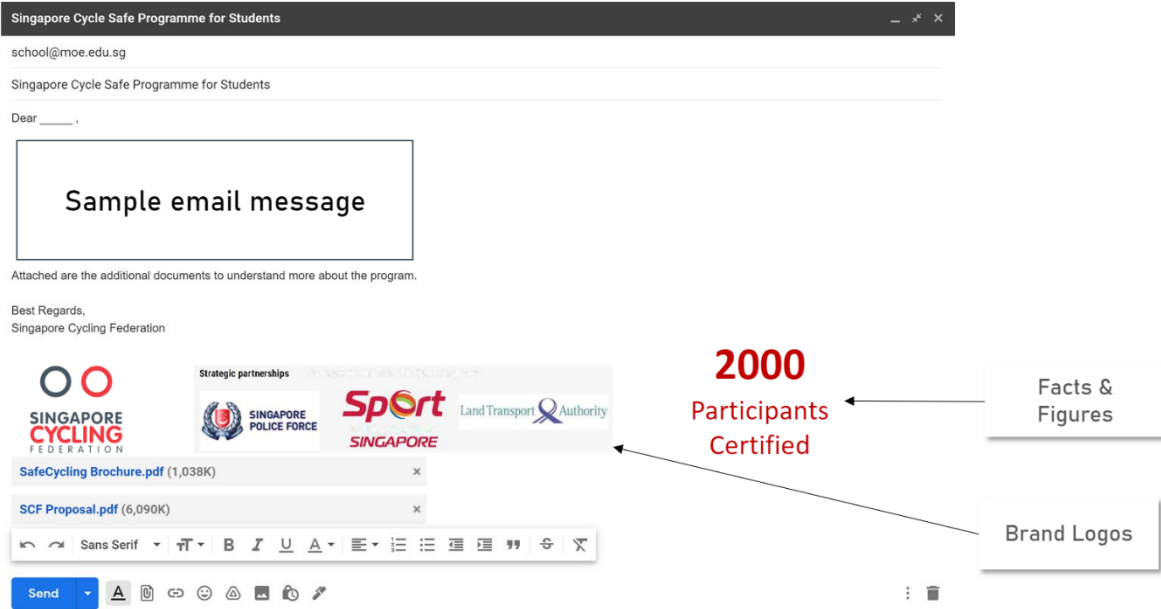


Figure 16: Sample Email Mock-up



Figure 17: Sample Proposal Mock-up

By aligning with the authorities and the marketing team, the execution of the outreach strategy could be implemented. Therefore, by increasing the perceived value of the programmed with the use of credibility, logic, and emotion, it will help to improve the receptiveness of schools to engage with SCF.

6.3 Ecosystem

The SCF has grown tremendously over the past 5 years with three times the increase of staff, more than twice the increase in annual events and more than 50 Safe Cycling Program annually from just 1 in 2015. Now that the SCF has grown internally, it is time to look towards external growth such as forging relationships with the community and bike clubs. This is important because with

the SCF alone, the number of cycling initiatives will only be linear to the size of the SCF. However, with the help of bike clubs and the community, the number of initiatives can grow at an exponential rate. Therefore, the SCF should better engage the community and bike clubs to build and grow the Singapore cycling ecosystem. To build this ecosystem, the SCF must first forge relationships with the community and then utilize these relationships to accelerate the growth of the Singapore cycling landscape.

6.3.1 Facilitating Relationships between Bike Clubs

Survey results has shown that 42% of respondents wants facilitation and knowledge sharing between bike clubs when asked how the SCF can improve. This shows that bike club members want more interaction with other clubs.

To build and facilitate relationships, our team recommends the SCF to host an annual gathering outside of the SCF annual general meeting to discuss cycling issues in Singapore. This gathering will be open to bike and leisure clubs' management and cyclists. The objective of this gathering is firstly to facilitate relationships between bike clubs and the SCF through interaction, discussion and sharing of opinion over cycling related issues. Secondly, the SCF can take this opportunity to share their plans for the near future and receive opinions from stakeholders of the community. Lastly, the SCF can portray an image of transparency by answering any questions the bike clubs have regarding the SCF's plan or organizational structure.

A sample process of the gathering's itinerary can consist of 4 segments. Firstly, the SCF can begin the gathering with yearly updates on the cycling scene, their future plans and a Q&A portion. This can be followed up by a topic lecture where the SCF can share knowledge about a high-level topic such as a new coaching technique or safety regulations and how to comply. The SCF can try to include hands-on or group activity during this segment. The SCF can also invite professionals to conduct the lecture if needed. In the next segment, the SCF will bring forth an issue regarding the cycling scene that is previously highlighted by any of the bike clubs for discussion. During the discussion both the clubs and the SCF can try to agree on a solution on how to solve the issue. In the last segment, the gathering can end off in a high note with a buffet dinner.

6.3.2 Establishing Feedback Loop and Channels

There are many passionate cyclists in the community that would like to have their voices heard but feel that no action is taken when they give their feedback. The survey results have shown that 31% of cyclists want the SCF to establish a feedback platform. Respondents have also commented that communication with the SCF is mostly "one-way".

To further build stronger relations with the community and for cyclists to have a platform to give feedback regularly, our team suggest the SCF to conduct a yearly survey. The yearly survey is then followed up by an infographic response two to three months after the survey is conducted. This is to show that the SCF is responsive to feedback and to educate the cyclists about issues regarding the cycling scene and how the SCF plans to solve them. The infographic will contain certain statistics about issues raised during the survey and what are the SCF's plans to solve these issues.

The infographic response will encourage cyclists to continue to give productive feedback yearly. Figure 18 below shows a mock sample of an infographic response.

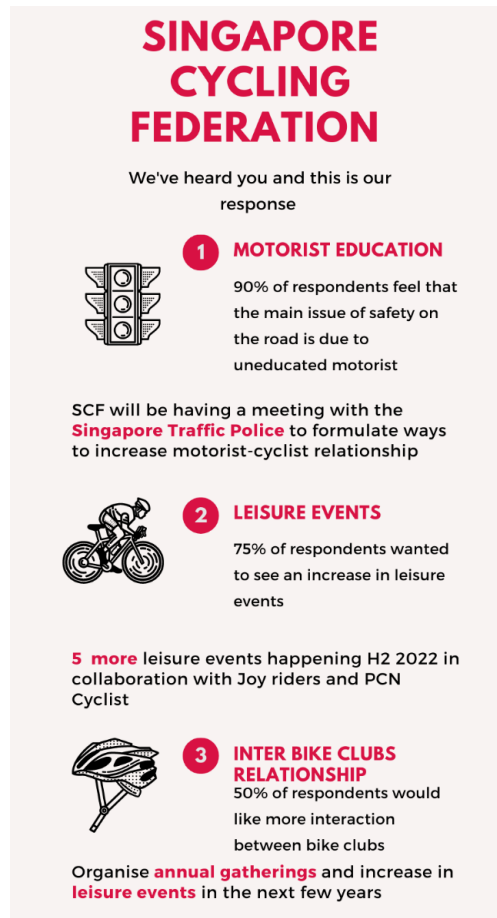


Figure 18: Mock sample of infographic response

Besides the yearly survey, our team also recommend the federation to have platforms for ad-hoc feedback. This is so that cyclist can feel that their voices can be heard anytime. Even though the SCF have existing platform for feedback on their website under the “contact us” section, many cyclists are unaware of it. Therefore, the SCF can make use of other platforms to redirect interested parties to give feedback on the website. Users of other SCF platform like Facebook and Instagram may not be aware of how to give feedback because the feedback platform is not obvious. Therefore, hyperlinks to the feedback page can be added on the SCF’s Instagram or Facebook page to provide cyclists with an easy and obvious method to give their feedback as shown in Figure 19 below.

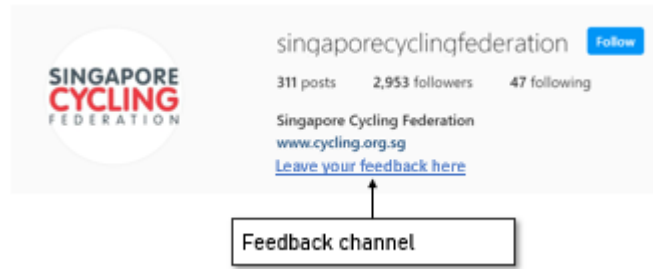


Figure 19: Sample hyperlink on SCF Instagram

6.3.3 Utilizing Relationships

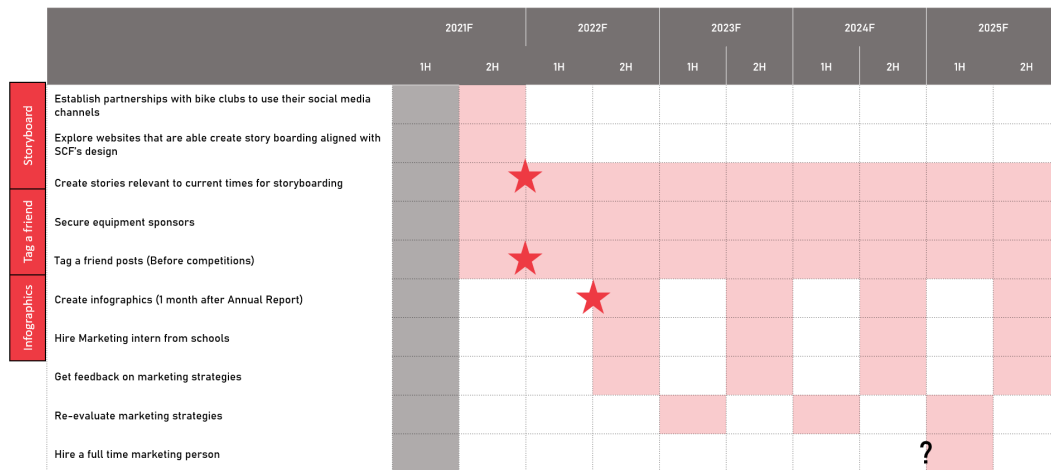
After using the previous two recommendations to build relationships with the cycling community. The SCF can now utilize these relationships to address some of the issues of the cycling scene in Singapore. The survey results have shown that 43% of cyclists wants more cycling events and 44% of cyclists has stated SCF should host more leisure events when asked how can the SCF improve.

In order to have more leisure cycling events, the SCF utilize relationships and create a co-hosting events ecosystem where clubs and the SCF help each other to organize an event in turns. The SCF, clubs and community would all stand to benefit from this system as the events would have increased media coverage as channels from all clubs and the SCF can be used to promote the event. The number of leisure events would also increase because partnerships with others would solve of the concerns of hosting an event such as the lack of volunteers. Lastly, the SCF can transfer the know-how of event organizing and administrative expertise and eventually let the system run on its own without the SCF. The SCF has co-hosted events with bike clubs before such as Car-free Sunday and Cycling without Age and by increasing the number of such events as well reaching out to more bike clubs, the SCF can aim to kickstart the system after the COVID-19 situation. A sample process of how co-hosting an event can be done is by having a bike club be the main organizer with the SCF providing expertise in administration and connecting with the authorities followed up other bike clubs helping by providing volunteers and participants. With bike clubs and the SCF helping each other, we can expect to see more support from the community whenever someone wants to organize an event. This cycle and system will eventually lead to an increase in leisure events.

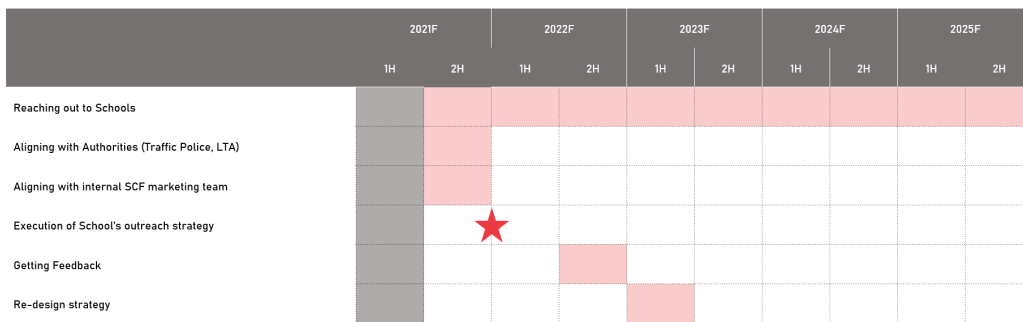
From our interview findings with competitive bike clubs, our team have gathered that bike club personnel were very passionate individuals and would like to contribute more to the cycling scene, however they also felt that their coaching license were underutilized. Therefore, the SCF can utilize relationships and can look into contracting bike club personnel as Safe Cycling Program trainers when expanding the Safe Cycling Program. The SCF can benefit from this arrangement as there is a large pool of coaches who are more qualified than an average cyclist and the SCF can indirectly promote safe cycling to the bike clubs.

7. Timeline

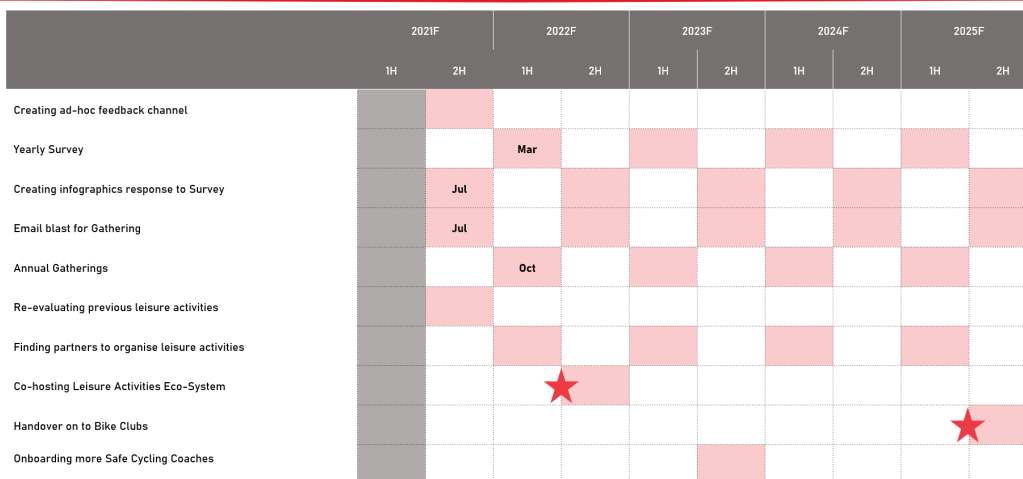
Marketing Timeline for the next five years



School Timeline for the next five years



Ecosystem Timeline for the next five years



8. Limitations and Exclusions

There are several limitations to our project that the team seeks to address in the following.

8.1 Low number of interviews with schools due to time limitation

The NUS team started on this project from early December and is expected to end around mid-April. The project spans across a period of 5 months and the team had utilized two-third of the time to conduct our preliminary findings from survey and interviews with the key stakeholders. Our team had underestimated the amount of time needed for the primary research and as a result was unable to conduct as many interviews as initially planned. At first, it was projected that the primary research could be done by February, however, the team only managed to conclude the entire interview process by the end of March and yet we were still not able to interview everyone we initially planned to. There was a one-month deviation from our original plan as well. This was attributed to the fact that many of the schools we planned to interview were pre-occupied during the intended interview phase. Due to time constraint, the team was only able to reach out to 2 schools. It limited our research findings as more insights could be brought to light if the team could have gotten more interviews. Although the actual outcome may slightly differ from expectations, the team was still able to get constructive views from the 2 interviewees.

8.2 Lacking survey inputs from non-cyclists resulting in less wholistic insights

The survey response from when the team sent out the survey was overwhelming as more than 700 cyclists had completed it. However, results may be skewed as the distribution channel were focused on cyclist groups. The choice of distribution channel is purely due to the ease of access and high interest level of the cyclist in these leisure and competitive group. On the other hand, casual cyclist such as common citizens who use cycling to commute to work were not fully captured in the survey as they were not deemed to be the primary target in this research study. There are a small number of casual cyclists that chanced upon the survey and managed to do it. However, there exists an imbalance between those with higher interest and the lower ones. These casual cyclists may not be as interested as those who regard cycling as a form of hobby or competition but the works of SCF are certain to affect them in the long run. In addition, survey results also show that there are 0 non-cyclist that did the survey. This is to be expected as the rationale of this is very straightforward as these people simply do not have any interest about it. However, the team feels that it is important to include the opinions of non-cyclists as they may provide a whole new perspective that cyclists will not be able to see. Thus, it is necessary to include the outliers and low interest groups in our survey in order to provide a more holistic view of the whole cycling landscape in Singapore.

8.3 Double counting survey results

In addition, there were some survey insights that had to be omitted due to the problem of double counting. There was a segment of questions that was designed to gather feedback from the bike club management level. With deeper analysis, the team realized that multiple members from the bike club were able to attempt the questions. There was no way to rectify this problem as the particulars of the surveyees were anonymous. The team was unable classify them into the respective bike clubs, thus, it was concluded that the results was deemed unfit for drawing any form of insights.

8.4 Inability to address all issues raised by stakeholders

The team also gathered feedback from both internal and external stakeholders. The team managed to address most of the concerns raised by stakeholders. However, there were some concerns raised such as succession planning, sponsorship, high performance and cycling infrastructure issues that were left out from our project because the team did not view these issues as high priority or the SCF is currently addressing some of these concerns. Based on the insights from the interviews and survey, the team gathered that resolving key issues addressed in our report were more pressing and we wanted to focus on those issues where we can make the greatest impact. In addition, there was also the case that the SCF has already started its own effort to resolve the issues by themselves. For example, the SCF had already employed a new BD manager after the project had started to address the concern on lack of sponsorships. The team felt that the impact on value added to a current solution would fall short compared to addressing a whole new key issue and as a result, the team chose to not focus on sponsorships.



APPENDIX

9. Appendices

9.1 Appendix A - Interim Presentation Slides

Paving the way for cyclists in Singapore

- 1 Introduction**
 - Scoping Exercise
 - Background Research
 - Case Summary
- 2 Focus Areas**
 - Highlighted Problem
 - Recommendations & Examples
 - Timeline
- 3 Operations**
 - Implementation as Milestones
 - Next Steps

Jimmy Jun Ming, Martin, Shuryan

Studying the industry with secondary research helped the team gain better awareness on the cycling climate in Singapore

Downstream Challenges cycling is still facing

- Lack of bicycle parking
- Lack of secure facilities
- High pollution density
- High air quality index
- High energy consumption

Upstream Challenges

- Lack of bicycle parking
- Lack of secure facilities
- High pollution density
- High air quality index
- High energy consumption

Key Findings

- There is a need for a comprehensive approach which involves the government, private sector, and the public to improve the cycling climate in Singapore.
- The government has a key role to play in providing infrastructure and policies that support cycling.
- Private sector can play a role in providing services and facilities that support cycling.
- The public can play a role in supporting cycling and advocating for better infrastructure.

Focus #1 - Marketing

Bridging the disconnect between the Federation and the community

9,000 followers
75 reviews
10 sub-pages

3,000 followers
280 reviews
10 sub-pages

Facebook posts every 2-3 days
Instagram posts every 2-3 days

Solving the issue of marketing requires a multi-prompt approach tailored to our target customers

Disruption with job as their primary concern
Cyclical as a primary concern of what SCF is
Disruption with public view / narrative

Storyboarding - Visual content that resonates with the target audience and is easy to understand.

Social media Competition - Analyzing the performance of competitors to increase the Federation's presence.

Infographics - Sharing information with the public with more engaging content than the Federation.

How to create a storyboard

INTRODUCTION | MARKETING | SCHOOLS | ECOSYSTEM | OPERATIONS

Using Tag a friend competition will help SCF improve brand awareness through word of mouth

Objective: Increase brand awareness through word of mouth.

What is it?: Tag a friend competition where users tag their friends in the comments of the post for a chance to win prizes.

Target Audience: Cyclical who are not part of SCF or who do not know SCF.

Benefits:

- Increases brand awareness
- Increases engagement level
- Increases social media presence
- Increases word of mouth marketing
- Increases brand loyalty
- Increases brand reputation
- Increases brand visibility
- Increases brand recognition
- Increases brand recall
- Increases brand association
- Increases brand perception
- Increases brand image
- Increases brand equity
- Increases brand value
- Increases brand strength
- Increases brand resilience
- Increases brand flexibility
- Increases brand adaptability
- Increases brand innovation
- Increases brand creativity
- Increases brand imagination
- Increases brand inspiration
- Increases brand motivation
- Increases brand passion
- Increases brand enthusiasm
- Increases brand excitement
- Increases brand joy
- Increases brand happiness
- Increases brand love
- Increases brand devotion
- Increases brand loyalty
- Increases brand commitment
- Increases brand dedication
- Increases brand loyalty
- Increases brand commitment
- Increases brand dedication

The team's journey throughout the 5 month period helped discover a new important focus for the Federation

Objective:

1. A review/report of the last five years between 1988 and 2018
2. A fresh Strategic Plan for the next five years from 2019 to 2024

Context: The Federation is now being established to support the growth and development of the cycling community in Singapore.

Key Approach 1: Explore the Singapore cycling landscape

Key Approach 2: Evaluate the impact from previous plan

Outcome: Focus on increasing high performance

Costs: December 2018

Key Approach 3: Interview with 15 different stakeholders

Outcome: Surveys 700 cyclists

Costs: February 2019

Key Approach 4: Analytical key problems for the future

Outcome: Formulated solutions based on analytical

Costs: March 2019

Key Approach 5: Finalize the plan

Outcome: We want to have the perspective of all the Federation members

Costs: April 2019

Studying the industry with secondary research helped the team gain better awareness on the cycling climate in Singapore

So What?

NOW is the prime time for SCF to act considering the external climate

Government's focus on cycling infrastructure and policies.

Private sector's role in providing services and facilities.

Public's growing interest in cycling and advocacy.

The Federation is already focusing a large amount of effort into marketing

Facebook posts every 2-3 days
Instagram posts every 2-3 days

9,000 followers
75 reviews
10 sub-pages

3,000 followers
280 reviews
10 sub-pages

Improving readability with story telling

Objective: Improve readability and engagement.

What is it?: Storytelling - A visual representation of the experience.

Target Audience: Visual learners - 65% of people are visual learners.

Benefits:

- Increases brand awareness
- Increases engagement level
- Increases social media presence
- Increases word of mouth marketing
- Increases brand loyalty
- Increases brand reputation
- Increases brand visibility
- Increases brand recognition
- Increases brand recall
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- Increases brand happiness
- Increases brand love
- Increases brand devotion
- Increases brand loyalty
- Increases brand commitment
- Increases brand dedication

Moving on to the social media competition strategy aimed to increase awareness of the Federation

Objective: Increase awareness of the Federation.

What is it?: Social media competition where users compete to win prizes.

Target Audience: Cyclical who are not part of SCF or who do not know SCF.

Benefits:

- Increases brand awareness
- Increases engagement level
- Increases social media presence
- Increases word of mouth marketing
- Increases brand loyalty
- Increases brand reputation
- Increases brand visibility
- Increases brand recognition
- Increases brand recall
- Increases brand association
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- Increases brand excitement
- Increases brand joy
- Increases brand happiness
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- Increases brand loyalty
- Increases brand commitment
- Increases brand dedication

Implementation of Tag a friend competition requires 5 key features and Instagram as a social media platform

Objective: Increase brand awareness through word of mouth.

What is it?: Tag a friend competition where users tag their friends in the comments of the post for a chance to win prizes.

Target Audience: Cyclical who are not part of SCF or who do not know SCF.

Benefits:

- Increases brand awareness
- Increases engagement level
- Increases social media presence
- Increases word of mouth marketing
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- Increases brand excitement
- Increases brand joy
- Increases brand happiness
- Increases brand love
- Increases brand devotion
- Increases brand loyalty
- Increases brand commitment
- Increases brand dedication

When evaluating the Federation's past 5 year's performance, we found gaps in Marketing and safe cycling

Focus of previous 5 year plan	Actual outcomes	Gaps identified
1. Expanding SCF's presence across the island	Met: 100% (100% of SCF members are in all districts)	Low engagement in terms of number of likes per post as Facebook has 75 likes per post
2. Developing Outreach Channel (improving social media reach)	Facebook 9.0K followers, Instagram 3K followers, 280 reviews	Low engagement in terms of number of likes per post as Facebook has 75 likes per post
3. Developing Safe Cycling (increasing safety awareness through the cycling community)	Met: 100% (100% of SCF members are in all districts)	Low engagement in terms of number of likes per post as Facebook has 75 likes per post
4. Events (increasing number of cyclists)	Met: 100% (100% of SCF members are in all districts)	Low engagement in terms of number of likes per post as Facebook has 75 likes per post

Executive summary

Conducted with the recent growth of the Federation, the SCF is growing from its base strategy with the aim to grow the sport.

The Federation has already proposed a 5 year strategic plan and a SCF team expects to build on it.

The SCF is facing the challenges of the external climate, SCF members and 2 others.

Marketing Strategy: SCF is planning to use social media to reach out to the public, increase brand awareness and engagement.

School Strategy: SCF is planning to use social media to reach out to the public, increase brand awareness and engagement.

Community Strategy: SCF is planning to use social media to reach out to the public, increase brand awareness and engagement.

However, there is still a disconnect between SCF and the public

Disconnection with public about cycling related content

Cyclists are unaware of what SCF is

Disconnection with public about cycling related content

The only reason for the disconnect is because of the way SCF is not aware of the public's needs.

95% of survey respondents do not know about SCF

70% of those who know SCF do not engage in action

We want to see more transparency in the Federation's work.

To create a successful storyboard, these features must be present

HOW ARE WE GOING TO GET THERE?

1. Storyboard should be tailored to the target audience.

2. Storyboard should be easy to understand.

3. Storyboard should be visually appealing.

4. Storyboard should be engaging.

5. Storyboard should be informative.

6. Storyboard should be concise.

7. Storyboard should be clear.

8. Storyboard should be consistent.

9. Storyboard should be professional.

10. Storyboard should be creative.

Among all social media competition examples, Tag a Friend is likely to benefit the federation most

Follow and share to win

Put out a call for submissions

Create a best comment

Who chooses tag a friend?

Tag a friend competition where users tag their friends in the comments of the post for a chance to win prizes.

Lastly, Infographics to keep the public informed about the activities of the Federation

Objective: Increase brand awareness through word of mouth.

What is it?: Infographic - A visual representation of information.

Target Audience: Visual learners - 65% of people are visual learners.

Benefits:

- Increases brand awareness
- Increases engagement level
- Increases social media presence
- Increases word of mouth marketing
- Increases brand loyalty
- Increases brand reputation
- Increases brand visibility
- Increases brand recognition
- Increases brand recall
- Increases brand association
- Increases brand perception
- Increases brand image
- Increases brand equity
- Increases brand value
- Increases brand strength
- Increases brand resilience
- Increases brand flexibility
- Increases brand adaptability
- Increases brand innovation
- Increases brand creativity
- Increases brand imagination
- Increases brand inspiration
- Increases brand motivation
- Increases brand passion
- Increases brand enthusiasm
- Increases brand excitement
- Increases brand joy
- Increases brand happiness
- Increases brand love
- Increases brand devotion
- Increases brand loyalty
- Increases brand commitment
- Increases brand dedication

Infographics will be used to better capture the attention of public and inform them of the Federation's efforts

Objectives

- Provide greater transparency about the Federation's financials and growth.
- Informational about representation of information on site.
- Engage diverse, competitive, free trial and others.

What is it?

What?

Benefits

- Quick summary
- Simple to compare data and provide key takeaways
- In-depth understanding
- Supports key messages and storytelling about the CCA
- Visual capabilities
- Attractive infographics can generate 40% more views
- More effective and cost-effective than other mediums
- Increased awareness
- Increase traffic by at least 10% per month

Research Study

- 90% of respondents considered the data to be useful.
- Improved readability and usability by 4 times.
- 95% of stakeholders said they would be likely to read social media messaging.
- 50% of respondents queried user engagement metrics.
- 60% of stakeholders said they would be likely to read social media messaging.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Using eye capturing infographics to get readers to browse the annual reports on the Federation's website

HOW ARE WE USING IT?

Three main uses:

- Create better read stage charts for growing interest for events, membership, but still in the red.
- Point it at the social media platform.
- Incorporate link to feature reports to drive membership growth and increase trial and others.

Key findings from eye-tracking:

- 95% of respondents queried user engagement metrics.
- 60% of stakeholders said they would be likely to read social media messaging.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Our 3-pronged marketing strategy seeks to address all issues identified in our survey and interview findings

- Storytelling**: Solves the problem of **disengagement** by using good cycling related content.
- Social media competitive**: Solves the problem of **disengagement** by using content that is relevant and interesting to the target audience.
- Infographics**: Solves the problem of **disengagement** by using content that is relevant and interesting to the target audience.

Key findings from survey and interview findings:

- 95% of respondents queried user engagement metrics.
- 60% of stakeholders said they would be likely to read social media messaging.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Marketing Timeline for the next five years

Key findings from survey and interview findings:

- 95% of respondents queried user engagement metrics.
- 60% of stakeholders said they would be likely to read social media messaging.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Focus #2- Schools

Planning ahead to establish cycling as a CCA through the Federation's Safe Cycling Program.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

We want to strengthen our long term plan of make cycling a CCA through safe cycling

Key Initiative

It is important that the Federation continue to work towards its goal of making cycling a CCA through safe cycling.

Solution

Barriers

Goal

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

However, factors like competitors, the program's perceived value and infrastructure hinders growth of the program

Competitors

Perceived Value

Infrastructure

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

The Federation's current efforts on outreach

Word of mouth

Email

Newsletter

School Visits

Social Media

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Value adding to the Federation's current strategy involves emphasising more of the safety benefits of choosing us.

Key Finding from Interview with schools

Parents are overprotective

Building stronger relationships with authorities and improve the attractiveness in terms of safety

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Using credibility, logic and emotion to raise perceived value of our offering

Credibility

Emotion

Logic

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Sample email mock-up

Sample email message

2000 Participants Certified

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Sample proposal mock-up

Sample proposal message

2000 Participants Certified

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

School Timeline for the next five years

Key findings from survey and interview findings:

- 95% of respondents queried user engagement metrics.
- 60% of stakeholders said they would be likely to read social media messaging.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Focus #3- Ecosystem

Establishing a stronger network within the cycling community to grow cycling as a sport.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

The Federation has grown to a whole new level from last time

Category	2015	2019-2020
Headcount	3 FT, 2 Contract	12 FT, 2 Contract
Cycling events	4 Events	10 Events
Safe cycling programs	1 Program	+50 Programs

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

However, as we grow and take on more responsibility, we will not be able to do everything

Number of initiatives

Key Finding

Overriding solution

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

We have identified 3 areas that bike clubs want improvements on

- Relationship**: 85% of respondents said they would like to see more communication between bike clubs.
- Communication**: 70% of respondents said they would like to see more communication between bike clubs.
- Job**: 75% of respondents said they would like to see more communication between bike clubs.

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Engaging the larger community - Building Relationships

Relationships

Utilize

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Gathering to build relationships

What is it?

What?

Objective

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Communication with the Federation is one-way

Why a cycle count?

Why an annual report?

INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

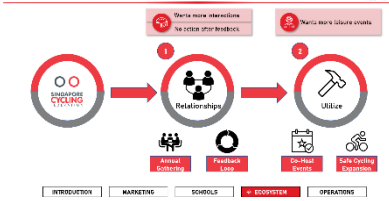
We also want to create more feedback channels for easier communication

What we know

Our recommendation

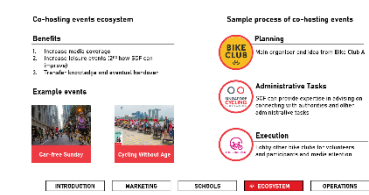
INTRODUCTION | MARKETING | **SCHOOLS** | ECOSYSTEM | OPERATIONS

Engaging the larger community – Utilizing relationship



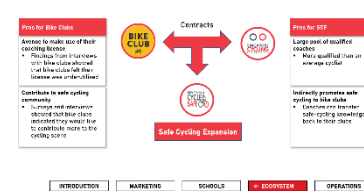
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The Federation can create a co-hosting events ecosystem and the Federation help each other to organise events



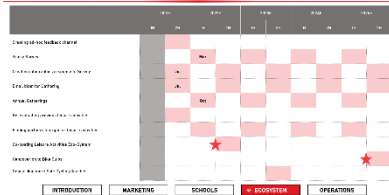
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Expanding the safe cycling program gives benefits to both the Federation and bike clubs



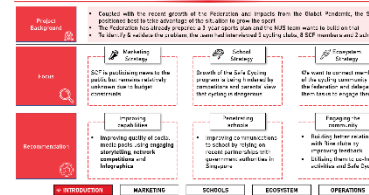
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Ecosystem Timeline for the next five years



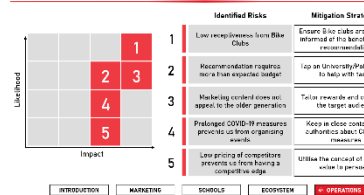
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Executive summary



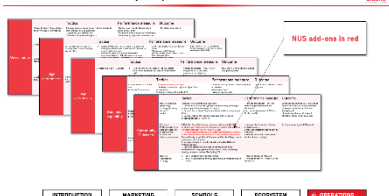
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Risk & Mitigation



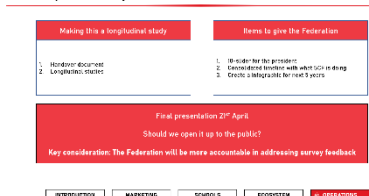
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Show screen shots of 3 year plan



INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS

Next steps after today



INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS



THE END

3-year sports plan – Governance

Tactics	Performance measure	Outcome
1. Establish a governance structure...	1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...
2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...
3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...

INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS

3-year sports plan – High Performance

Tactics	Performance measure	Outcome
1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...
2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...
3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...

INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS

3-year sports plan – High Performance

Tactics	Performance measure	Outcome
1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...
2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...
3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...

INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS

3-year sports plan – Business Capabilities

Tactics	Performance measure	Outcome
1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...
2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...
3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...

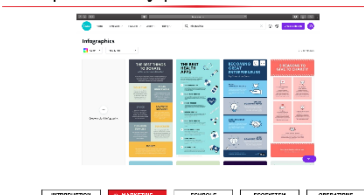
INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS

3-year sports plan – Community Outreach

Tactics	Performance measure	Outcome
1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...	1. Increase the number of co-hosting events...
2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...	2. Increase the number of co-hosting events...
3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...	3. Increase the number of co-hosting events...

INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS

An example of how an infographic can be made



INTRODUCTION **MARKETING** SCHOOLS **ECOSYSTEM** OPERATIONS

Back up slide to address concerns (FAQ for story boarding)

Proposedly asked Questions	The club will do
Story boarding: "The content is too technical..."	Story boarding: "The club will do..."
Content: "The content is too technical..."	Content: "The club will do..."
Infographics: "The content is too technical..."	Infographics: "The club will do..."

INTRODUCTION MARKETING **SCHOOLS** **ECOSYSTEM** OPERATIONS

Back up slide to address concerns (FAQ for story boarding)

Proposedly asked Questions	The club will do
Normal gathering: "The content is too technical..."	Normal gathering: "The club will do..."
Feedback platform: "The content is too technical..."	Feedback platform: "The club will do..."
Safe cycling expansion: "The content is too technical..."	Safe cycling expansion: "The club will do..."

INTRODUCTION MARKETING **SCHOOLS** **ECOSYSTEM** OPERATIONS

Introducing the team

Name	Photo	Role
Melvin Neo	[Photo]	Marketing and Sponsorship
Jimmy Ong	[Photo]	Finance and Logistics
Sherry Tan	[Photo]	Finance and Logistics
Chan Jun Ming	[Photo]	Finance and Logistics

INTRODUCTION MARKETING SCHOOLS **ECOSYSTEM** OPERATIONS

Slide summary

1. Introduction
2. Marketing
3. Schools
4. Ecosystem
5. Operations

Slide summary

1. Introduction
2. Marketing
3. Schools
4. Ecosystem
5. Operations

9.2 Appendix B - Survey Results

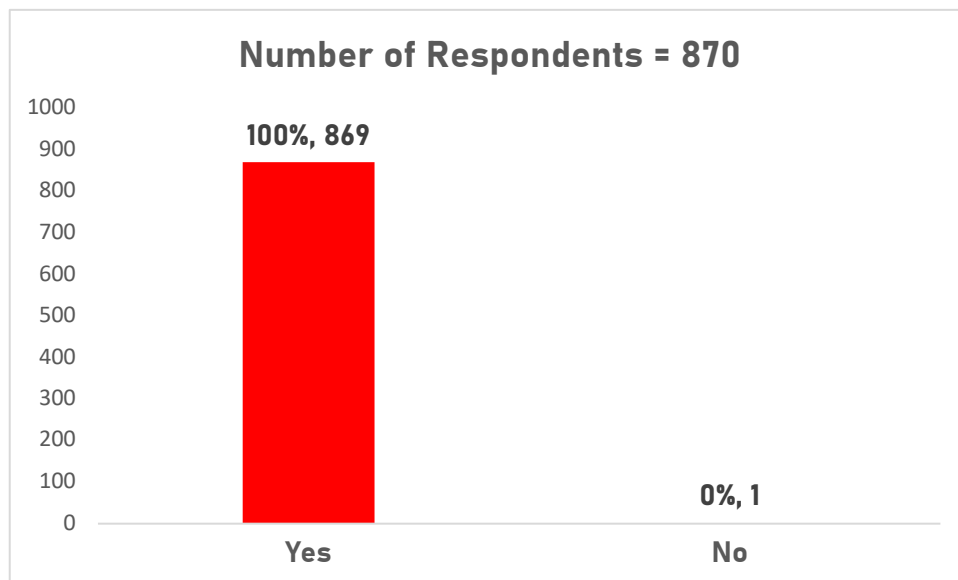
Objective of the survey:

The purpose of this survey is to

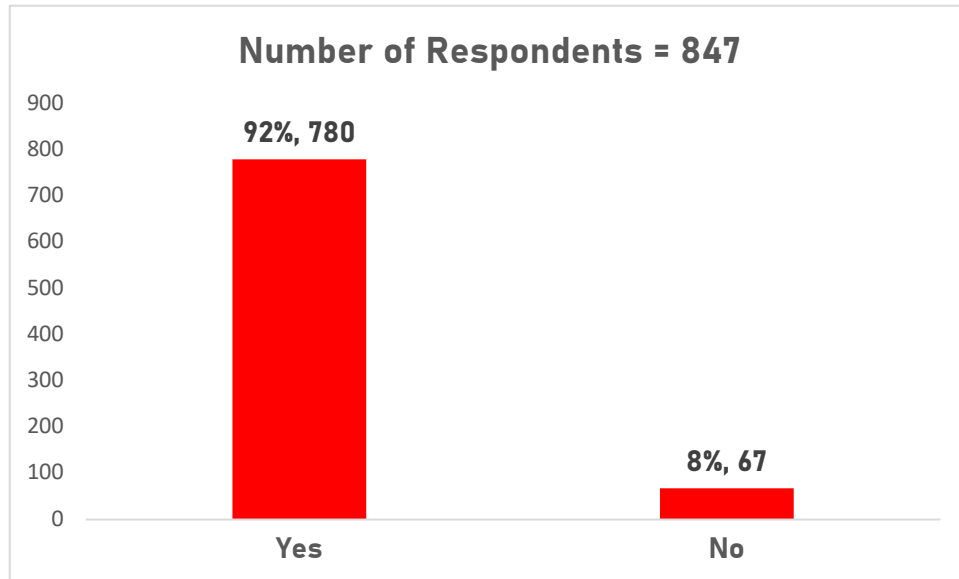
- (a) develop a profile of cyclists in Singapore including your social media preferences
- (b) establish an understanding of your general interests
- (c) gather the perceptions of cyclist bike clubs towards the SCF and its plans and programmes
- (d) feedback on how the SCF can better engage the community

The first half of this survey aims to gather your responses towards your current cycling habits.

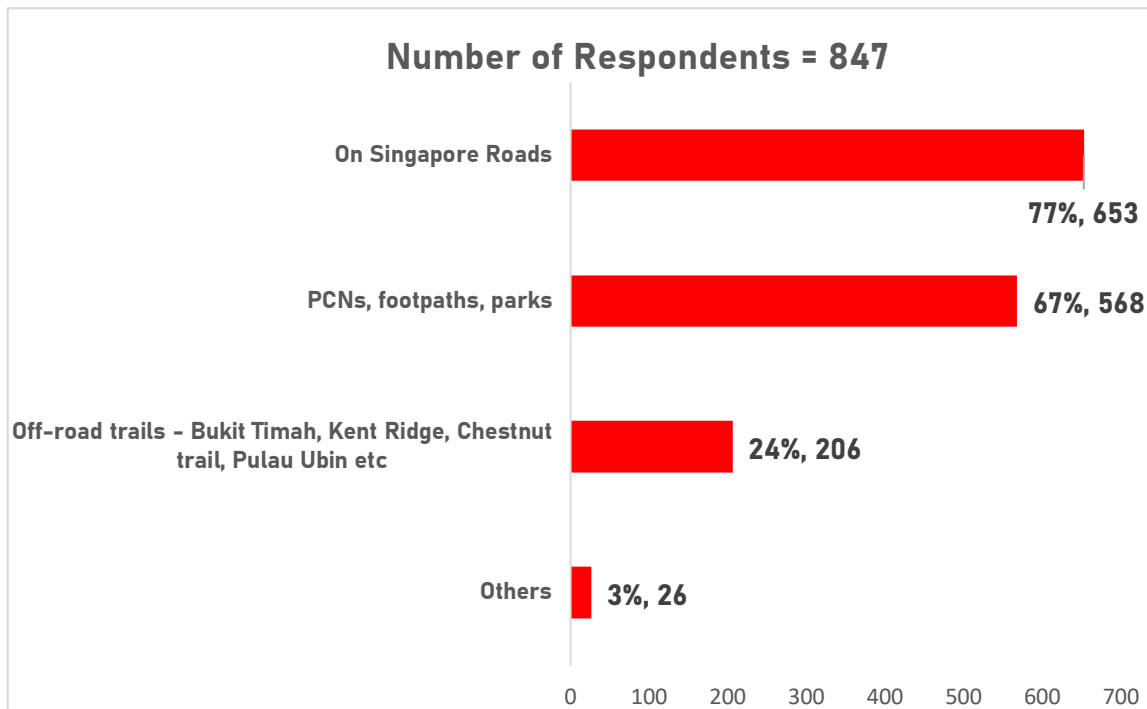
- 1. Do you cycle?
 - a. Yes (Proceed to Q2)
 - b. No (Skip to Q47)



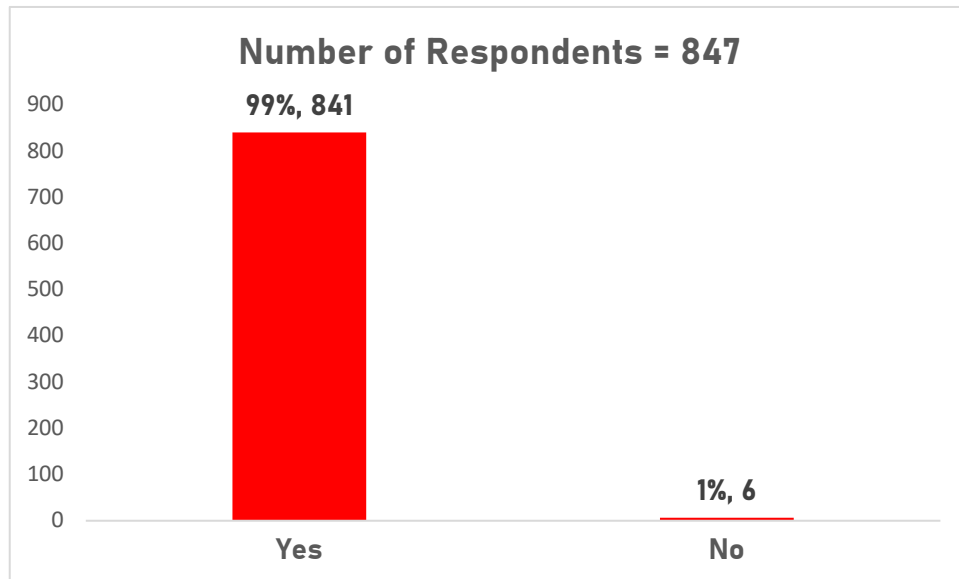
- 2. Do you view cycling as a sport?
 - a. Yes
 - b. No



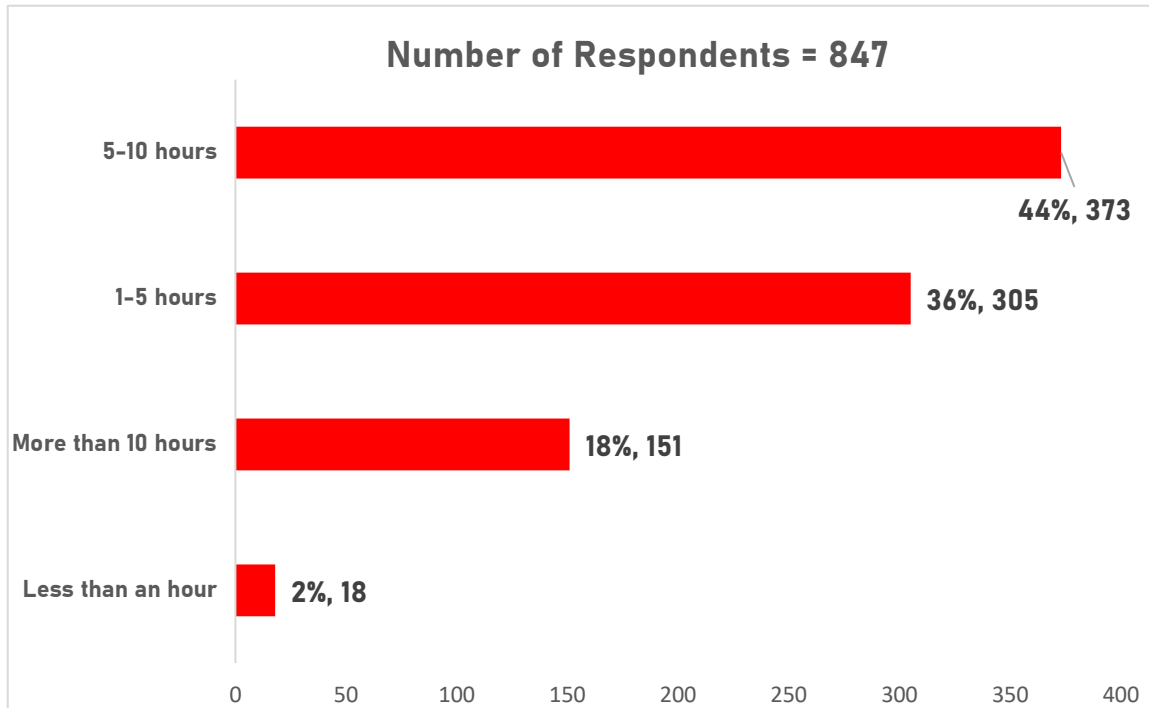
3. Where do you cycle at? (Select all that apply)
- a. PCNs, footpaths, parks
 - b. On Singapore Roads
 - c. Off-road trails - Bukit Timah, Kent Ridge, Chestnut trail, Pulau Ubin etc
 - d. Others



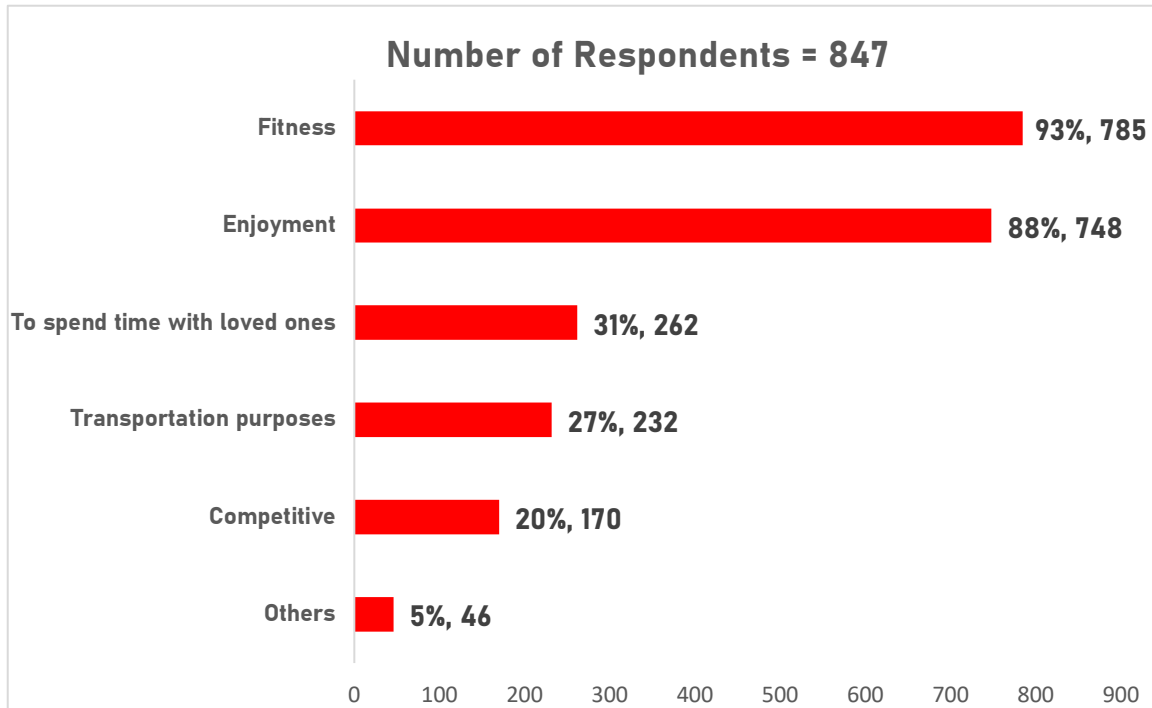
4. Do you own a bicycle?
- a. Yes
 - b. No



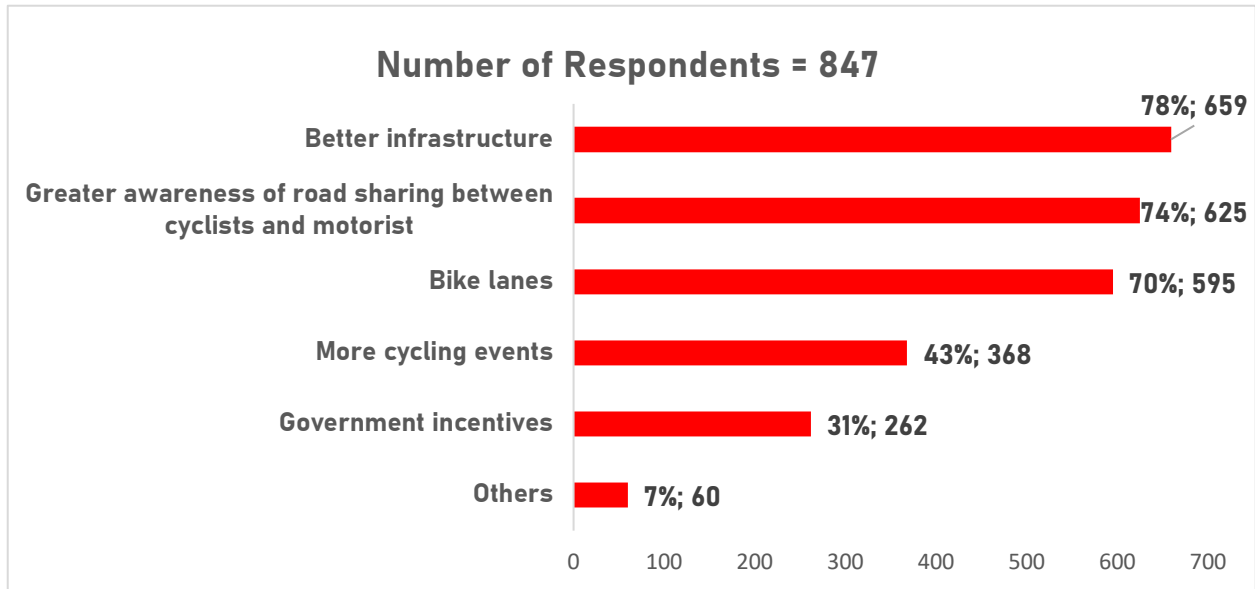
5. On average, how much time do you spend cycling per week?
- a. Less than an hour
 - b. 1-5 hours
 - c. 5-10 hours
 - d. More than 10 hours



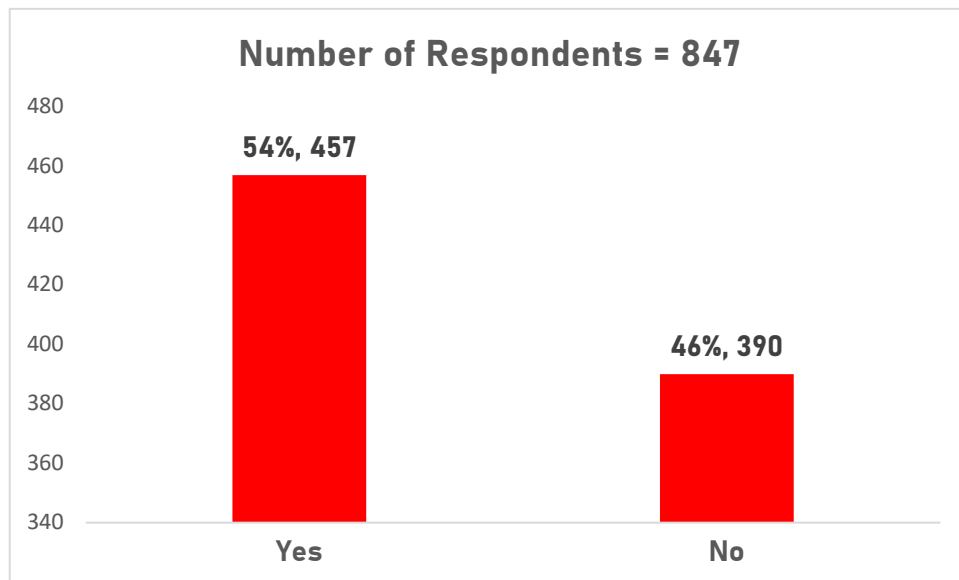
6. Why do you cycle? (Select all that apply)
- a. Fitness
 - b. Enjoyment
 - c. To spend time with loved ones
 - d. Transportation purposes
 - e. Competitive
 - f. Others



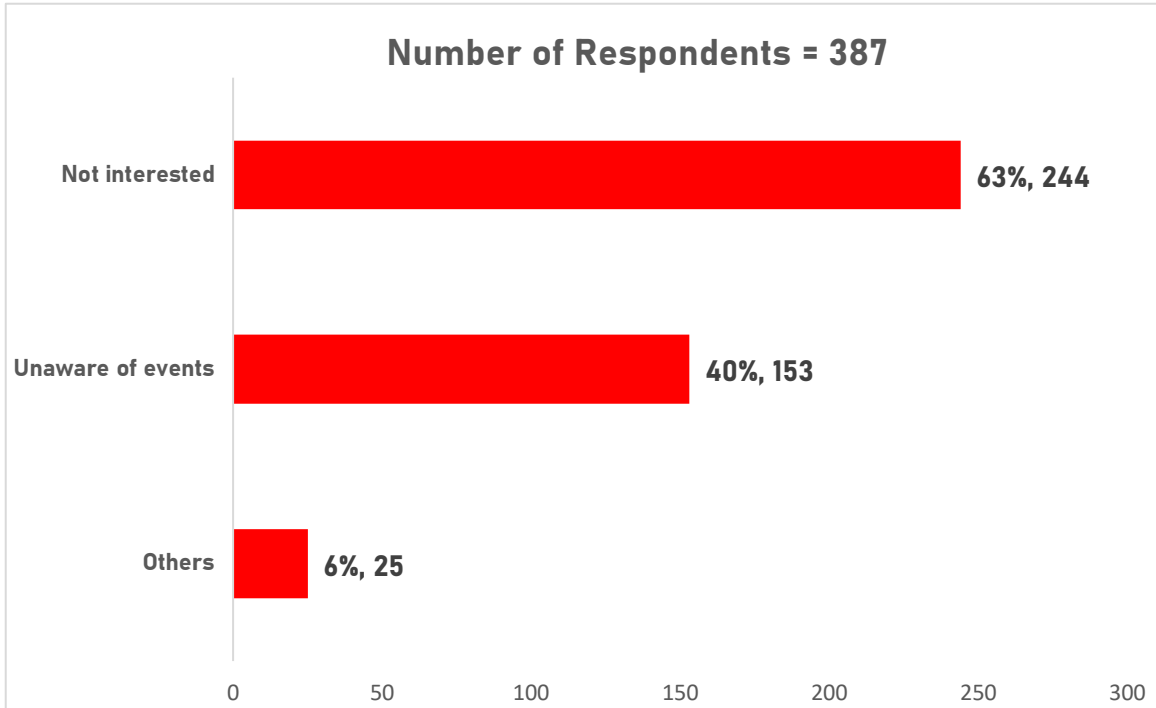
7. If given the opportunity, what do you think will motivate you to cycle more frequently?
(Select all that apply)
- a. More cycling events
 - b. Better infrastructure
 - c. Government incentives
 - d. Greater awareness of road sharing between cyclists and motorists
 - e. Bike lanes
 - f. Others



8. Do you watch broadcasts of cycling events?
- a. Yes (Skip to Q10)
 - b. No (Proceed to Q9)

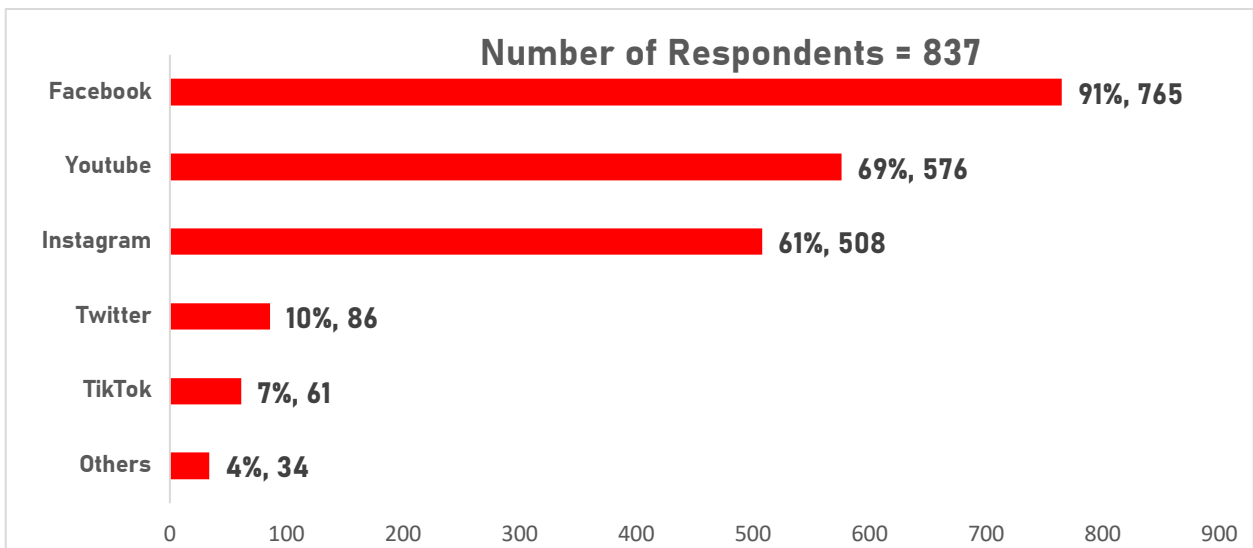


9. Why do you not watch cycling event broadcast? (Select all that apply)
- a. Not interested
 - b. Unaware of events
 - c. Others



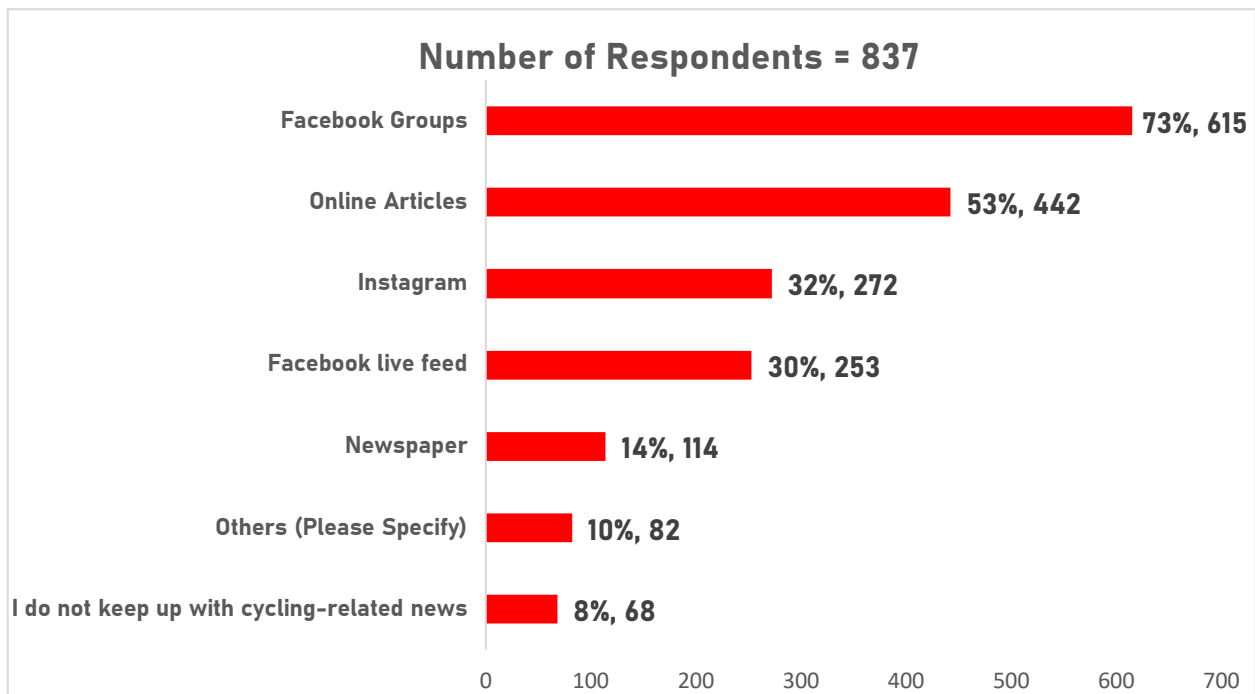
10. Which social media platforms do you use regularly? (Select all that apply)

- a. Facebook
- b. Instagram
- c. Twitter
- d. YouTube
- e. TikTok
- f. Others



11. What platforms do you use to keep up to date with cycling-related news? (Select all that apply)

- a. Facebook live feed
- b. Facebook Groups
- c. Instagram
- d. Online Articles
- e. Newspaper
- f. I do not keep up with cycling-related news
- g. Others (Please Specify)



Others:

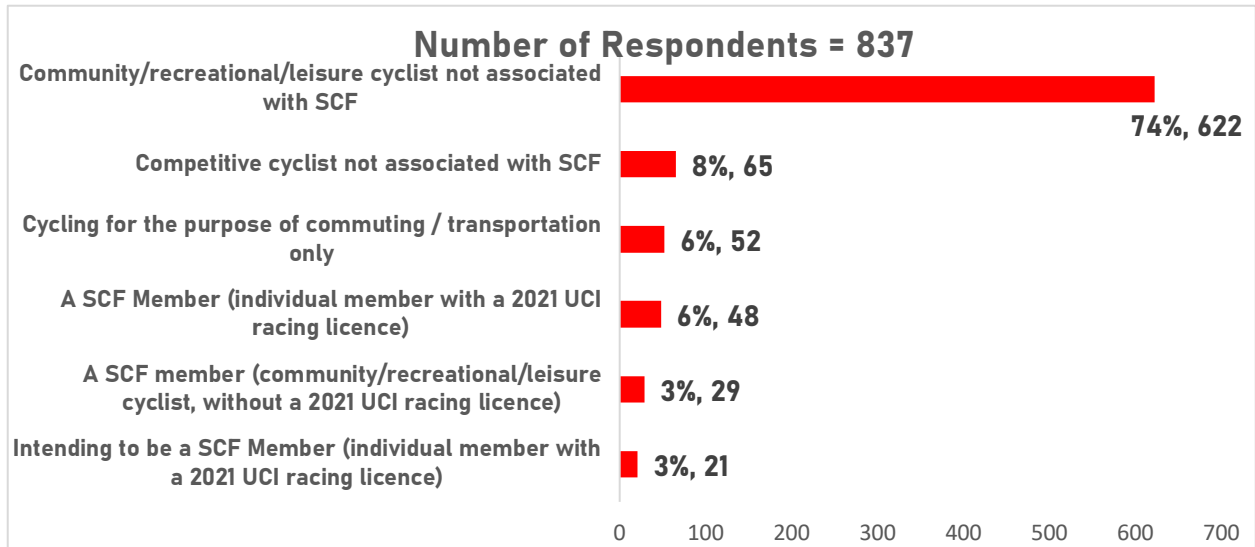
Number of Responses = 82

Redbull TV	You tube GCN	YouTube, GCN
Youtube	Watsapp	Youtube
YouTube	GCN	GCN
Youtube: the GCN show. We need a local version of this...	Youtube	I have fix schedule with group
Relevant websites, YouTube	Reddit	Telegram
WhatsApp group	Youtube	Tiz
Whatsapp, Telegram	word of mouth	YouTube, GCN app

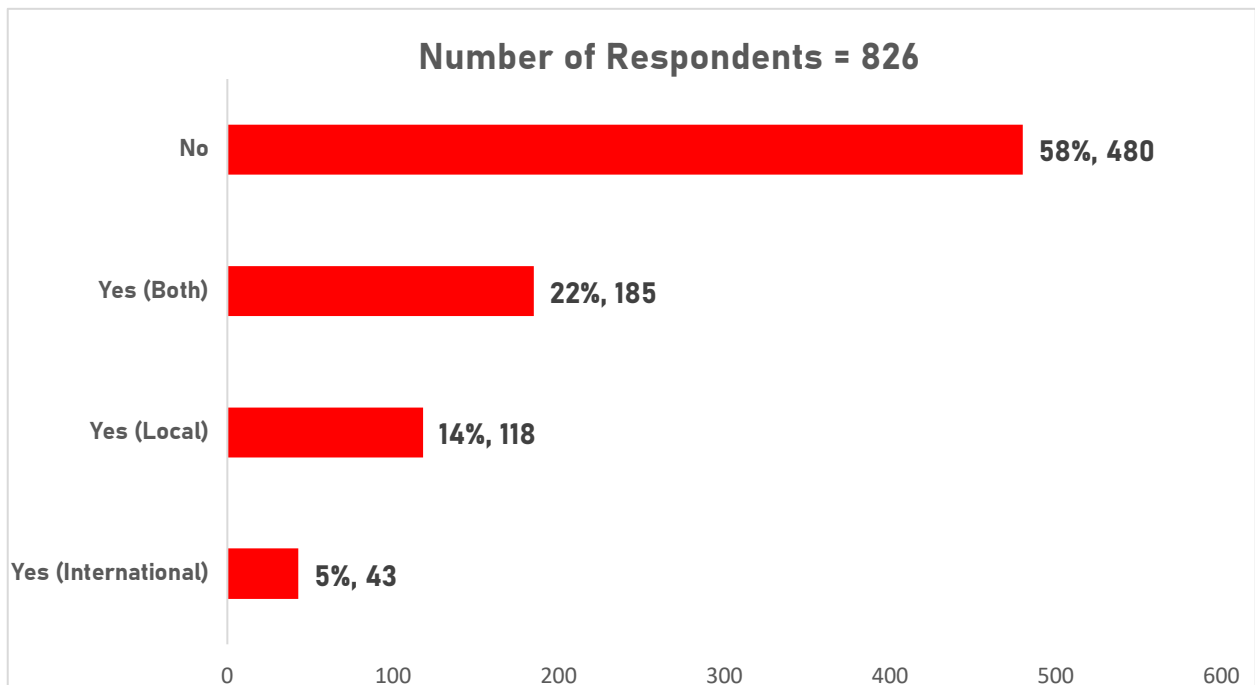
Eurosports	Club	Youtube
GCN YouTube	YouTube	GCN on YouTube
YouTube	Strava	GCN+
You tube	Youtube	Youtube specialised channels
YouTube GCN show	Youtube	Flipboard, strava. Email notifications.
WhatsApp	GCN app	Friends
WhatsApp chat groups with cyclists	Whatsapp groups	GCN
Youtube	Cycling specific news portals/journals	GCN, Youtube
GCN	Youtube cycling channels eg. GCN	WhatsApp/other chat apps sharing
WhatsApp groups	Cycling weekly, cyclingnews.com	WhatsApp groups
rss twitter	GCN	GCN App
Youtube	GCN	Whatsapp groups
GCN	YouTube	Whatsapp
GCN	Programs through you tube channels	WhatsApp group
Cycling Club	Youtu.be	Magazine
WhatsApp and Telegram Cycling chat groups	Reddit	Youtube
Youtube	Whatsapp local bike group chats	whatsapp groups, youtube
Youtube	twitter	Telegram
Youtube	GCN	GCN
Cycling club	Watapps	WhatsApp
Strava		

12. Please tell us about yourself, are you?

- a. A SCF Member (individual member with a 2021 UCI racing licence)
- b. Intending to be a SCF Member (individual member with a 2021 UCI racing licence)
- c. A SCF member (community/recreational/leisure cyclist, without a 2021 UCI racing licence) (Proceed to Q13)
- d. Community/recreational/leisure cyclist not associated with SCF
- e. Competitive cyclist not associated with SCF
- f. Cycling for the purpose of commuting / transportation only



13. Do you participate in local or international events? If yes, please specify
- Yes (Local) (Skip to Q15)
 - Yes (International) (Skip to Q15)
 - Yes (Both) (Skip to Q15)
 - No (Proceed to Q14)



Yes (Local):

Number of Responses = 77

Bike rallies, activesg RIBA, togoparts virtual rides	Triathlon	OCBC Cycling
Night cycling organise by cc	MTB Carnival	Ocbc cycle
Round island cycling	Ocbc event. St ride	OCBC BIKE, Triathlon
As a race official (Commissaire)	ocbc cycle, once	OCBC Cycle
ActiceSG	Togo parts, NTU Bike Rally, SMU Bike4Change	21 Days Virtual Cycling, SGH Cycling event
RTI 2019	I haven't, but would love to	Virtual race
OCBC Cycle	ocbc n kebun baru virtual cycling	Shimano Cycling World events
OCNC	Yes	Ocbc cycle
Mtb	OCBC cycle	Yes
Community-based events e.g. Active SG and Brompton interest group	OCBCycle	Metasport
Ocbc, virtual	OCBC CYCLE	OCBC cycle, NTU Bike Rally
OCBC cycle, Bike n blade	Not yet	City 60, Triathlon races
SCF bike race events	OCBC	Yuhua cc hosted cycling event annually before covid
Cycocross	NTU Bike Rally, Audax	Industry cycling event
ocbc annual cycling event	in the itt and road race zwift (2020)	Bike rally
Round SG in 60 days by CC	Scf and cycosports events	yes
OCBC Cycle	NTU bike rally	Crits/National Road Races
NTU Bike Rally	Metasprint duathlon & City60	OCBC
OCBC	Scf events, junglecross, etc	Bike Rally, OCBC Cycle
Metasport events	nationals	National TTT and ITT Championship
Have in the past	MetaSprint, Tri Factor	Tour of Bintan, Masters TTT
Team time trial. Holycrit.	Ocbc	ITT 2021
Metasprint triathlon, trifactor, Jurong cycling ng annual event	OCBC CYCLE	Yes
ITT, criteriums	OCBC race, NTU bike Rally	Jungle Cross
OCBC Cycle	Ocbc rides, cc rides	SCF cycling events: MTB, TTT, ITT
Challenges by Togoparts. Looking to join a criterium in the future	Triathlon	

Yes (International):

Number of Responses = 27

Etape / Regional Sportives & Races	Brompton World Championship	Used to join overseas century rides
I ride in Japan (non-competitive)	Recreational triathlons	Shimano Lekas highway
Malaysia & Indonesia	Ironman	Malaysia
Ironman	Century rides. 1 day race.	Thailand, Indonesia, Australia
ironman 70.3	Ironman races	Club rides
Malaysia	Various Gran Fondo events.	Ironman
Ironman	Tour de Bintan. Events in Hong Kong, Taiwan, Indonesia and Malaysia	Bintan
Tour De Bintan, Shimano Lekas highway	Powerman	Triathlons
Tour de Bintan, Amy's grandfondo	Tour de Bintan, Lekas Highway Nightride	Malaysia, Thailand and Taiwan

Yes (Both):

Number of Responses = 115

Singapore and Malaysia off-road races	ocbc, msian	Bike rally, PCX
Local and International	SG Open Enduro, Johore jamborees	Ironman, Oakley Cycling Challenge
Trifactors Events, , NTU Bike Rally, OCBC Cycling, Century Rides Malaysia, Bromo KOM and Ambarukmo Cycling Indonesia, Taiwan Wuling Challenge	OCBC, LEKAS HIGHWAY	Bike rally, century ride
Yes	yes	Ntu, ocbc, batam
Yes	Metasport Sprint triathlon, OCBC cycle, Ironman 70.3 events, cycling tours, tour de larrelamg in Batam, Bintan Triathlon	Used to do the Malaysian Century Rides 2014-2016
TTT & ITT, powerman	Tdb/masters tour malaysia/ToP/ITT/TTT and road race	Criterium, ITT, TTT, Road, Veledrome
yes	Too many races to list but a few are, dangas downhill madness, Thai enduro series, Asian enduro series, jungle cross Singapore, ocbc cycling national championships etc.	Bintan, trifactor, togoparts
Triathlon	Metasprint races, OCBC cycle, Tour de Bintan	Yes
ITT, TTT, Powermans, Triathlons, Grand Fondos	OCBC CYCLE, TOUR DE BINTAN	Local triathlon and tour de Bintan as well as other triathlon events
BC Bikerace and some Jemborees in Malaysia, local mtb races	Tour de Bintan, tour of Phuket, meta sprint, scf crit	Ironman, OCBC TTT, Powerman
riathlon races, century rides	CycoSports Jungle Cross, Xterra TW,	Yes
OCBC cycle, bike rally, lekas, Penang round island tccp, tour de bintan UCI	Bike Rally	Ironman & Locally run Triathlon
Touring	Brevets, PBP, Ironman, north cape4000	Ocbc ttt, Metasprint, Trifactor, ironman

Bintan, Batam, Phuket, jungle cross, URA races	Triathlon	Singapore triathlon and time trial events. International -Ironman, Ironman 70.3 and Olympic distance triathlons
National Championship, Ipoh Century, PCC, Tour of Friendship, etc	OCBC, METASPORT, TRIFACTOR, CITY60, Ironman, Sydney-Wollongong, Brisbane-Gold Coast	OCBC cycle and overseas Ironman races
lekas.. bike rally	OCBC, NTU bike rally, Malaysia century rides, Batam 6 bridges	Malaysia, Indonesia and Singapore Cycling events
Yes; SCF stuff and whatever gets organised	Yes	OCBC Cycle; KOM in Cameron Highland and Taiwan
OCBC / Tour de Bintan	NTU bike rally , Lekas high way ride	SCF races. OCBC Nationals Road Race and TT. Tour de Bintan, Desaru Ironman relay, Malaysia century rides, Penang road races URA Car Free Sunday criterium
Criterion, OCBC speedway, TTT, Tour de Phuket & bintan	biathlon, triathlon, Half ironman	Yes
Yes. City 60, OCBC Ride. Tour de Bintan/phuket	ocbc. ntu bike rally and lekas	Triathlons
Nothing specific, whatever my friends jio, honestly.	Yes	Yes
All MTB, Cyclocross and Road racing local events. Cape to Cape, Tour de Bintan, Gran Fondo World Championships	Ocbc cycling and Malaysia century ride	Lekas, OCBC, Tour de Bintan
Ntu bike rally, century rides and other events	Yes	Taiwan, ocbc
Yes	Togo, NUS relay, Triathlon	OCBC cycle, wuling challenge, Malaysia century ride
JC, SCF events inc National Champs, ToF, MTCM, Yunnan plus many other regional road races and global MTB races	National road race, time trial	TTT, OCBC, Various Tours in the nearby countries
Bike Rally, CFAL	Criteria Races, Grandfondos	When given the opportunity only started in 2019
Ocbc cycle, Malaysia and Hong Kong cycling event so far	Meta sport event and UCI sanction events	NTU bike rally, OCBC cycles, Malaysia century rides, overseas tour
OCBC ITT	OCBC & Overseas Century Rides (Melaka, Batam etc)	Century rides in Malaysia / TriFactor SG
Yes	Ironman and local ITT	Races locally and overseas. But nowadays got no events+ how to travel
Yes	Stage race / criteriums	Ntu bike rally and Malaysia lekas highway event
Batam ride and local cycling races	Yes. Junglecross and scf series. Bali marathon & malaysia mtb jamborees	ocbc cycle, tri factor, Johor Century Ride, Persk Century Ride, Sepang Century Ride, kL Enduride, Perak Century Ride, Tour De Bintan, Tour of Friendship
ITT, TTT, OcbcCycle, Car Free Sunday URA Crit, 70.3 triathlon in Cebu, Bintan, Desaru	Sg, thailand, Malaysia , Indonesia events	Yes letape du tour, ttt sg championship
bike rally... lekas..	TTT, local and regional triathlon/ multi sport races	Jungle cross, national TTT, ITT, road race, crits, Batam, bintan, MTCM, Kepri, masters tour Malaysia
Tri events	All local races, and overseas such as tours, KOM challenge, etc	Races
Races in various places, both MTB and road	Cycosports events and others	bintan okinawa france italy poland scf jungle cross etc
Ir	Local NTU annual rides, overseas grand Fondo and group rides and uci sanction events	OCBC, jungle cross, TDB, 6 bridges

Tdb, Ironman triathlon. Local triathlon. Criterium racing. Timetrialling.

OCBC Cycle, Bromo KOM, Melaka CR

Too Many international and local races

Drcr kom, sgp nat champs

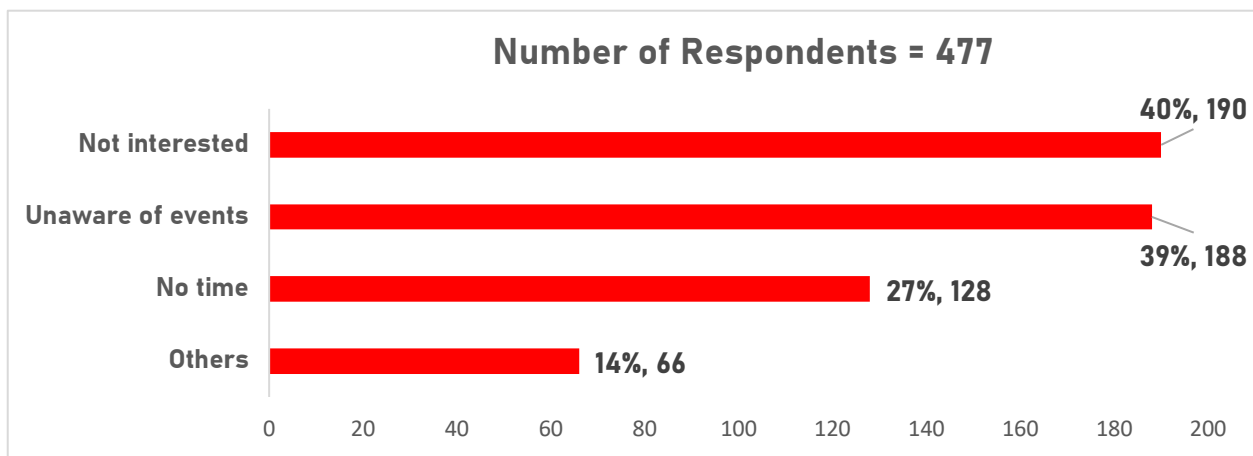
2017 OCBC National Champs, 2017 SEA Games

OCBC cycle, metasprint, jungle cross, Tour de Bintan

Yes

14. Why do you not participate in cycling events? (Select all that apply)

- a. Not interested
- b. No time
- c. Unaware of events
- d. Others (Please Specify)



Others:

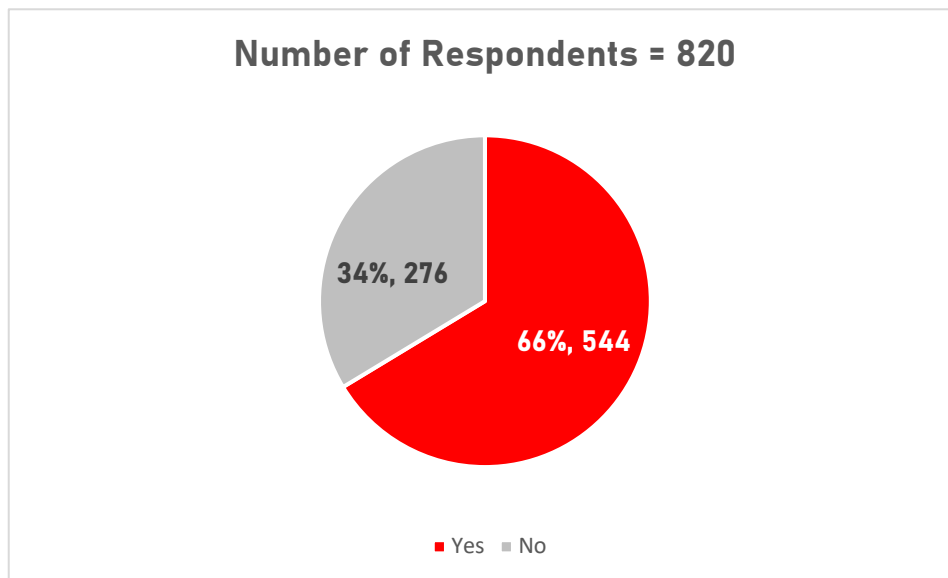
Number of Responses = 66

I cycle for leisure. Not for competition	No events/ covid	cycle for leisure and fitness only
Toddlers	Not up to competing level	Not free
Cycling is more a hobby And sport that I love and that will keep me healthy and happy. Not cycling for competitive events.	That's not my intention in riding	Unfit like the pros
Too much commercialisation	new to the sport	Too costly
I am new to cycling, just started.	CoVID19	Prefer to ride solo. For me it's fitness and escape from stressful daily life in Singapore
Some of the event are not in my category...	Too old	Maybe can consider after covid 19
Intending to Participate	Will do so once covid is done with. Cape to cape is on too if my list	covid
None currently being held in Singapore	I'm not a competitive sort of person.	Not up to the competitive level
For my own challenging not for other.	I did join cycling tour	No companions
Cost of event	Timing	Too expensive
Still new. Intended to, then covid hit	Too unfit	Not fast enough

Supporting my kids who are active with scf events.	Bo eng	Too old, too busy
New to cycling	just started cycling	Too old
Local events are too expensive	New	Not mid level friendly. ie. races are either too pro, or too amateur (dangerous)
Financial	Havne't had the oppportunity yet due to COVID	Fee too expensive especially in SG
No events due to Covid :(Prefer to go overseas ride	Limited local events
Not competitive, cycling for leisure only	So many others better than me. So embarrassing if i compete and look like a fool. Haha.	No kaki
Timings	New to cycling so have not taken part yet	Clash with work schedule
Some require payment which may be a little costly.	just joined competitively before covid happened	No MTB events
Too crowded	So far only competitive events available. I am not in it to race.	no structured grading or regular events in Singapore
Afraid of not performing well	Not yet	Not certain of individual's standard
There are no insurance for competitions. And should you get injured, you have to pay for your own medical treatments. Bunch sprinting are frigtening and a accident at 50Km/h sprint can break bones.	Ladies don't always get amateur events to compete in, it's always mixed events so when we saw who enters those competitions we have have a rough idea who would win anyway.	

15. Are you affiliated with any bike clubs or interest groups?

- a. Yes (Proceed to Q16)
- b. No (Skip to Q35)



16. Which bike clubs or interest groups are you affiliated to?

Free Response: Number of Responses = 535

Rather not say	ANZA / Allied World Racing	Facebook Group
TFR	WCR	Punggol Night Riders (PNR)
SG PCN Cyclist	Singapore PCN cyclists Facebook group	Strava
Personal group and MTB@SG	Lgl	Ace the place cc
pcn	Just group of friends that cycle regularly	Metasport
West Cyclist Group	PCN FB	NA. Wrong click couldn't BACK
Sgpcn cyclist	Folding bike club	brand related interest group
BBCSG	Nil	30forty
Own road bike group	BBCSG	facebook group
Fb PCN cyclists group	sgpcn, COGS	Local...no need to mention
Online virtual Group, if it counts. Otherwise, no.	Kopi Ride Singapore	N
a few Singapore facebook groups that are focused on cycling, e.g. LCSG	prefer not to say	CC
SG PCN Cyclist	SG PCN	Bianchi
SG PCN Cyclist facebook group	Mtb@sg	Adhoc
RnR	FB SGPCN CYCLIST	SG PCN Cyclist
Facebook groups, neighbourhood group	SG PCN cyclist	Big Tree
Bike kaki	SG PCN Cyclist	West coast rider group
Twc	Team AttitudeBikes, Rapha Cycling Club, Cafe Riders Singapore	B4L
RNR	Cycleworx	West Coast Riders
... xxx..	Facebook groups	WCR
Punggol Coast CSC - Cycling Interest Group, SG PCN Cyclist	SG PCN Cyclist	Sg pcn cyclist FB
Decathlon Cycling Club, Treknology Cycling club, Harabas Cycling Club,	SG PCN Cyclist on Facebook	Integrated Riding
Pcn fb grp	Do not wish to disclose	Wcr

Bike brand group	Mainly following FB groups, e.g. The Bromptoneer SG, Bromptonettes, Brompton Riders@SG, SG PCN Cyclist	Faber X and 10101010
A few	Northern Ladies	Team OCD
Fb cycle group	PCN Cyclist Group	Rcc, Wcr
Facebook PCN cyclist group	Brompton World travellers, Bromptoneer sg, Brompton society	ProCyclingSG
spcn	Brompton and Pikes	Newbie Triathletes SG
No	Brompton bikes	LH640
Love Cycling Singapore FB group, SG PCN Cyclist FB Group	Punggol Cycling Group	West Coast Riders
Punggol Coast CSC	SG PCN	West coast rider
CCK Cyclist, Singapore Cycling Tour, Singapore Foldies	SG PCN ; SG BIRDY	640CC
Pcn sg Facebook	Facebook Cyclists	Wonder women Singapore, wcr
Sg pcn cyclist, Singapore mtb	Non famous	West Coast Riders
Birdy and Brompton	pcn cyclist	Wcr
ActiveSG	Facebook cyclist group	Mtb
ESR	A few FB and Strava groups/clubs	Bike Labz
SG PCN	PCN cyclists	West Coast Riders
Any	SG Cyclist PCN	ANZA Cycling
Are Facebook cycling groups counted?	Birdy Bike SG	West Coast Riders
FB - SG PCN Cyclists	Friends	Anza
PCN CYCLING GROUP, PASSION CYCLING	Trek Women's cycling Project	Anza
SG PCN GROUP	SG PCN Group	west coast riders
Mtb	-	ANZA
SG PCN Cyclist	Bike groups in Face book	-
mtbsg	Sk pcn	ANZA Cycling
SG PCN Cyclist	None	ANZA, private riding group, SCF academy for my children
sg PCN	Trekology Cycling Club, Trek Women's Cycling Project	Crank Dynasty
Joyriders / Takalachia Cycling Grp	Pcn cyclist	WCR

Various	PUNGGOL COAST COMMUNITY SPORTS CLUB (CYCLING)	Barrels, west coast riders
TWC	Anza	Work Cycling Group
Burkam	Pcn rider	West Coast Riders
Most Facebook cyclist group	Birdy bikes Singapore ckub	Team AWE(All Wheels Evolution)
Bike Kaki/TWC	NA	AWE
MTB@SG	sg pcn cyclists, easy spinner rider	❤️ Cycling SG Facebook Group
RnR	Northern Riders, Sava group.	Love Cycling SG
BIKE KAKI, TWC, WCR	Singapore Prison Cycling team	.
LGND	SGP Folding Bike and PCN Cyclist	Swtc
R&R	SG PCN Cyclist	matadorRACING
RnR	Sg PCN	Awe
RnR	PCN cyclist , MTB SG, love cycling SG	West Coast Riders
Fat bike singapore	Sg pcn cyclists	Singapore Women's Triathlon Club, ANZA Cycling
West Coast Rider	PCN Cyclists	Team AWE (All Wheels Evolution)
ANZA	many	LCSG
NA	PCN Cyclists, Singapore Folding Bikes, SAVA carbon bike group.	CCK CYCLIST
wcg	SG PCN Cyclist (FB Group)	Mbg
CyclingTraining.cc & West Coast Riders	pcn	Wcg
-	sg pcn cycling	West Cyclist Group, WestCoast Jurong Bike Crew, Team All Wheels Evolution (AWE)
Local Cycling Club	IAEC -Admiralty Cycling IG	West Cycling group
.	SG PCN Cyclist on FB	All Wheels Evolution
Joyriders	PCN cyclist	none, selected wrong option
MetaSport, The Brompton Sg	Ck	Team AWE
WCR	PCN SG Facebook Group	West Coast Riders, Wheels with Friends and family Lake Odessey Riders
Prefer not to say	Sg pcn group in fb	Track
SCF	Local cycling enthusiast groups. Love cycling SG, Dahon society, Singapore Cycling Community, Folding Bikes SG, Cycling Singapore, Singapore Foldies,	ANZA

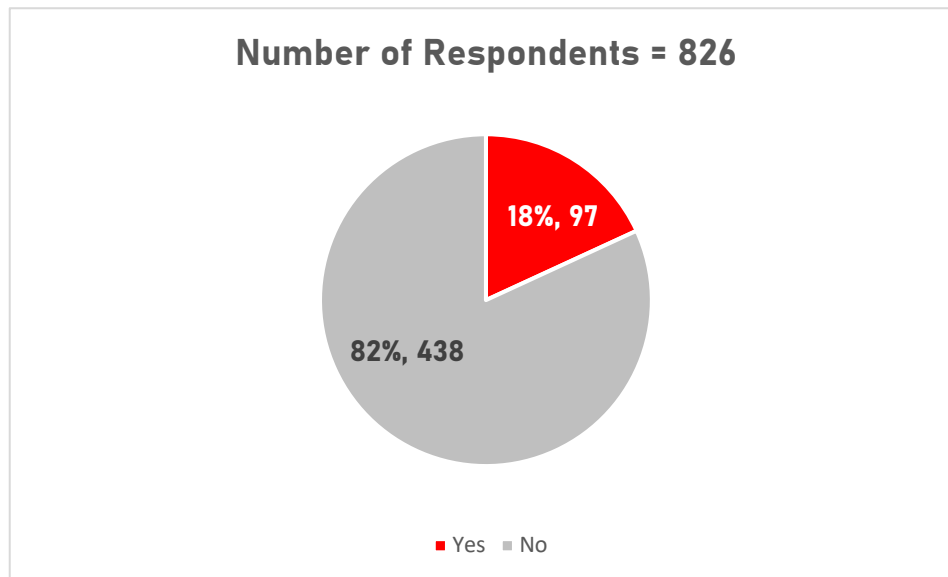
Wcr	Facebook Groups for PCN & MTB	TFR
Tfr	FB's SG PCN Cyclist and SG Foldies	Local
SMUX Biking	Anza	scf nds
Wrong answer at Q16	Bromptoner	West coast riders
Sg pcn cyclist, uncle sunday club	Santa cruz	WCR
cck,wcr	PCN SG Cyclist	RCC, Credo Endurance, COS Coaching
Some cycling groups	Sg pcn	Fugu, Trilab, DawnRiders, chain gang
west coast riders	Facebook - SG PCN bike club, Fulgaz FB group,	WCR, tfr
WCR	The Deceptive Cyclist	Wcr
Westcoast Riders	Rapha cyclong club	ANZA
West coast riders	SG PCN Cyclist	LoveCyclingSG
Own interest group	WCR	West Coast Riders
West Coast Riders	SG PCN	ANZA and Women's Cycling Project
Wcr	Foldies group , MTB group	Mostly in Strava
R	PCN Cyclists forum on Facebook	West Coast Rider & Singapore Women's Tri Club
SG PCN and Ladies on Spokes (LOS)	Togoparts	CCK cyclists
Sentosa Cycling Friends	Sg pcn cyclist	West Coast Riders
West Coast Riders	SG PCN Cyclist	TFR
Wcr	Sg pcn	Cck cyclist
Integrated Riding	PCN cyclist Facebook groups	RCC, Dabber
INtegrated Riding	SG PCN Cyclist	Several
T3	Sava group	ANZA Cycling
Integrated Riding	SG PCN CYCLIST	wcr cck
Team 29er	own group	cck cyclist
.	West Cycling Group, SG PCN Cyclists	---
Cck cyclists	JR, WCR	DabberMash, Integrated Riding
ANZA	West Coast Riders	Cycling training.cc
WCR	MyBikeGroup	Integrated Riding, Cranks, RCC

ANZA	West coast riders, team midpoint	The Dabbers
MTBSG, SG PCN Cyclist, SG Cycling Community....	WCR, MBG	Several
West Coast Riders	Wcr	Allied World Racing
West Coast Rider, Wheel with friends, TFR, MyBike Group	ANZA, WCR, RTFI	Harabas
CCK Cyclists	WCR	Greyhounds
ANZA CYCLING	West Coast Riders	Ironman
UBG (Houston) , Strava, Zwift, ANZA	Integrated Riding	Integrated Riding
ANZA Racing	WCR, Team Midpoint	Na
Anza Cycling	Anza, The RebElles	Integrated
ANZA	Eastern	CyclingTraining.cc
CCK , shimono	LCSG	Integrated riding
ANZA	Group of friends	a team
West Coast Riders	West Coast Riders, Joyriders	ANZA Cycling
CCK cyclist	Integrated Riding	FBC, Ketam Kings, C&C
Cck cyclist	West Coast Riders	WEST COAST RIDERS
Anza	West coast riders	Anonymous
Private	Club RTFI	Piston, Break the Cycle Sg
West Coast Riders and Barrels Riding Club	West coast riders, Dawn riders	Gravel and pcn cycling groups
Choa chu kang	Integrated Ride, ANZA	TFR, VeloVelo
Choa Chu Kang Cyclist	WCR	Integrated Riding. Rapha cycling club. UCycle.
wcr,cck,	West coast riders	Joyriders, Gowes SG-ID
CCK Cyclists	West coast riders	RCC and West Coast Rider
Cck cyclists	Newbie Triathletes and WCR	SG PCN Cyclist, MBG
Cycleworx	WCR	Integrated Riding
CCK cyclists	West Coast Riders	Bikelabz
CCK Cyclist	Rapha, RTFI, Share The Road	SCF BMX Academy
WCR	CafeRiders	ANZA, integrated riding

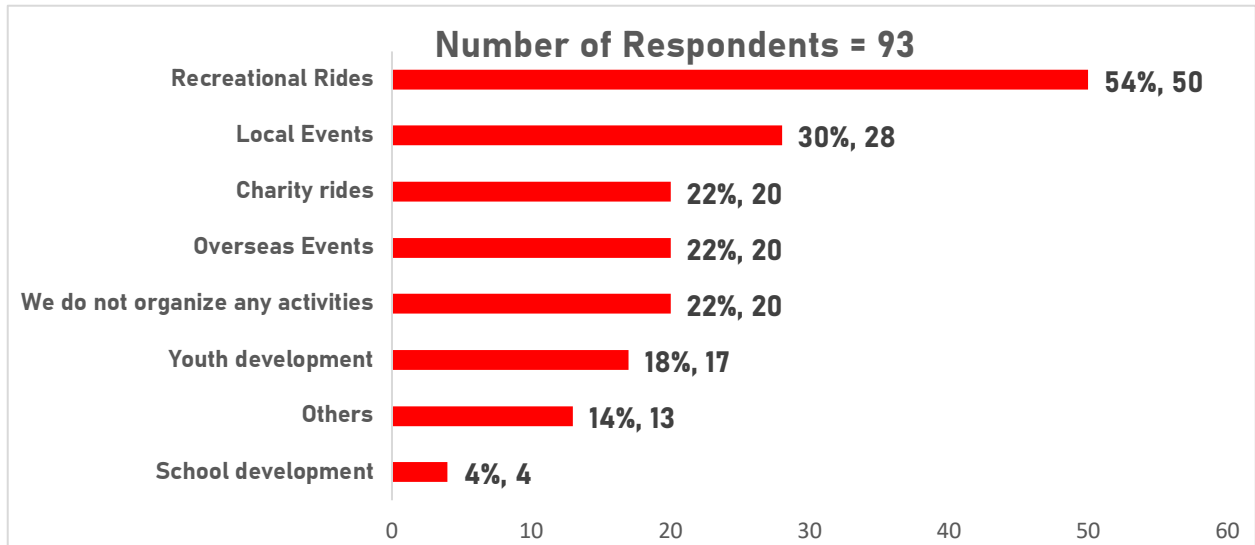
chek pang	WCR	TFRiders
CCK Cyclists	West Coast Riders	In confidence
Epic Cyclists Group; Team Midpoint	West coast riders	Coached (Triathlon)
-	West coast riders	n/a
WCR	Wheels with friends	Nil
Cycling Training CC	West Coast Riders (WCR)	West coast riders
Tfr	West Coast Riders	Twc
A simple small whatsapp group for old timers. Currently less than 10 of us just discussing about cycling.	TFR and Terai Melayu	SCF
West Coast Riders (WCR)	West Coast Riders	West coast riders
A Private Cycling Group that meets once a week	TWC racing	RTFI, cranks
West coast riders	Integrated Riding	WCR
Wcr	Integrated Riding	Anza, Cranks, Dabber
West Coast Riders	West coast riders, Westie	GH
Wombats	IR, TFR	West Coast Rider, HKCC@SG , Joyriders
Corporate Cyclijng Club	A few	Integrated cycling community/Krol/LCSG
West Coast Rider (WCR)	WCR, Kopi Riders, Dabbers	Legends
Garciaestteam 30forty	Caferiders.sg	Anza
YTR	rapha	TRAIL+
Bianchi singapore	Anza	Numero Uni
WCR	CCK Cyclists	Wwf, wcr, tanoshi
RCC, ANZA, WCR	Integrated riding	Bikelabz
TFR	BUGS - Bianchi User Group Singapore	ANZA Cycling
TEAM HARDING	WCR	Anza, barbarians
Team Fugu (it's a small group)	WCR	Ucycle, Fazzbike
Birdy Bike Club Singapore	CafeRiders.Sg	Do not wish to disclose
WCR	Bike Kaki	WCR, Avid Rider, Wild Hogs, SG PCN Cyclist
Team Force Riders or TFR	West Coast Riders	RSB
WCR	SG PCN Cyclist	WCR
CyclingTraining.cc	Tfr, bugs, WCR	TWC
Team force rider	WCR	Newbies, SBRA groups, Beer riding
Integrated Riding Club	West Coast Riders	WCR, Cycleworx
TFR riders, canyon, strava, garmin.	WCR	Punggol Coast CSC - Cycling Interest Group
ANZA, West Coast Riders, JoyRiders, Trinergy	BUGS, TFR, Rapha	Integrated Riding
West Coast Riders	BUGS	CCK wcr
Rapha, TFR	West Coast Riders	Many
Anza	West Coast Riders	West Coast Riders
Bike Kaki	West Coast riders	Fugu
TFR	West Coast Riders	Allied World Racing Team, ANZA Cycling

RTFI	WCR	Team 29er
WCR	Cycletraining.cc, Rapha cycle club	Allied world racing, ANZA
matadorRACING	WCR	Anza and allied world racing team
integrated riding	WCR	WCR
Integrated Riding	West coast rider	Cafe Riders Sg
ctcc	West Coast Riders and Wheels on Fire	Mountain GOATS
-	wcr cck	RTFI CC
WCR, LOR, MBG	West Coast Riders(WCR)	West Coast Riders
Joy riders n west coast riders	West Coast Riders	West Coast Riders
Entro Cycles Club	WCR	West Coast Rider
WCR		

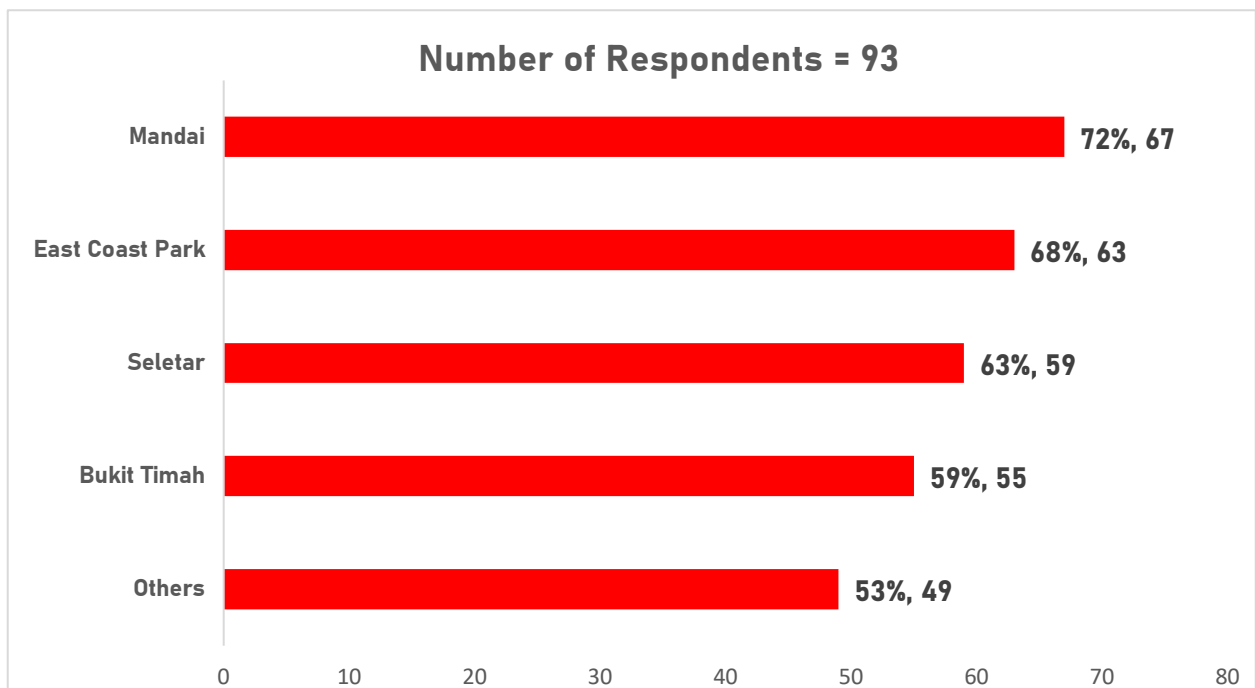
17. Are you part of the bike clubs/interest group admin or management team?
- Yes (Proceed to Q18)
 - No (Skip to Q35)



18. What are some of the activities organised by your club/interest group typically in any one year? (Select all that apply)
- Youth development
 - School development
 - Charity rides
 - Local Events (Please Specify)
 - Overseas Events (Please Specify)
 - Recreational Rides (Please Specify)
 - We do not organize any activities
 - Others (Please Specify)



19. Which locations are used frequently by your bike/interest groups for recreational activities or training? (Select all that apply)
- a. East Coast Park
 - b. Mandai
 - c. Seletar
 - d. Bukit Timah
 - e. Others (Please Specify)

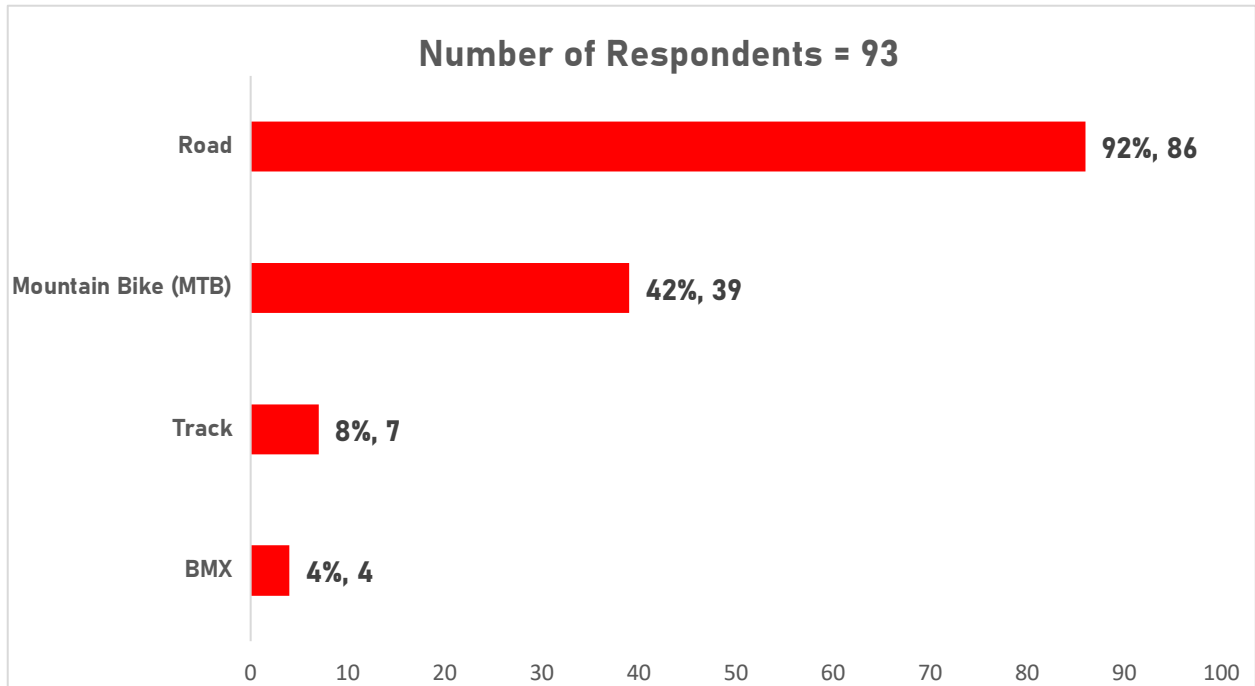


**Others:
Number of Responses = 48**

Lim Chu Kang	No fix location	Everywhere
Round the Island	Ubin	All parts of Singapore
Round Island	Western ridges	Neotiew lim chu kang
Changi village, Marina Barrage, TMCR	East & west route	Anywhere and everywhere in Singapore that you can get to on a bicycle. We aspire to highlight the beauty of cycling in Singapore.
Sentosa	Round island	Kranji
Tmcr	Entire Country	Bartley tmcr Kranji tuas
LIM CHU KANG	Turf City jungle Cross	kranji, Tuas, NTU, NUH
Ubin	Sentosa	Kallang McDonald's
All over SG	Sentosa	Pulau Ubin, T15, TCMR
TMCR	West coast highway	Sentosa, West Coast, TP1 at Tuas, Coney Island, Round Island Network
All over the island	West side of sg	PCN and Round Island
TMCR, RTI, Bukit Timah	Kranji, Changi Villge	No specific. Can be anywhere
West Coast , Lim Chu Kang, other roads...	The whole of Singapore	Singapore roads
TMCR	Lim Chu Kang Rd	The whole island....
Thompson, Lim Chu Kang, Kranji, Tanah Merah, Chestnut, Kent ridge, pulau ubin, rifle range road, turf city	Round island; Lim Chu Kang	RTI routes
PUNGGOL, TMCR, MBS	We rode round the island	Clementi, LCK, Kranji, Punggol, Sentosa, West Coast Highway, SBV, Pepys, Mt Faber

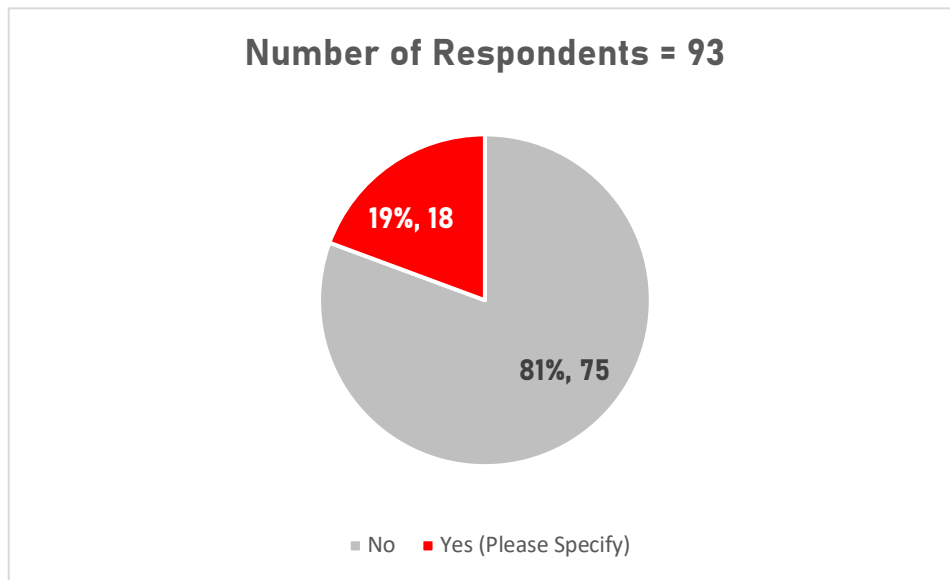
20. What cycling disciplines does your club/interest group participate in? (Select all that apply)

- a. Road
- b. Mountain Bike (MTB)
- c. Track
- d. BMX



21. Have you organised Local/Regional/International Competitions or cycling events?

- a. No
- b. Yes (Please Specify)



**Yes:
Number of Responses = 16**

Penang CFAL

Weekly rides

Share the Road Criterium

Shimano events

Don't Know

Water Day rides from west

TSG Fellowship Ride

URA, Jungle Cross, Kepri, Barelang

Ocbc cycle

Inter Dept MTB race

Group riding

Criterium in johor

Standard Chartered 160

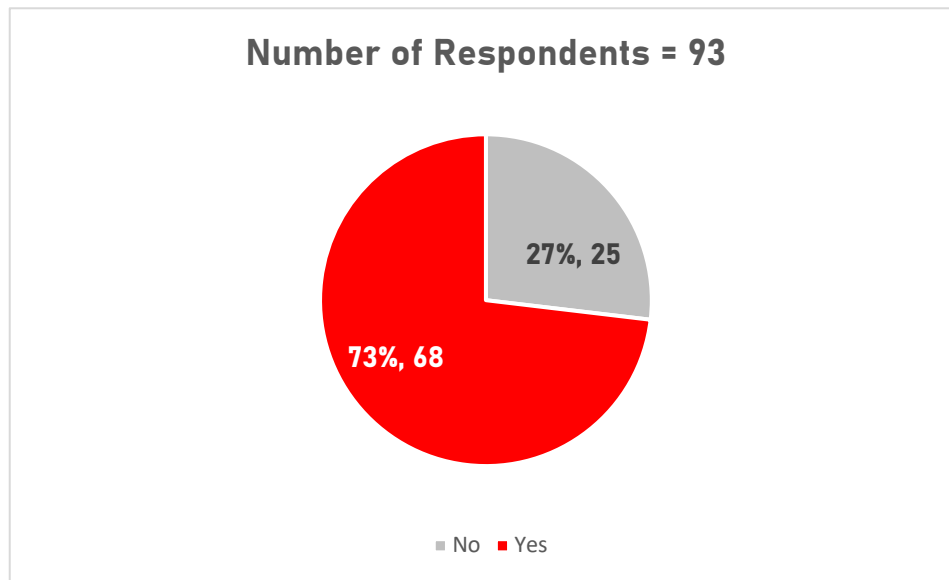
Lekas Highway

Some years back - criterium, itt , tt

Helped with SCF events and charity events

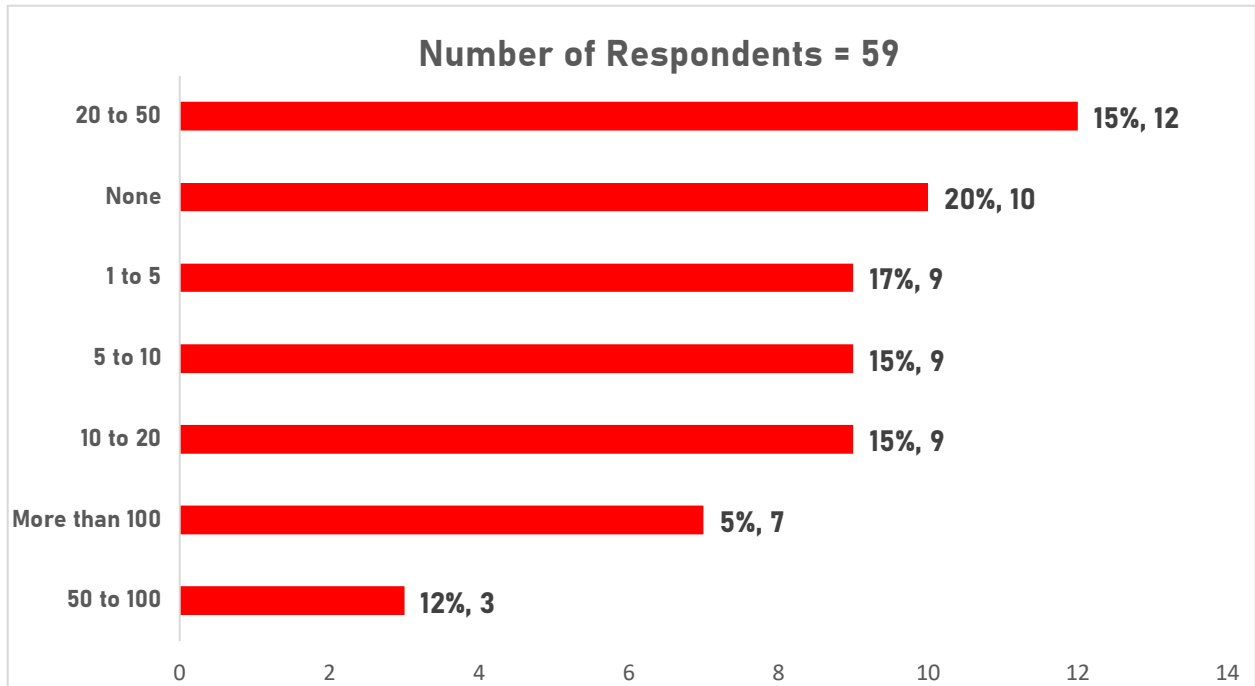
22. Do you have a pool of active and competitive cyclists in your club/interest groups?

- a. No (Skip to Q26)
- b. Yes (Proceed to Q23)



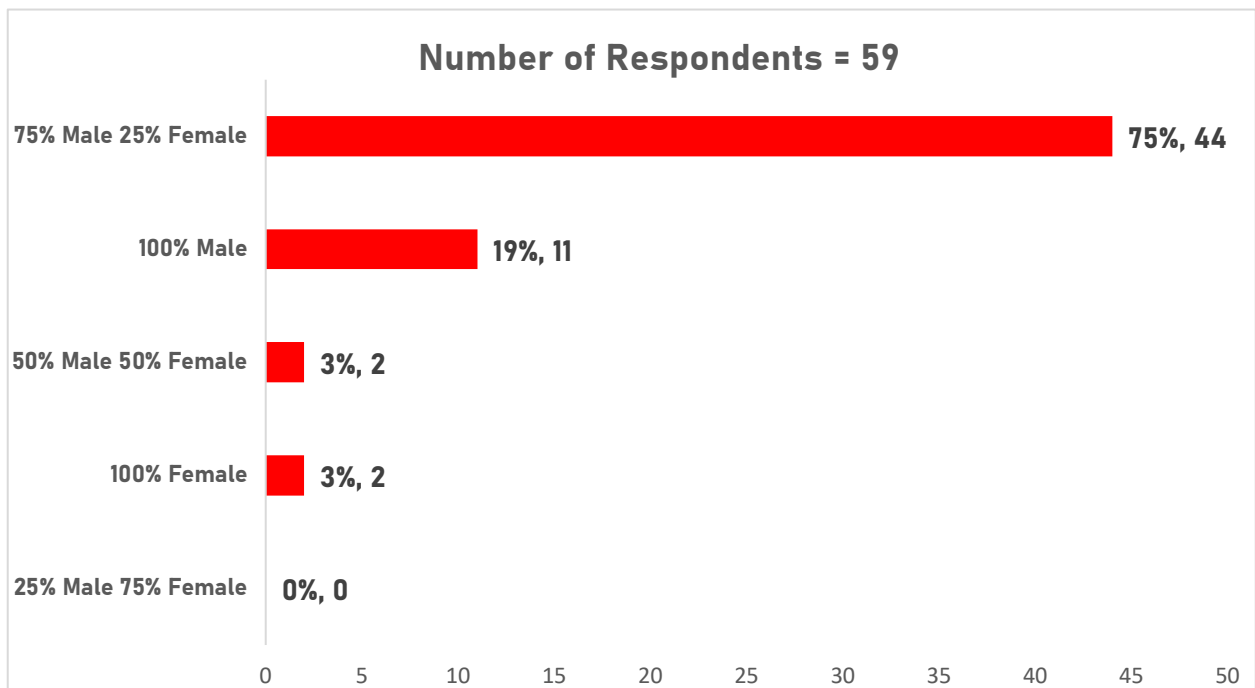
23. How many competitive cyclists are registered with you?

- a. None
- b. 1-5
- c. 5-10
- d. 10-20
- e. 20-50
- f. 50-100
- g. More than 100

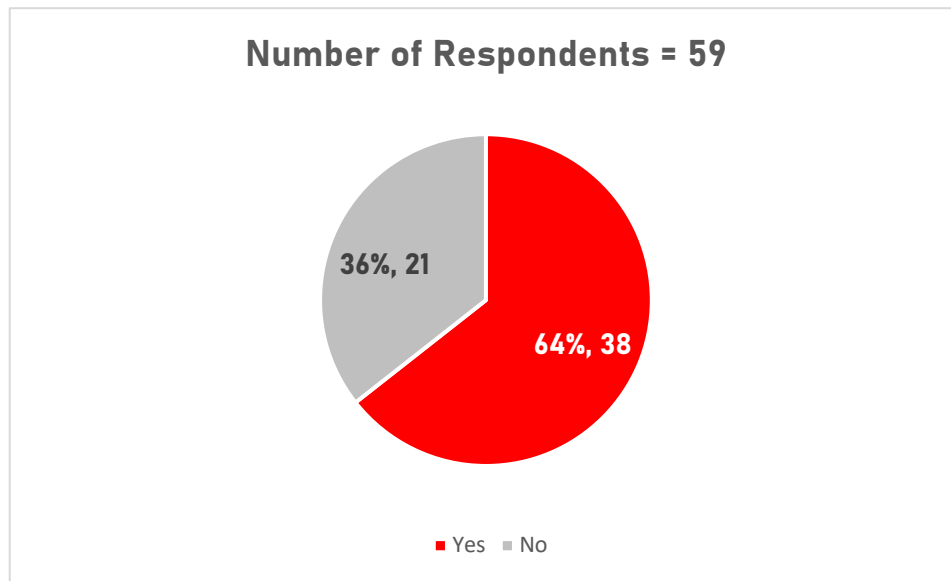


24. What is gender breakdown of your cyclists (Choose the closest answer)

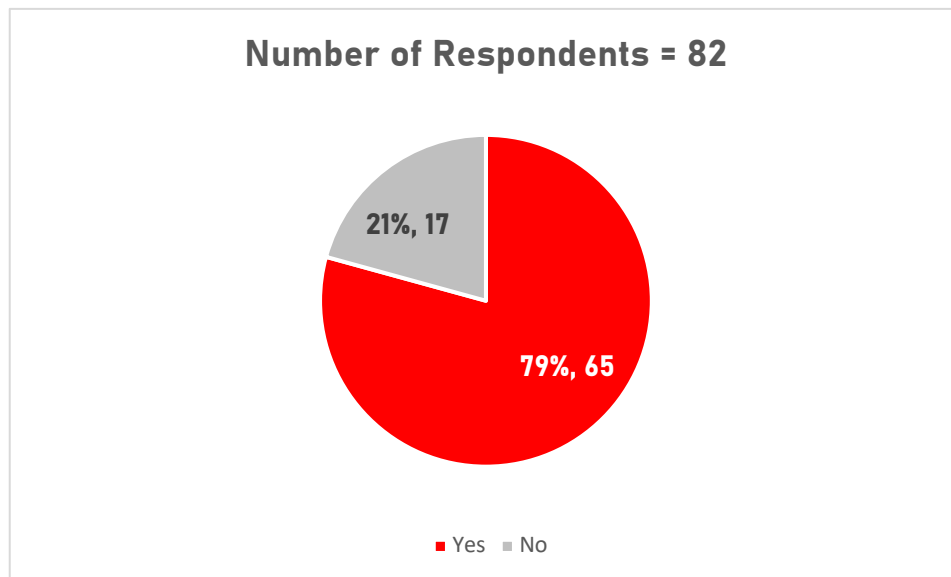
- a. 100% Male
- b. 75% Male 25% Female
- c. 50% Male 50% Female
- d. 25% Male 75% Female
- e. 100% Female



25. Do your competitive cyclists take part in SCF organised or sanctioned races?
a. Yes
b. No

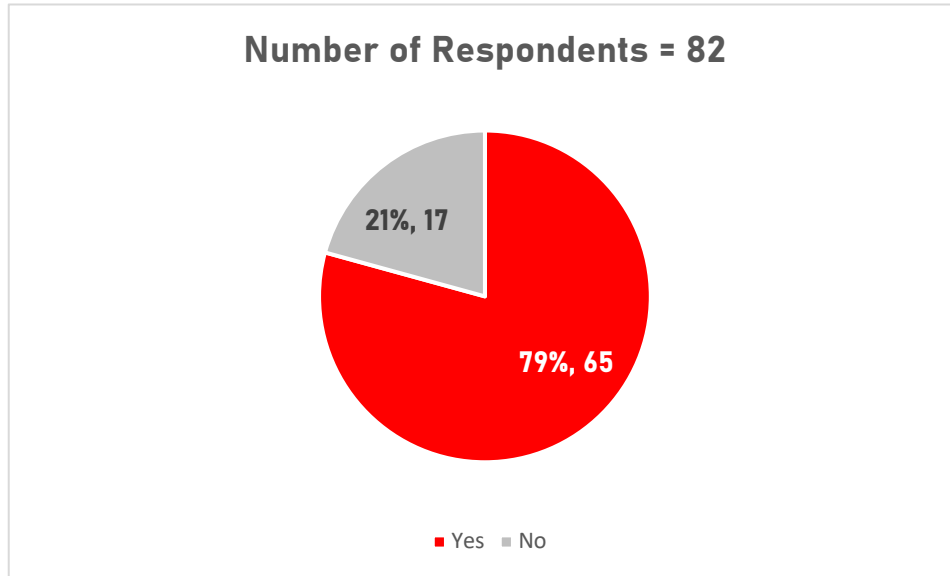


26. Does your club/interest group have a set of jerseys and bibs?
a. Yes
b. No



27. Has your club or interest group introduced, or organised activities aimed at enhancing road safety in the past? If so, could you please share on what has been done (for e.g. educational workshops, cycling clinics, participation in SCF organised courses)

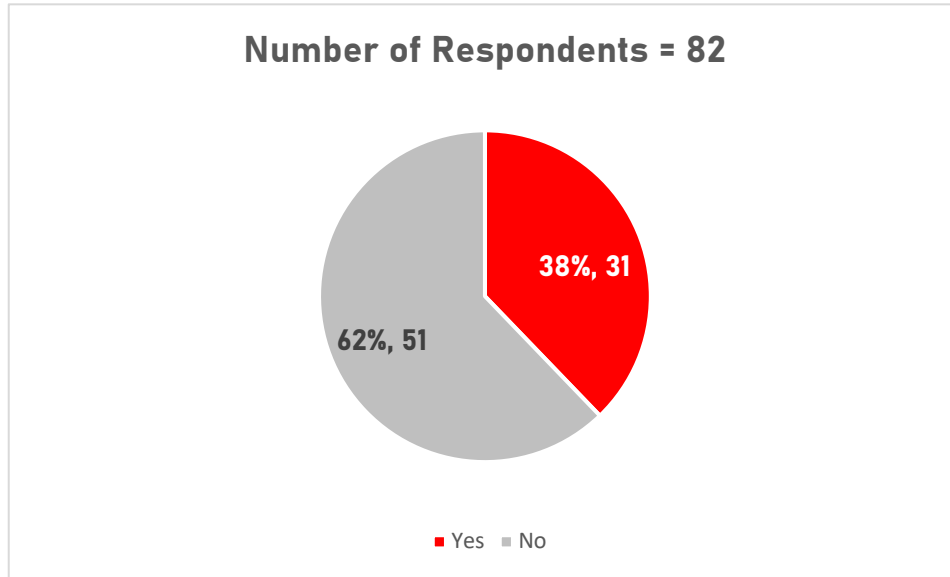
- a. Yes
- b. No



**Yes:
Number of Responses = 29**

Weekly rides we reinforce road and group riding discipline. We have done our own bike handling workshop as well	Ongoing road confidence session for new road riders to share about road cycling basics. Formation riding, road safety, road riding etiquette, hand signals etc	Newbies familiarisation and introduction to road cycling rides
Just read and share the road cycling rules in Singapore	We always do inductions before people join as members / our regular rides	Education workshops and bike skills
First aid, CPR/AED , Shimano basic bike maintainance,	Workshop, ActiveSg	Monthly induction (intro) rides, skills sessions
We are doing safety and general briefings before start off Cycling.	SCF outreach to public on URA Car Free Sundays	Club training
Share cycling etiquette during rides and promote safe cycling	Bicycle maintenance & bicycle handling skills	Internal safety tips and riding
Group rides to educate and expose members on good road safety tips and tips on riding as a group	Club rules and guidelines	Bike maintenance workshops, intro to group riding sessions
Quizzes on road signals and usage, frequent sharing on fb	Educational workshop: bike handling skills sessions	Cycling together activities for new road riders
Share the Road Campaign	Share the Road worked with SCF, LTA, SPF on educational material. We also launched the Share The Road campaign which was grassroots developed pro-bono by members and supported by Mediacorp with over \$1m of free media space	Internal training for beginners
Bike maintenance workshops, intro to group riding sessions	Internal training for beginners	Within the club as far as I know, cycling rules in groups for safety.
Cycling together activities for new road riders	Within the club as far as I know, cycling rules in groups for safety.	

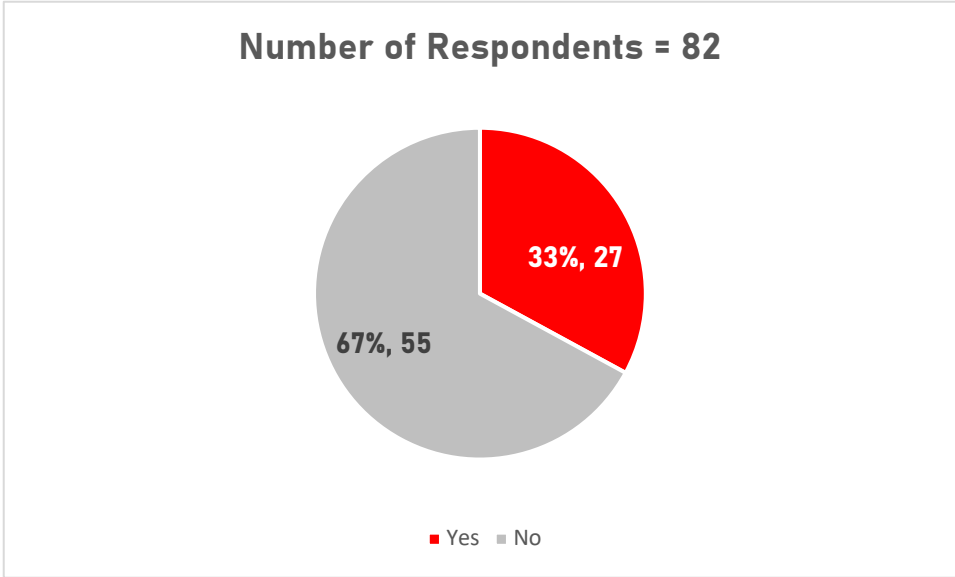
28. Has your club or interest group organised or participated in community outreach and charitable cycling events? If so, could you please share the type of activities your members have been involved in (e.g. Ride for Rations, Habitat for Humanity's Cycle out Poverty, NKF cycling for funds etc)
- No
 - Yes (Please Specify)



**Yes:
Number of Responses = 19**

ride for rations	Ride for rations	Charity ride organised by Bike Settlement
To make awareness of healthy life style for our residents and friends.	Supporting charities affiliated with the races	Ride for Rainbows
Ride for Rations and NKF	A lot focuses around Aidha	Individuals have
Similar to Ride for Rations, delivery of donated supplies to the needy	Cycling for Love	Too many to list
Ride for rainbows	KDF Millennium Ride	Individual riders as far I as I can remember
NKF epic ride	Ride for rainbows	Ride for Rations, Ride n Blade, and a few others
Cycling without age, car free Sunday, Cycling for Cycles, Aidha		

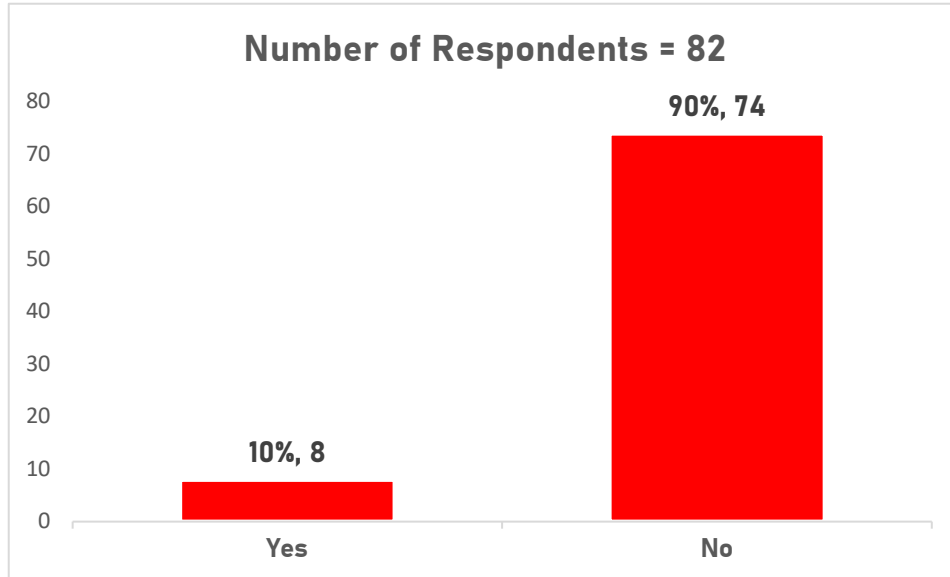
29. Would your club or interest group be organising an outreach or charitable event in 2021? If so, could you please share the details of the event you are planning for (name of event, date, time, venue, key objectives)
- No
 - Yes (Please Specify)



**Yes:
Number of Responses = 12**

- | | | |
|---|---|-----------------------|
| Work in Progress | KIV due to Covid pandemic | Sure |
| Due to Covid not confirmed | Looking at a team Everesting Charity event | Up for discussion |
| Potential collaboration with ActiveSG clementi for yearly round island ride | Not sure | Cycling For Love 2021 |
| We raised funds for Kodie, a therapy horse | In the midst of planning but subject to COVID restrictions. | No specific plan yet |

30. Are you registered with the Registry of Societies? If yes, please state your year of registration.
- a. No
 - b. Yes (Please Specify)



**Yes:
Number of Responses = 3**

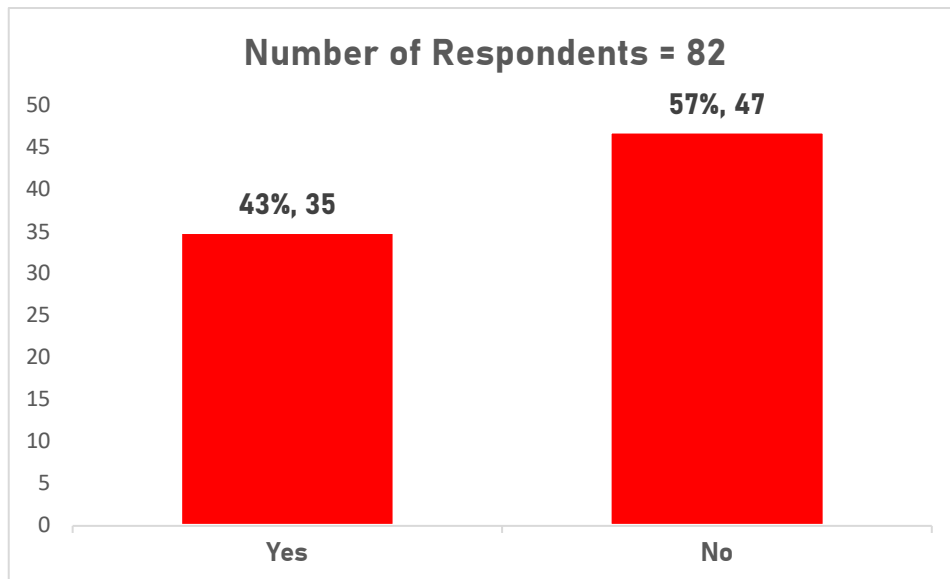
Can't remember off hand

Don't know

Our umbrella association is registered with ROS in

31. Is your club/interest group managed by a Management Committee? If yes, how many members are there in the management committee?

- a. No
- b. Yes (Please Specify)

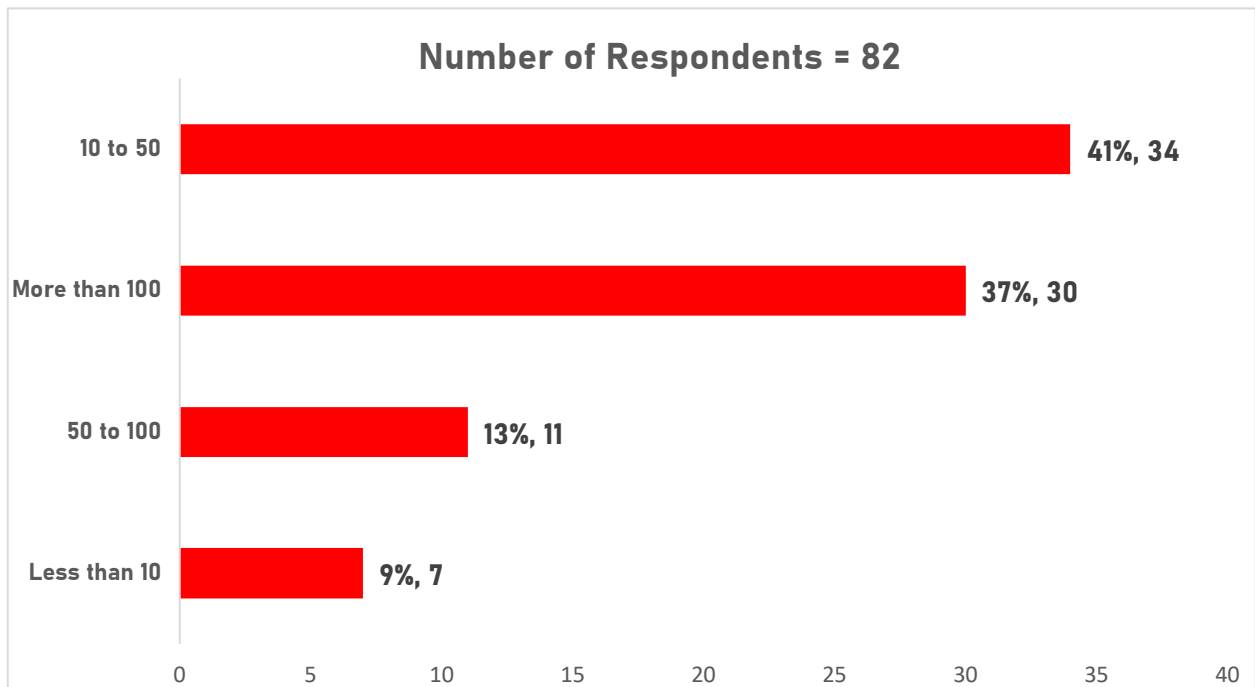


**Yes:
Number of Responses = 28**

2	Unofficial admins	4
8	8	6
11	I think 5	4
4	8	3
4	12	3
6	8	3
6	6	8
5	13	5
3	4	5
5		

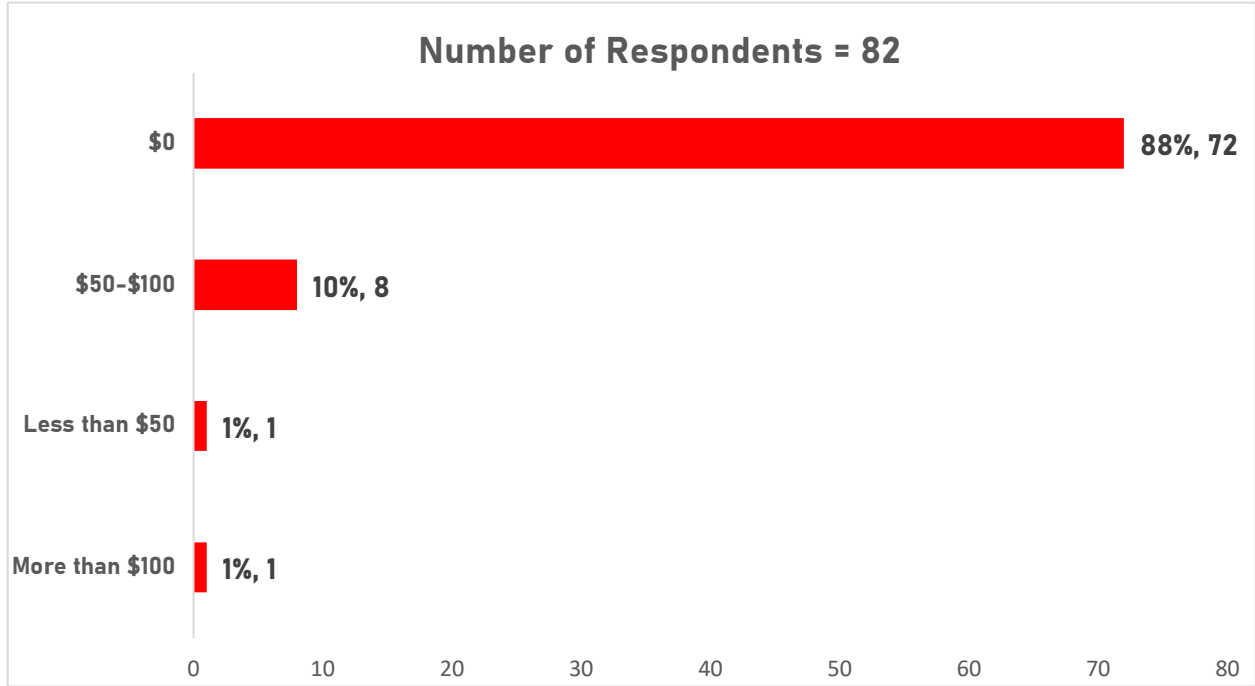
32. How many registered members does your club have?

- a. Less than 10
- b. 10 to 50
- c. 50 to 100
- d. More than 100



33. What is your annual membership fee, if any?

- a. \$0
- b. Less than \$50
- c. \$50-\$100
- d. More than \$100



34. If possible, please share with us the website/social media links of your cycling club/interest group

Free Response:

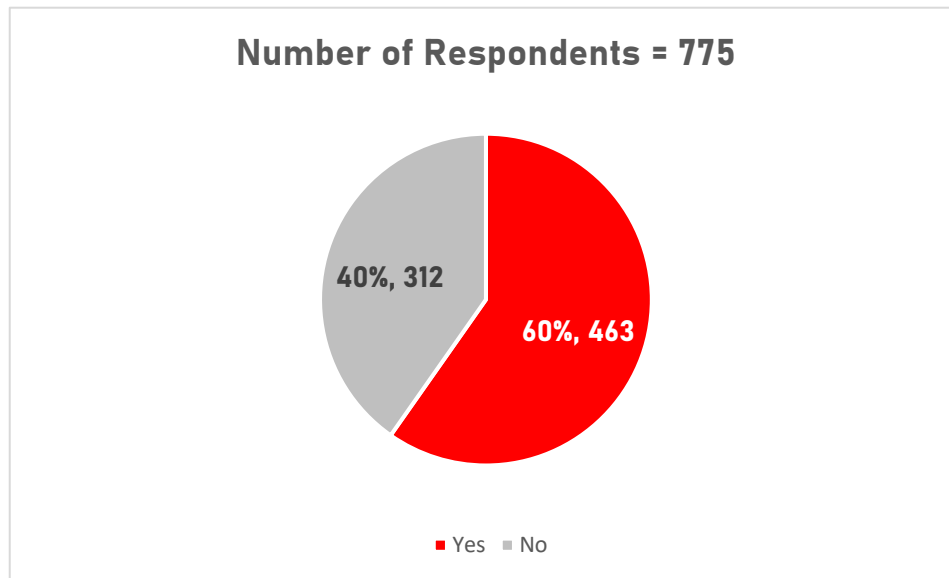
Number of Responses = 36

ESR on Facebook	Www.Cycosports.com	Team twenty9er
BIKE KAKI, TEAM WEST COAST	Team AWE on Whatsapp	Alliedworldracing
Lgnds.cc (Instagram)	Email xavierchow0412@gmail.com for more information	https://www.facebook.com/AnzaCycling/
Ladies on Spokes (LOS)	ANZA Cycling	Www.integratedriding.com
Missing Link Cycling Group	Www.Facebook.com/CCKCyclists	Facebook.com/breakthecyclesg
SG PCN Cycling	Facebook Group: Epic Cyclist Group	www.facebook.com/teamforceriders
-	https://instagram.com/cyclingtraining.cc?igshid=1rcnn1fga4wl	Not active currently but you can check in FB or LCSG group. We also participate in their event as Safety Angels

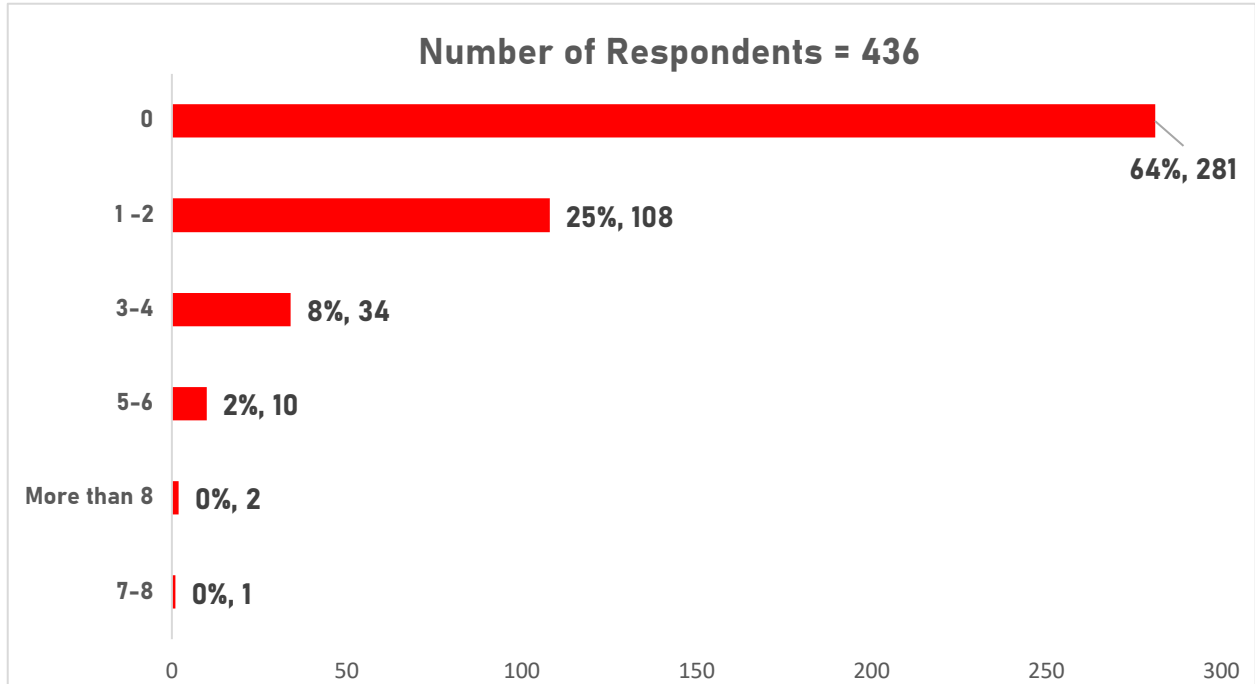
https://www.facebook.com/groups/127098895718215/	https://www.facebook.com/teamforeriders/	Fb sg pcn cyclist
Informal Watsppgroup	https://www.facebook.com/matadorRACING	Both are private group by invitation only. Communicate on Whatsapp
VETRI IAEC -CYCLING INTEREST GRUOP	@Caferiders.sg on IG	Search Wonder Woman sg
Facebook Group SG PCN CYCLIST	https://anza.org.sg/sports/cycling/	https://www.facebook.com/sharetheroad.sg/
West coast riders on FB	Caferiders.sg -ig handle	@caferiders.sg on instagram

The next section (approx. 5min) aims to explore your sentiments towards the Singapore Cycling Federation (SCF).

35. Are you previously aware of the Singapore Cycling Federation (SCF)?
- Yes (Proceed to Q36)
 - No (Skip to Q47)

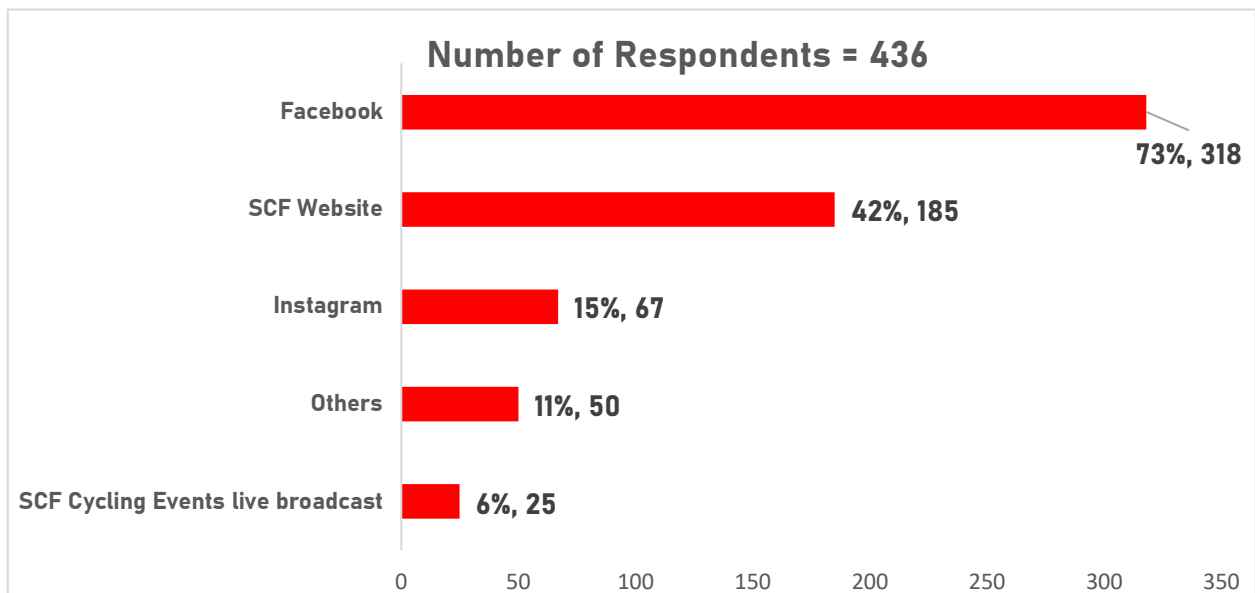


36. On average, how many cycling events organised by the Singapore Cycling Federation (SCF) are you involved in each year?
- 0
 - 1-2
 - 3-4
 - 5-6
 - 7-8
 - More than 8



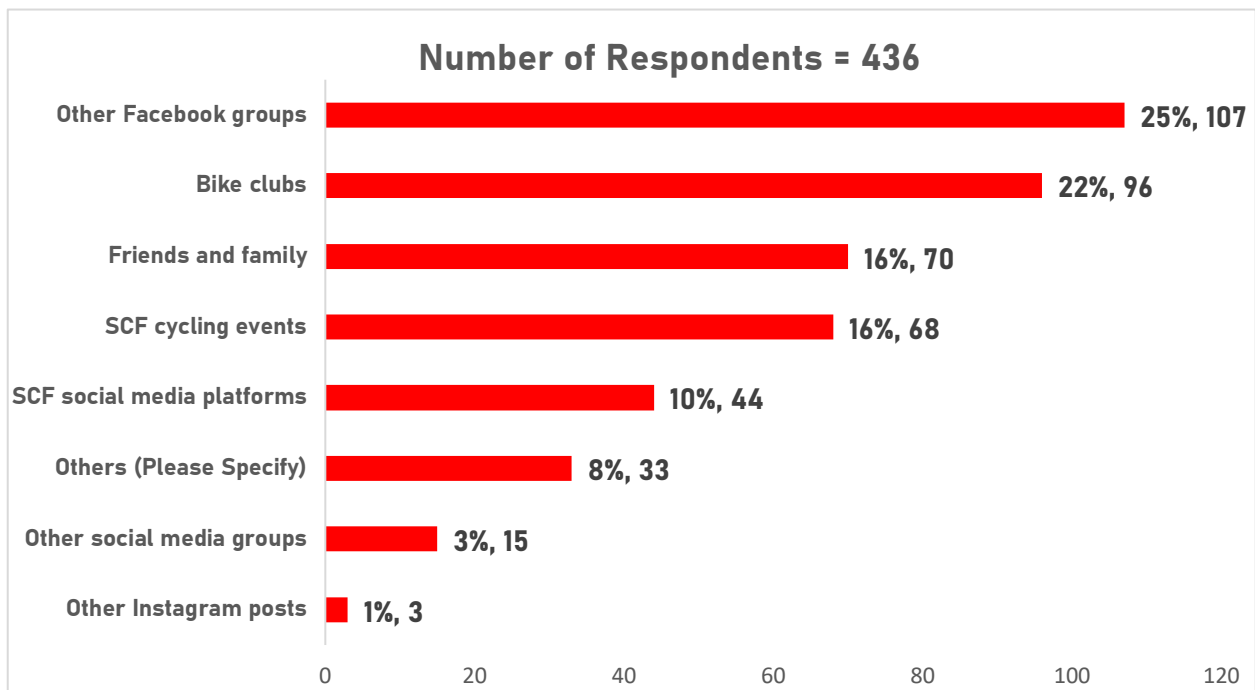
37. Which of the following SCF platforms have you visited? (Select all that apply)

- a. Facebook
- b. Instagram
- c. SCF Website
- d. SCF Cycling Events broadcast
- e. Others



38. How were you first made aware of the SCF?

- a. SCF cycling events
- b. Bike clubs
- c. SCF social media platforms
- d. Other Facebook groups
- e. Other Instagram posts
- f. Other social media groups
- g. Friends and family
- h. Others (Please Specify)



Others:

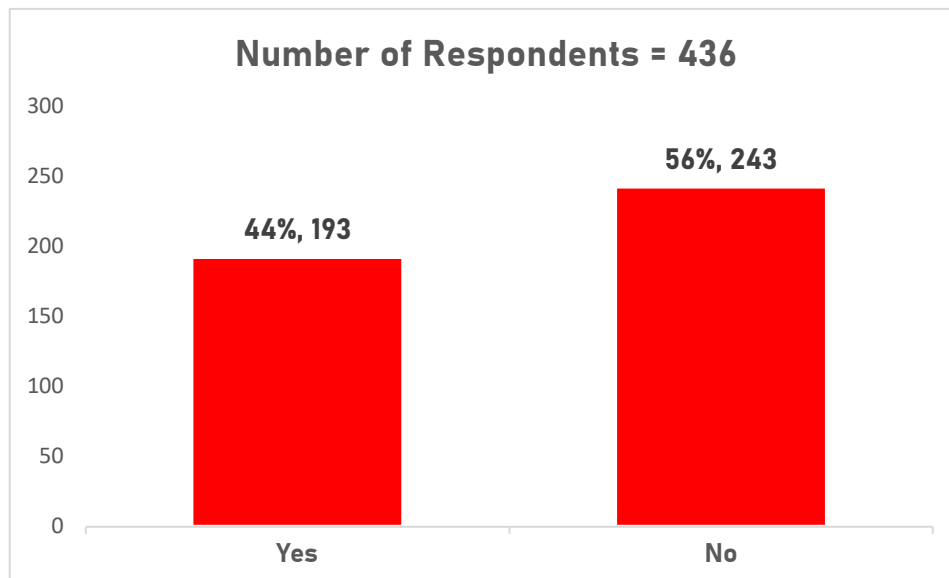
Number of Responses = 33

News	My own Internet search	Internet search for cycling rights
Your survey	Not sure	The cycling community
it exists	tampines bike park	Googles for events

Searched for related training courses which was featured in SCF	On mass media	When during covid, they started to publicise cycling policy to cycle within the neighbourhood. I lived in Hougang and i work in Changi Business Park. The policy was not the appropriate. It assumed that cycling is recreational. I objected and wrote a negative review of their policy and even explained that their policies are not realistic.
SEA Games	needed a race license	News. Newsfeed.
Came across via internet	OCBC CYCLE SINGAPORE	not sure
YOG volunteer for Cycling Event	Ocbc cycling	Was looking for BMX courses for my 4 yr old back then
news	Web	Ocbc cycle evenr
website	Word of mouth	Long Time Ago by word of Mouth
Heard before	This survey	Newspaper
YouTube	Used to race in SACA (now SCF) sanctioned events	News articles

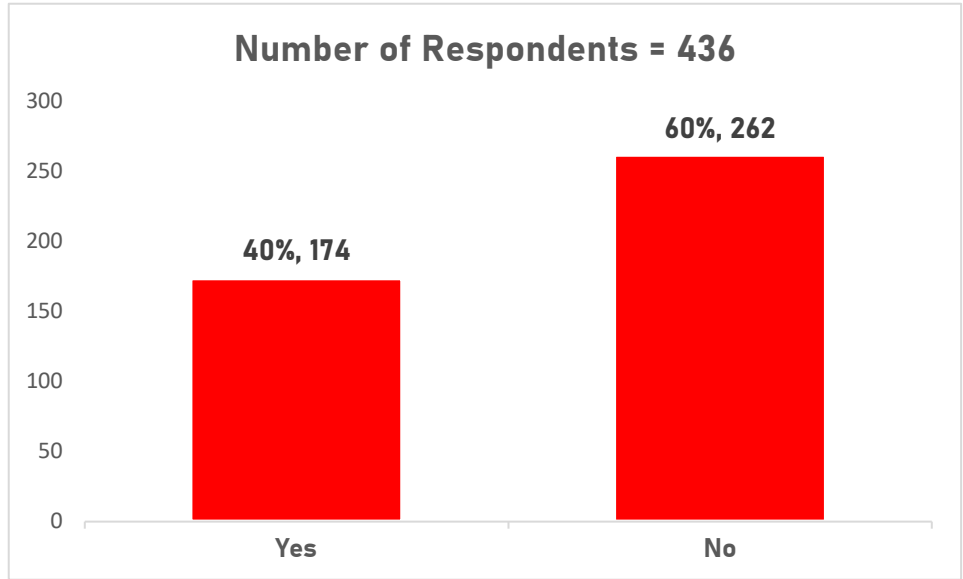
39. Are you aware that SCF regularly organises Safe Cycling courses and workshops?

- a. Yes
- b. No



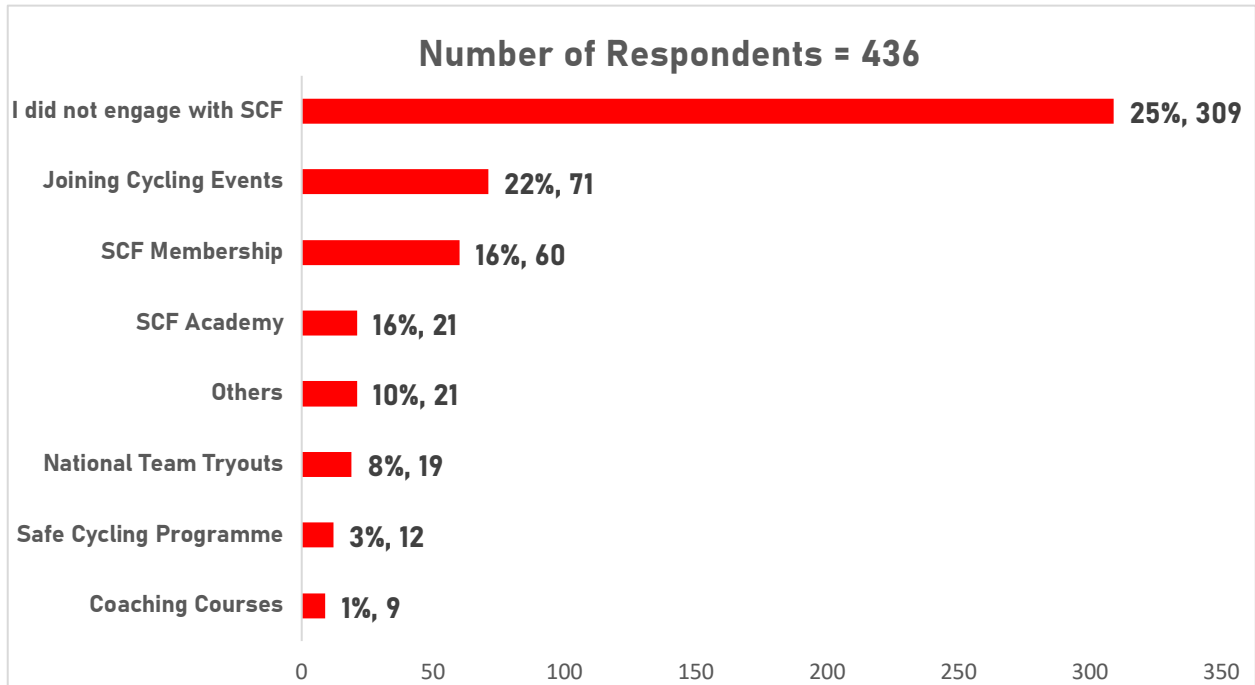
40. Would you be willing to be enrolled into these workshops?

- a. Yes
- b. No



41. How have you engaged with the SCF in the past? (Select all that apply)

- a. I did not engage with SCF
- b. Safe Cycling Programme
- c. SCF academy
- d. Joining Cycling Events
- e. SCF membership
- f. Coaching Courses
- g. National Team Tryouts
- h. Others (Please Specify)



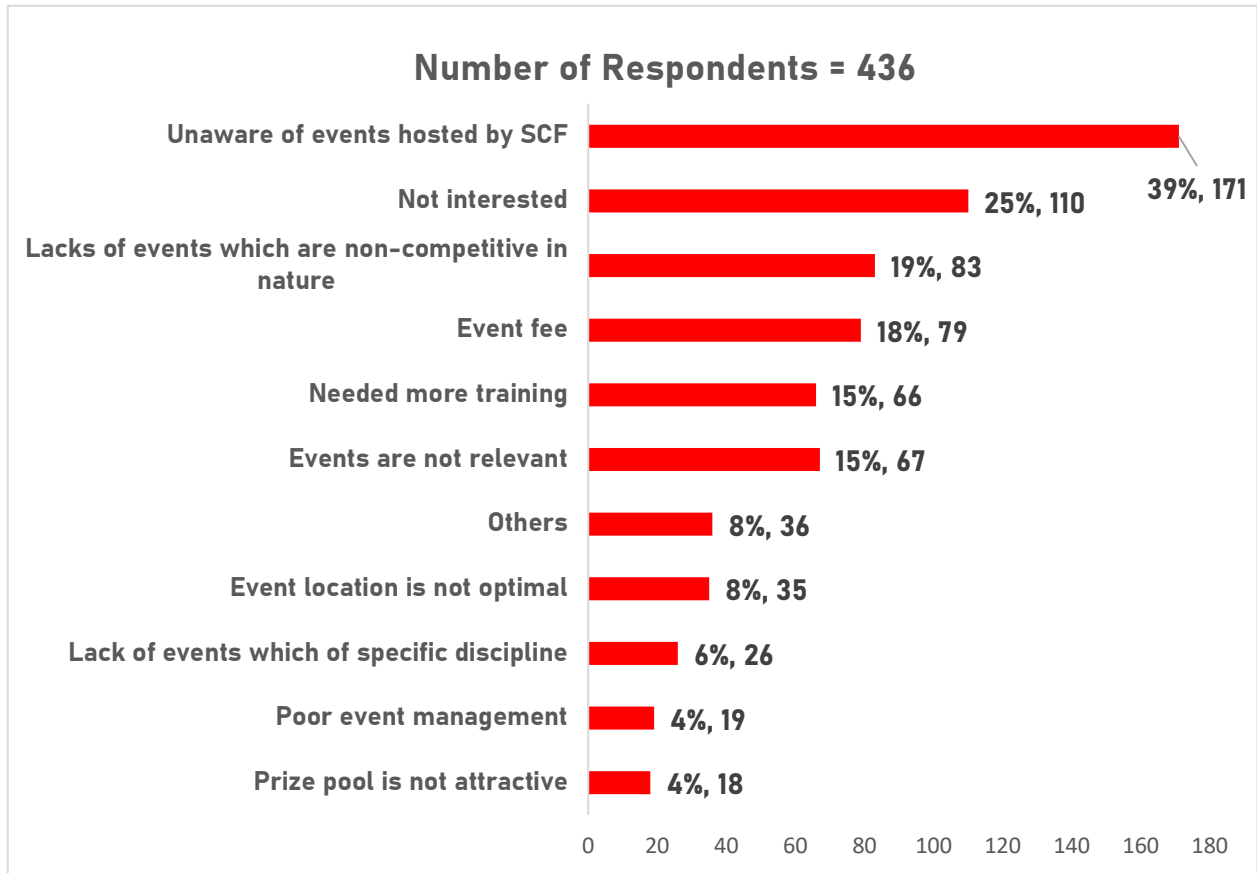
Others:

Number of Responses = 20

OCBC Cycle... once.	Complaints against unruly & dangerous cyclists	Worked in the sporting sector
I help manage a cycling team many years back	Race	kids to scf training
I took part in a race organised by CycoSports, and have to sign up as an SCF member.	YOG volunteer for Cycling Event	kids MTB courses
I'm in the SCF WhatsApp chat being an admin of my club	None	Whatapp chat with the guys there re events etc
My son is in the Scholarship programme.	Organised races	helped build content
Youth Olympic	Doing the Tri Official cert 1 &2	National Training Squad, National Team
Word of mouth	Correspondence regarding their lack of support for cycling	

42. Why do you not participate more in events hosted by the SCF?

- a. Lack of events which are non-competitive in nature
- b. Unaware of events hosted by SCF
- c. Event Fees
- d. Events are not relevant
- e. Prize pool is not attractive
- f. Poor event management
- g. Lack of events of specific disciplines (e.g. BMX, Track)
- h. Needed more training
- i. Not interested
- j. Others (Please Specify)



Others:

Number of Responses = 36

SCF always feel more for roadies and I am more of a mountain biker.

Covid 19

SCF is biased / self focused and and embarrassment to the community

don't know much about scf events

New to cycling

joined competitive cycling before covid

Not fast enough.

Events need to be on longer courses with road closures. My sense is that road closures - even if they minimally inconvenience drivers - are heavily discouraged. Triathlons and duathlon courses require multiple loops on short courses. It's boring and rubbish.

Timing, communication and event styles have been strange since the relationship with Cycosports was terminated.

Too commercialize

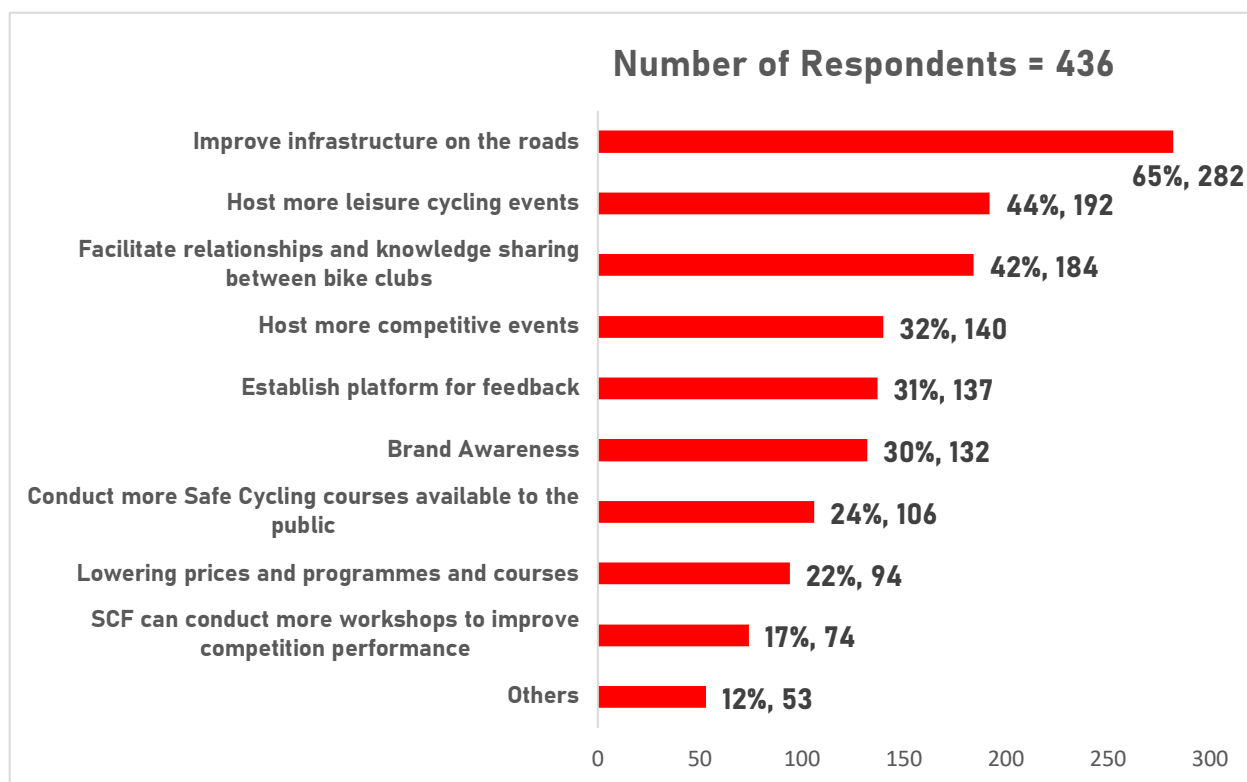
More should be done for casual and leisure cyclists to help harmonise conflict with other road users

Poor locations not suitable for cycle racing. Lack of criterium courses. No velodrome

Too many foreigner clubs joining, commoners stand no chance against foreign riders	i do	We feel events need to have a focus of promoting the sport of cycling to the mass Singapore population to raise awareness and improve cyclist vs non cyclist sentiment. There is a lack of direction in the events organized that promotes road cycling as an acceptable leisure activity / lifestyle activity which would bring more acceptance and tolerance to the sport.
Just picked up cycling in late 2020	Wasn't a (competitive) cyclist before 2019, didn't know anything	COVID
Injury	Not in Singapore	Dates are quite flexible (COVID causing a lot of this) and general lack of visibility
There aren't many races organized by SCF in the first place..	Lack of road event, only 1-2 event in a year	Not enough races
Again insurance coverage. You have to bear the cost of any injury if an accident happens.	If there were more frequent events I would join	Not many events
SCF does not actively engage the cycling community and seems like a political fiefdom that has done little for cycling in Singapore. From advocacy, representation or engagement. I don't see how they affect the local scene at all	we need more competitive events, if you hold them people will come, ideally longer in duration which I appreciate is harder to hold in Singapore, the previous National Champs held in Indo were great and very well received	SCF doesn't organise that many events
saturday morning duty	dont have time	Lack of competitive events
Not enough competitive events	Unaware of SCF and what they do	Covid 19

43. How do you think the SCF can improve? (Select all that apply)

- a. Establish platform for feedback
- b. Host more leisure cycling events
- c. Improve infrastructure on the roads
- d. Brand Awareness
- e. Conduct more Safe cycling courses available to the public
- f. Lowering prices of programmes and courses
- g. Host more competitive events
- h. SCF can conduct more workshops to improve competition performance
- i. Facilitate relationships and knowledge sharing between bike clubs
- j. Others (Please specify)



Others:

Number of Responses = 49

Work closely with government agencies to expand cycling (road AND off-road)	Increase online presence, be more responsive to feedback, be more proactive in educating the public both cyclists and non-cyclists about safety for cyclists	Change the committee and management. get people who care about the broader community and not just their jobs / egos
stick to looking after their members	no comment	don't know enough about scf to suggest improvements
I just want proper cycling path and PCN thanks	Vast majority of Singapore cyclists are leisure cyclists or non-competitive, thereby more resources catered towards this demographic would help promote the organisation.	Encourage junior completion and leisure riding. More events are crucial
Hire PROFESSIONAL Foreign (preferably British, for obvious reasons) Coaches for the National teams.	SCF Needs to create more suitable Criterium events. The F1 area is under-utilised and is perfect for weekly/monthly races	Work with LTA and driving organisations to help drivers understand cyclists and their concerns and safety issues when faced with several hundred weight of moving metal.
Become an advisor to Government Agencies in developing better & safer infrastructure and policies cater to	Be more inclusive of other disciplines (BMX, MTB, etc) as they tend to be more road bike-centric	Education of drivers and other road users of the needs of cyclist's
Represent cyclists' interest and safety when engaged with government	Conduct more race events for kids/ youths	Need to really listen to what road cyclists wants and needs
Improve relationship with LTA and other road users, defending cyclists' interests (fairly!)	Educate motorists about cyclist on the road	Advocate for better common understanding of cyclists and motorists, take tension out of the system

make riding on roads safer . take up cases against reckless drivers eg road rage bullies and those lorries that park on bike lanes along CCR	promote cycling with roads authority and awareness campaigns, host a regular weekly criterium which is graded and promotes the competitive side of the sport	Lobby more for cycling and better road use by car drivers
Engage with the government to foster a better cycling atmosphere. On almost every commute or club ride there is one or more negative interactions with drivers. SCF should do more to educate the general public on the rights and regulations of cyclists.	Make car drivers more conscious and aware. Make sure all road users are aware of cyclists. Improve knowledge and infrastructure in Singapore. Stop being apologetic and trying to improve cyclists awareness. Awareness of car and bus and truck drivers needs to be greatly improved	Actually advocate on behalf of the cycling community and the interests of cyclists. Stop focusing on regulations and do something to boost the safety of cyclists and the acceptance of cyclists on the roads
Conduct Cyclist Awareness training for drivers	Outreach programs to build more understanding of road cycling and its perception among vehicle users	Work with authorities to improve law to better protect cyclists and launch more education program to promote cycling culture in Singapore
, be more organised	Scf should engage competent bike event company to run its races.	Cycling in not only road and XC. Add BMX, dirt, MTB into the loop.
Advocating for better training/regulations for drivers that protect cyclists	Scf events feel very 'closed' plus if its a race, i lack teammates	Promote safe collaboration between road users , defend the interests of cyclists
They are already doing the best they could, it is up to public perceptions and engagements now...	Road User Education (Cyclists & Motorists)	Actually advocate on behalf of the cycling community and the interests of cyclists. Stop focusing on regulations and do something to boost the safety of cyclists and the acceptance of cyclists on the roads
Apply for better criterium courses or ask the government for space to build one dedicated to criteriums. Clubs could lease time to use the course	Education of non cyclists to allow for safer road use and acceptance of cycling in Singapore.	Facilitator knowledge sharing with transport bodies so that campaign for drivers to understand how to react to cyclists
Be more vigilant to idiots who disregard traffic rules....especially those that cycle on footpaths	Work towards better awareness of other road users to cyclists. Most times motorists and cyclists cooperate nicely, but all it takes is one slip up (I was almost run over by a car dashing into the roundabout I was traversing this morning... he barely slowed down. I was already in the Roundabout and had right of way.)	Give cyclists assurance that SCF is also engaging in education for other road users in particular owners of vehicles. Emphasis has been too focused on the cyclists and there should be a balance towards the
Educate the population on sharing the roads	Promote road sharing and educating drivers traffic laws	
Not only cyclists need education. Drivers also need education. Most have forgotten that the roads also belong to cyclists as well as per what was thought in the road basic theory. Just look at the comments sections on drivers oriented fb groups when a cyclist post is posted. The resentment towards cyclists is appalling.	It should not assume that everyone is a racer and bike for sporting reasons. Make recommendations based on sports alone. There are regular fokes that just want to get to work or get around the country on a bicycle. Dont agree to every policy, and remember that cycling is also a mode of transport.	

44. On a scale of 1 to 5, how satisfied are you with SCF's performance over the past 5 years? (1 being Very unsatisfied & 5 being Very satisfied)

Mean	Std Deviation	Variance	Count
2.83	0.89	0.79	436

45. On a scale of 1 to 5, how likely would you engage in SCF in the future? (1 being Not likely at all & 5 being Very likely)

Mean	Std Deviation	Variance	Count
2.87	1.14	1.30	436

46. Any other feedback for SCF?

Free Response:

Number of Responses = 49

our performance agenda will amount to nothing more than short term optics and investment unless more active measures are taken to encourage cycling at a grassroots level.

do recognise the challenges and red tape that SCF faces. But I feel that SCF could be more inclusive and reduce the drama by being the bigger organisation and reduce the drama. In a small community like ours, no one cares whether you are the 'national body' or not because scf has little to no clout just the same as others so please try to work closer with everyone and stop the holier than thou mentality. Plus cycling is more than just men in tights riding on roads, there are other disciplines as well. Please try to get more ex national riders to help out the younger ones. It helps the kids to have fellow riders to look up to.

SCF could perhaps look at engaging more with LTA to promote road safety whilst riding on the road. There are a small pool of riders who do not exhibit safe riding practices on the road, but the majority of riders especially those who ride with their clubs do so and are reminded by the community to always ride safe and be vigilant on the road.

The SCF Academy for my son has been very very good. It's the surrounding events & communications that is lacking.

Whilst very difficult time to organise events, the main difference from other cycling federations is the lack of events

Please be the advocate for cyclist safety on roads. Recent years due to the various incidents happening on roads, cyclist hating sentiments have been on the rise. Just overtaking alone became a contentious issue whereby drivers don't give a damn about how close they overtake cyclists from the right, because there are no laws currently that states the minimum passing distance. Drivers are also getting hostile and impatient on the road and personally I've had so many incidents in 1 ride alone that I've kind of put off road cycling for my own safety. It's regrettable really because everyone has equal share of road usage but drivers attitude towards cyclist and their willingness to carry out harassment both on road and online on social media platforms is really appalling. Hope SCF can do more about all these issues and help promote cycling culture in Singapore.

Work to allow regular bikes (not just foldies) on MRT during off-peak hours... at least if MRT breaks down, we can cycle out instead of walking out.

Work with LTA and TP to create awareness about cyclist for other road users. Most still think that the bicycle don't belong to the road.

Generally poor management reputation

<p>Timing for mtb bike lessons ended earlier than agreed time (sometimes 15/20 mins earlier). Young children from the mtb course are also seen running on narrow road without proper safety measures. More coaches to ensure safety or otherwise, do not run on the narrow road outside. However, very satisfied with bmx course because coaches are very encouraging. My son loves the lesson. Well done Coaches!</p>	<p>Don't assume and make policy recommendations for sporting reasons. There are regular folks like me that bike to office just for transport reasons. If you only assume and publicise policy for sporting reason then go and form a club and stick to sporting representations. Not behave and shape policy. Leave that responsibility to LTA, they regulate the road and maintain the road. I trust them more than I trust your recommendations because SCF is a sporting federation. Not the regulator of Singapore roads, that honor belongs to LTA Singapore the best department in Singapore.</p>	<p>Introduce promotion or discount to Local bike shop</p>
<p>Please represent the interests of the cycling community more</p>	<p>Appreciate if SCF can promote awareness and co-usage of roads with motorists. Let all cyclists take basic road course as well.</p>	<p>Nothing for the cycling community</p>
<p>Be the change you wish to see in Singapore CYCLING</p>	<p>You exist just for the competitive community?</p>	<p>I see a lot of negativity towards cyclists on the road and on social media and not much of a response from SCF to either educate or inform or being just a word of reason to all parties.</p>
<p>not convinced that they really have any remit to speak for all cyclists in Singapore</p>	<p>Be present at ECP every weekend to feel the pulse of the situation. Cyclists are all over the place, cycling at speeds that are not suitable for a recreational area with lots of kids around. Then only will you be more valuable to the general public. Arm chair federations are not useful at all</p>	<p>Pls build a BMX pump track, visit the SCF academy at Centaurs park on a Saturday to see the kids potential, they need a proper pump track, borders are closed and we are unable to visit overseas for BMX racing & training</p>
<p>I just want proper cycling path and PCN thanks</p>	<p>Embrace the community, don't try to control it. Lead by example and help the community develop instead of trying to control everything.</p>	<p>Fight for cyclists' safety and rights on the roads!</p>
<p>More leadership amid this pandemic re opening please. Lead the government, not follow the clueless</p>	<p>entered answer for q44 and q45 because forced but don't know enough to respond so please ignore response</p>	<p>SCF should collaborate with their Malaysian counterparts to organise an annual "Tour of Singapore and Malaysia" Cycling Road Race.</p>
<p>1. SCF should do their best to encourage cycling as one of the core sports in Singapore schools, at least from Secondary level. (2) Organise an ANNUAL "Tour of Singapore</p>	<p>I understand it's tough now but when allowed please organize more competitive races and challenge event (century rides, team treasure hunt, round island challenge, etc.)</p>	<p>I think more needs to be done to educate the public and other road users on the benefits the cycling and cyclists bring. At the moment there is so much negative stigma towards cyclists (partly our own fault) that I think needs to be addressed</p>
<p>Satisfaction score is irrelevant if one has never engaged with SCF before. you can structure the slider so that either end of spectrum can indicate so.</p>	<p>Partner with government to change narrative of cycling. Do any ministers cycle, or cycle to work? Does the PM ever go for a ride? Encourage families to ride via junior events. Run MTB events in NParks locations. Try secure more MTB routes through jungle or unused land. Work with LTA on cycle super-highways for commuting via direct routes to CBD or Other areas. Work with URA on ensuring buildings have lots of bike parking and showers!</p>	<p>I would like the SCF to be a lot more active for the acceptance of cyclists on the roads. There is a huge negative sentiment from motorists. More education would help. Education should also go to cyclists who are breaching road rules - the SCF could help with education there too</p>

Run more leisure event and add in insurance coverage for participants	Grow a set.	SCF is doing a good job to raise awareness about cycling, but more media activity is required
Cater more to the masses instead of specific groups	There is growing animosity between drivers and cyclists that often has racial overtones. That needs to stop. Voluntary competency and safety certification for cyclists using the road would also help reduce these issues. Such certification could be developed with driving organisations. Much more information in the Highway Code like the UK Highway Code would help drivers be more aware of cyclists concerns. Better awareness of insurance schemes with discounts for certified cyclists. SCF membership and representation on driving groups to advocate for cyclists.	SCF should be seen as link between the cycling community and Ita and other relevant authorities and champion safe riding and driving practices
Get other road users to be aware of cyclist safety	Disappointed by 1 or 2 really bad social media posts that shed doubt on SCF. They were removed	National Champs in Batam better than holding in Singapore, Mount Faber ITT would be fun, MTB nationals at BT or Chestnut will be great, TTT always a great event
Provide transparency on the difficulties of having road racing events in Singapore. Tell the community why there aren't events being held (even pre-covid).	I think they can and could have taken a more deliberate and active approach to foster a better understanding of the shared space on the roads btw cars and cyclist	I feel SCF looks out more for competitive cyclists, and doesn't seem to do much to promote safety/awareness/infrastructure for the recreational cyclist. And tends to be reactive and not pro-active in terms of promoting cycling safety
make singapore roads safer for cyclists	Please launch a campaign to educate motorists about the cyclist's rights on the road	Looks more like a federation but not a cycling one.
Awareness and culture is the key to improvement of public understanding on cycling. Awareness not from cyclist point of view but other road users. Responsibility of truck drivers, car drivers, motorcyclist all owe responsibility to each other. Education and awareness to them about cyclist should be made greater. Singapore lack of such education and awareness.	Not sure what is the purpose of SCF.	SCF is without doubt the most ineffectual peak body I have ever encountered. The support for the community seems to be limited to social media posts about fines for not using cycling lanes, or not having coffee with friends after rides. They do very little to encourage cycling, make cycling safer, or to foster a sense of support for the cycling community. Their engagement is mediocre to the point that it would be better that they don't bother.
Have more guts to stick up for cyclists rights and stand up to the racial abuse sustained by foreign cyclists by Singaporean drivers	More races, the criterium event was great. Shame to lose it. Try get a permanent course we can use similar to Melbourne crit scene or thailand airport track	SCF needs to speak with LTA to educate drivers of the road rights for cyclists
It would be great to see cycling events grow in SG. The number of cyclists is way up but people need structured development. Regular local crit races for example are a great way to develop juniors and promote engagement and community	Keep up the good work. Get a better multi definition on cycling versus general bike users. Mature Govt mindset on cycling as sport/fitness and transportation/living.	Scf need to be more open minded and focus on other disciplines of cycling

I think the SCF is doing a good job overall. However as cyclists we observe a lot of double standards by the general leadership when it comes to fair and cooperative road use. Cycling infrastructure for commuters along major arteries barely exists. The “car lite” vision doesn’t seem to drive as much development as it should.

very pleasant people

Stop making the entry fee for races to be that expensive as all races conducted by SCF isn’t under any uci rule.

Ratings not applicable,never been involved

I feel that the SCF has a key role to play in advocating the benefits of cycling in Singapore. We see unfortunately way too much animosity between cyclist and other road users and I feel that this needs to be addressed. I truly hope that the Gvt is investing enough in SCF to make a real impact, it appears not at this point.

Should engage also the Cycling economy stakeholders to promote image of cycling and encourage better reception by car users towards cyclists

Would appreciate more lobbying with gov on behalf of cyclists

When covid is over, I’d like to see more local events for general cyclists, to have diff categories to allow more people to experience bike racing

The impression that the onus is all on the cyclists for safety and responsibility. This must be balanced out towards other road users. In particular drivers of vehicles. I myself drive a car so I think education office drivers would be effective .

Keep it up!

In order for SCF to be relevant, they must become more visible and take on initiatives to draw more people together.

SCF seems to be for pro or elite cyclist.

Paid membership fees online but no acknowledgement and development from SCF, so i guess this organization is there for name saje only

Please share information on what you do and what benefits/support you offer

Do something with the feedback

SCF should be the leading voice for cycling in Singapore, but the impression seems like they are reacting to the things happening in Singapore rather than leading the way and advocating for cycling.

Please be more value added for the road cyclist that is not particularly interested in competing and already has good basic knowledge.

You have been doing great job. With Covid distancing restriction races in private properties are more practical to get approval

We don't have much comments for SCF, because SCF's outreach efforts are very poor. We don't even hear/read anything about SCF on major oline social media cycling groups. Basically, I know of SCF, but have almost ZERO knowledge of SCF's activities. Building up public awareness should be SCF's priority.

be there for cyclists

Need bmx racing track and events

Focus on better cyclist behaviours

Get more people cycling on roads, then the talents will come

Lobby the government for cycling lanes on all roads, better driver education and steeper penalties for poor driving and accidents. Driving standards in Singapore are amongst the worst in the world.

With the increase in cycling enthusiasts, SCF must do more to educate and engage the public so that everyone can share the roads and PCNs space safely and enjoyably. Cycling is an excellent and healthy habit, let’s help our Singaporeans be able to cycle in a safe and responsible manner.

Host Bike Maintenance Courses

Riad and XC are not the only biking disciplines

PCCSC cycling group would like to work closely with SCF

You don't seem to represent cyclists publically

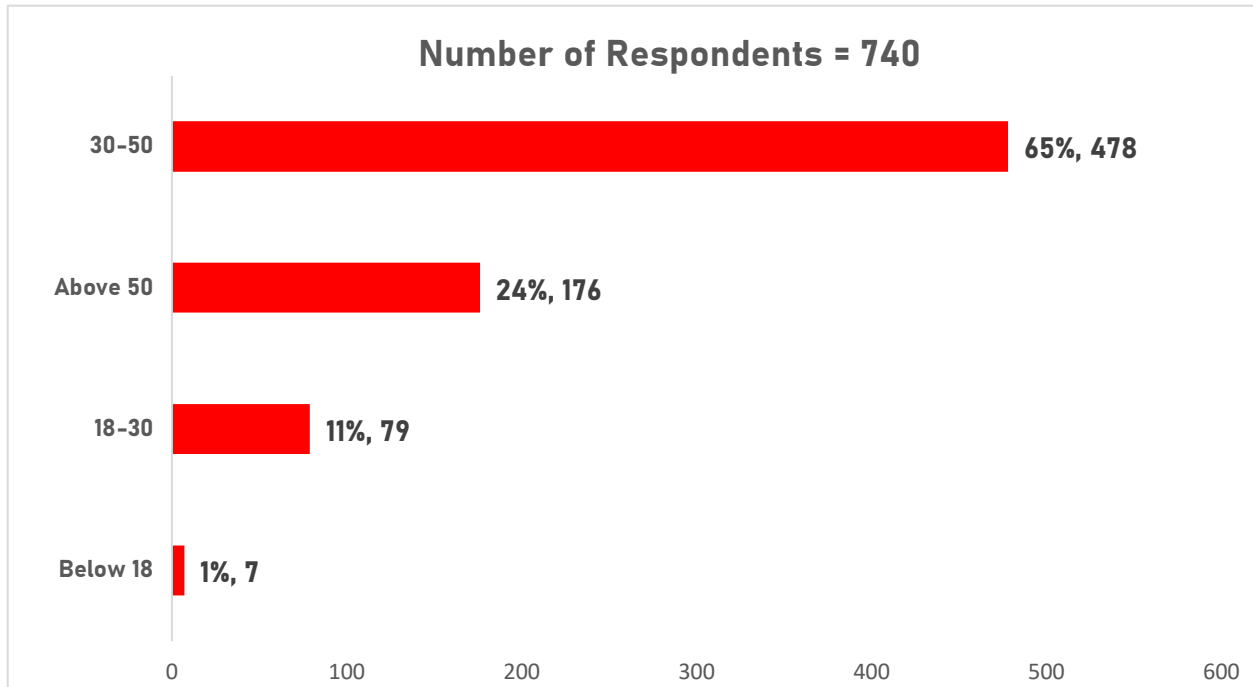
SCF needs to decide whether if it is a competitive sports association, or a stat board generally for cycling. The needs for recreational, commute and professional cyclists are very different. Early education helps, and also perhaps working with LTA for better education for drivers etc.

Recommend to actively update your FB page and engage with your followers. Exchange information and listen to the groups. Currently, the commutation is one way.

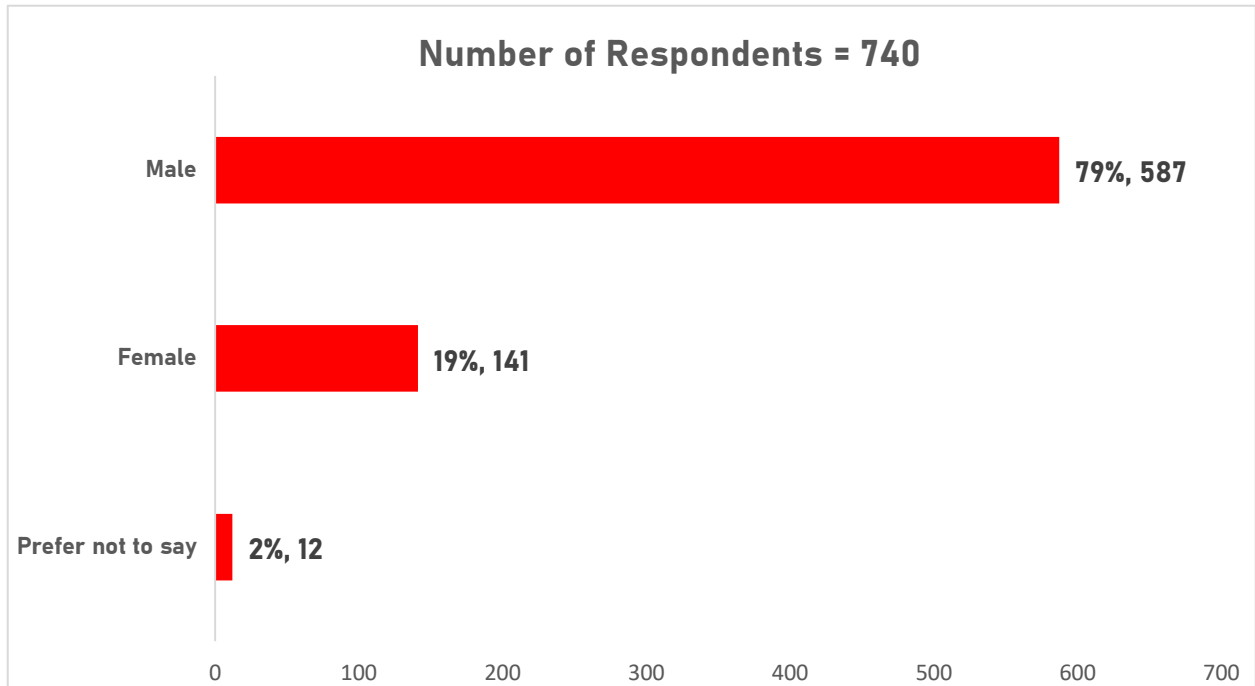
Step out of just talking to cyclists and engage with other road users to put forward the cyclist's needs and agenda

More road events.

47. What is your age range?
- a. Below 18
 - b. 18-30
 - c. 30-50
 - d. Above 50

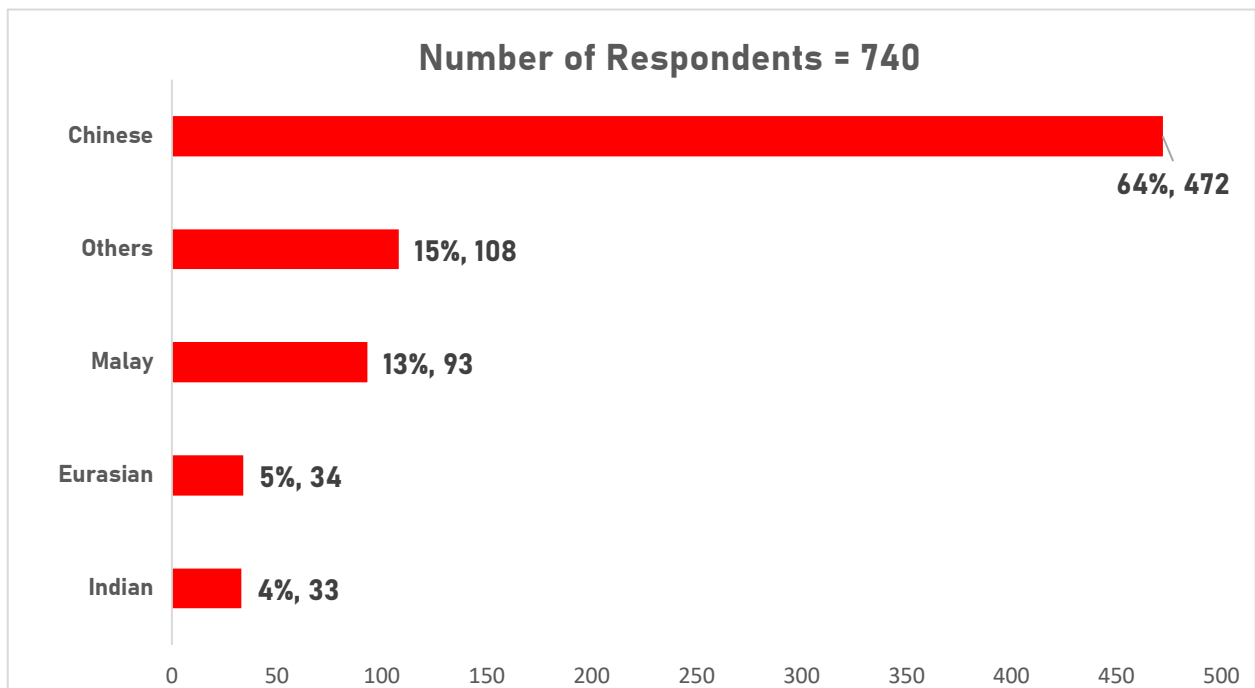


48. What is your gender?
- a. Male
 - b. Female
 - c. Prefer not to say



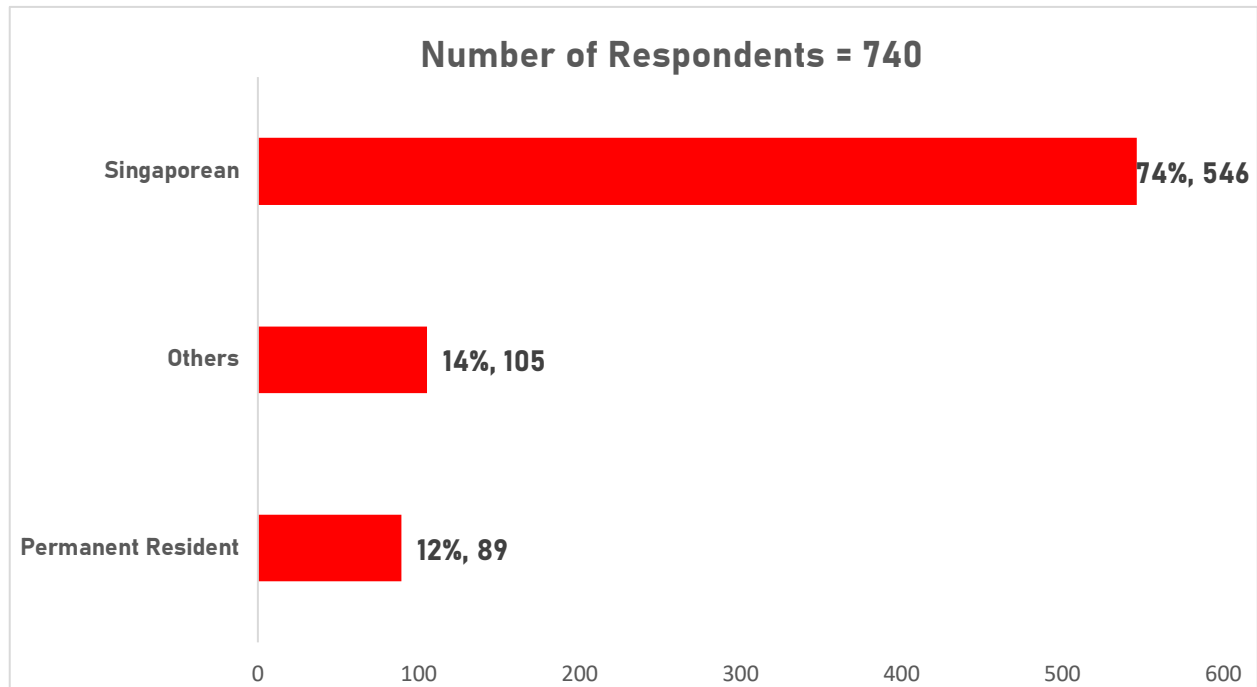
49. Please specify your ethnicity

- a. Chinese
- b. Malay
- c. Indian
- d. Eurasian
- e. Others



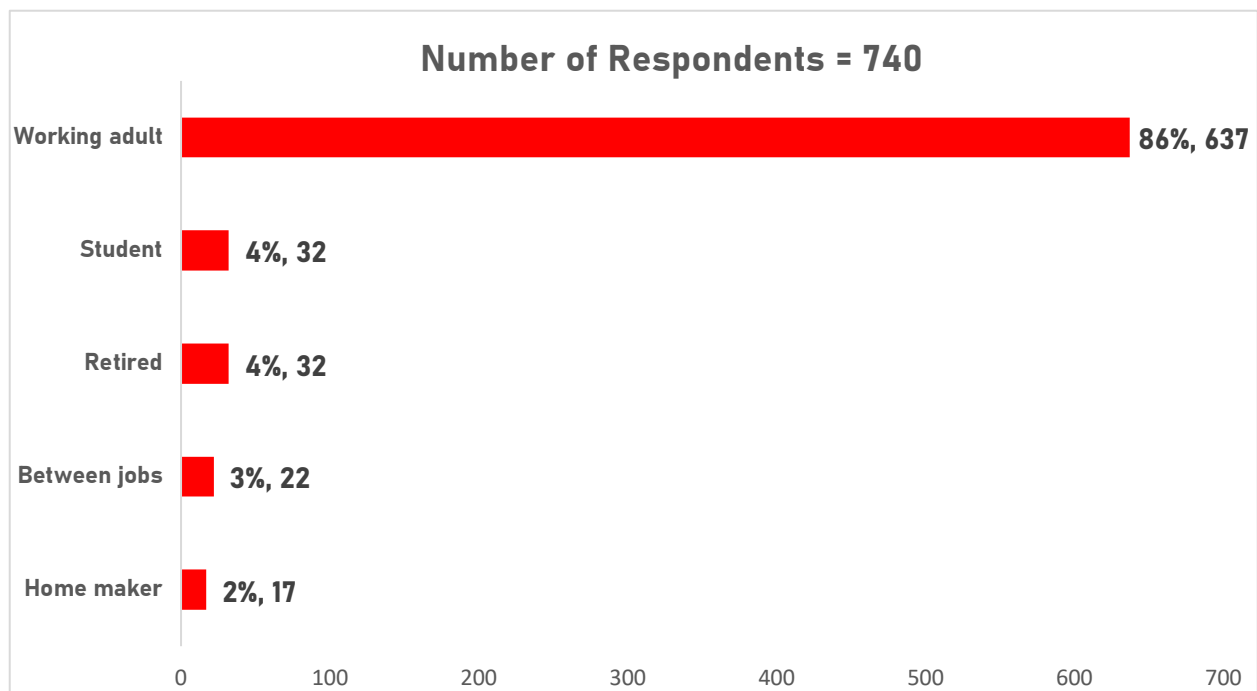
50. What is your nationality?

- a. Singaporean
- b. Permanent Resident
- c. Others



51. What is your current work status?

- a. Working adult
- b. Student
- c. Home maker
- d. Between jobs
- e. Retired



9.3 Appendix C - Interview Transcripts

9.3.1 Appendix C1 – Interview with Joyriders

Interview with P from Joyriders

Date: 23 February 2021

Members present: Martin and Sherylyn

M: The overall objective of the interview is just to understand from your perspective, like rider's perspective and just people in the clubs, what they think about the Singapore Cycling Federation. Do they even know the Singapore Cycling Federation? We would like to hear your opinion first.

P: I wouldn't know them. Uh, I only know them because, uh, through Joyriders. They sometimes have some posts that goes to our Joyrider leader and she posted on our Facebook page, if not, Singapore Cycling Federation is not so well known I would say. Of course, during COVID they came out a little bit more because of some issues with cyclists and some of the rules that they have to follow, so they have some recommendations. I think that is how they became so called more well known.

M: Okay. I think that's interesting. So pre-COVID and without joyriders you would say this is...

P: Yeah, I would not. I would not know they exist.

M: Okay. That is good to know on our side. Besides that, can I just ask you from a rider's perspective also what do you think like a federation for cycling actually does for the community?

P: I don't think they do anything much.

M: Okay. I think that's valuable inputs. This means that from the past few years of your cycling experience, uh, you didn't feel like a helping hand, um, like just assist you with anything, throughout your cycling journey, right?

P: Uh, no, not at all. We uh in fact I think most of the cycling groups are all generally independent, operate independently. Uh, we don't really work with the Federation at all.

M: Okay. And I also understand that you guys have partnerships with bike clubs or bike shops. So, you have discounts whenever you go to bicycle shops.

P: Yeah. Some of these people, the owners, are actually members also. So, it's like a two-way win-win situation, I guess. They get to expose themselves to a bigger cycling group and again, you know, we might want to buy some equipment from these people.

M: Okay. That is good. It's nice to know that your group has a small ecosystem by itself, you guys operate internally. So maybe the next question right would be, so let's say there is a cycling federation, how do you think they can better benefit like just average cyclists or even the clubs?

P: Uh, they need to have a better marketing. An emphasis on marketing themselves. Because again, you asked generally I don't think many people know them.

M: Okay

P: I mean, they might come out in the papers and say there is accidents with cyclists and then come out and make a statement. But other than that, there's no education in the community per se. As in education or exposure. When I say education, meaning they might organize some cycling events for the seniors, for example. So they, I mean, I don't think they do all that.

M: Right. So, the Singapore Cycling Federation actually has this safety classes also, but it's a paid thing and usually people would go there to get certificates saying that, Oh, so they completed this safe cycling course. So, from what I understand from your Sunday newbie classes is it okay if I know a bit more about it? Do you guys just cycle, or you teach lessons also?

P: Uh we teach them the road etiquette and what to do, how to form up a hand signal. Uh, if we see anything on the road they have to yell and echo. Generally, road safety of course, no dangerous overtaking on the left, what we call half wheeling where you might hit somebody and fall. So, we do all those things for generally or the newbies that come join us.

M: I see. Do you charge the newbies?

P: No. We are one of the clubs that do not charge anything to join also.

M: Okay. So, it's just a pure interest groups, like just like-minded people that want to cycle.

P: Right.

M: I think that is very beneficial also. So, can I also ask for um, maybe your like teaching skills, did you learn formally? Did you get a certificate?

P: No, no is all, uh, based on my experience. There is no formal training. Of course, I have a motorcycle license and a driving license. So, all this time we call it the road safety rules and everything.

M: Okay. And all this was just read up by you, right? So, like you understanding how cyclist should act.

P: Yes correct.

M: Okay. Yeah, I think that makes sense. Okay. That sounds quite beneficial. Considering that it's completely free I think that's very nice of you guys. Then I think moving forward also do you have any problems that you face like in that newbie cycling that you had the last time?

P: The problems they face are some inconsiderate riders or groups of riders. They don't follow the so-called road etiquette. They don't follow road safety. For example, for now right we have eight people in a group. And the first group and the second group are supposed to be three meters apart. I, of course, follow signals and everything. Uh there are many groups that has this problem. I think you also see them in all this Stomp and all this SG motorists. And all these guys are like riding

together in a big group and things that you don't see it's like they're riding really fast and very close to the slower group. So, a lot of the etiquette, which makes for dangerous riding.

M: So, you have two groups cycling on the same path, is it? from OCBC Arena?

P: Oh, no, that route that we take is a very popular route. There's not only Joyriders group. There are easily like six, seven, eight groups that rides a similar route.

M: Really, at the same time also?

P: Uh, not exactly the same time. Some might start at 6 or 545. Some might start later, but generally, because we are new, we will generally be slower. So, the faster guys will generally catch up and overtake

M: Okay. And then when they overtake there is some sense of danger?

P: No, because yeah, that there are rules that we generally follow, like we are going to overtake, you should yell up "Bike right". You know so that we don't have mirrors. So we know that there is a bike coming on the right side. But there are a lot of these guys that just ride. Not only do they ride without signaling or a warning, they also ride very fast and close to the slower group. That is dangerous because especially if you're a newbie, you might panic. When something fast come by you might lose control of your bicycle and cause an accident.

M: Okay. Yeah. So, they don't respect the three meters rule.

P: Right, right, right.

M: Okay. Yeah, that's definitely going to be a problem. So multiple groups share the same route. So, on your other cycles, like on Wednesday, Saturday and Sunday are they all the same group also?

P: No, I mean, yeah, there, there will be in fact, uh, cycling is very popular now. So there are actually many groups and you will definitely meet more than one group in any cycling route that you take generally. Of course, most of them are in the morning. Of course, there are groups that cycle in the night but we don't. But if you do cycle in a night which I have done a few with different groups, we will also meet other cyclists.

M: Okay, so, so cycling, being more popular, it's also a problem for cyclists. I see.

P: Uh, that is not the problem. The problem is the lack of education and awareness.

M: I see. Okay. So, I do see some pinpoints over there where the federation is supposed to actually help in general. It's just to make sure cycling is safe. So right now the Federation doesn't have the ability to create like cycling lanes. So that might make things a bit unsafe. But the Federation can actually help by coordinating these groups and educating them, making sure that they respect the safety distances. So, would you say that's a valid point?

P: Uh, yeah. They can definitely take a bigger role in education. I mean, because in most cycling groups there will be some, one or two leaders. Yeah, so like in our case, Joyce, they will convey whatever they want to Joyce and Joyce will pass it down to us. That's how it works. So maybe they

should have more of these kinds of, uh, passing the message down, or I don't know. But I guess what I'm saying is that they can be more proactive.

M: Right, right. Okay. I think it's also the outreach, which you correctly pointed out at the beginning. So even though they are trying to be more active, like the message isn't getting across, so then nobody knows about them.

P: Right

M: Okay. Yeah, I think that's definitely going to help us with our project. So maybe just to summarize the two key things that you told us that are very important for the SCF. So, one thing is like really educating the public to making sure everybody rides safe, such that newbie groups like the ones that you're posting will safe also.

P: Right right.

M: Then the second thing is just making sure they take a more active stance and then afterwards try to reach out to people more. So, educating people and getting the message out. Are these two just a very quick summary?

P: Right. Uh, also in terms of education, I don't know how the SCF can do anything about it, but the motorist part of the education is also important.

I mean it's uh, two-way thing you see because if cyclists don't obey traffic light rules right, the motorists would get upset. So, this cause motorists not to be very kind or we do have uh, occasions that the motorist actually harassed us by driving really close. I mean, you know it, of course this is an exception rather than rule, but generally it's not a good vibe between the cyclists and motorists in general.

M: That's true. So just general motorists right. In addition to that, I also notice a few like buses that are a bit more aggressive also. Is that?

P: Actually, buses have less issues. I don't know why maybe because for a bus, if they get involved in anything with a cyclist, they might lose their job. I don't know, but motorists. Well, I mean, they are the boss, so to speak and you drive the car. You just don't really uh maybe take so much care.

M: That's also a valid point. So, I think recently the SCF had just partnered up with the traffic police. So maybe this is some area that they can work on also.

P: Oh yeah. I didn't know that, but yeah, again like this kind of things are not, uh, you know, if they don't sort of promote themselves or publicize this in the media, we don't know what is happening. But that is a good initiative if they do.

M: Yeah, I think it's a very good one also.

So maybe just to highlight also, this is something we brought up to them because we spoke to a few bike clubs and they mentioned media is also a problem. Like they don't know what's going on. And it's also a very valid point because for SCF, when they want to like blast out all these media,

right. The problem they have is that they do not have funds because they are also non-profit organization. Then it's very expensive to churn out media. So, all they can do is to put it on their Facebook page and maybe get some of the athletes to publicize. But the reach is not wide enough. That's a very big that we noticed.

P: Uh yeah, solicit donations or whatever you call sponsors and things like that. Like 100Plus for example, or some these organizations that are interested in health and fitness. So, like Milo for example or Proctor and Gamble, all these things. So again, it's back to the marketing strength of the organization.

M: Yeah, that's true and it all comes from funds. So I guess your recommendation in this case would be partnering or getting donations from these sports related sponsors.

P: Yes sponsors. For example, when, I mean, last time if there is a cycling event, they should be, uh, in the limelight. They don't have to be sponsors, but they should be featured.

Because if I remember you know in the cycling events, the major ones, like, for example, the OCBC race. I don't think I see their name anywhere or it's not obvious that they are sort of involved.

M: Are you talking about OCBC or SCF?

P: Yes, OCBC cycling I mean you saw the COVID lockdown.

M: Yeah. The company that is not being publicized enough, is it, are you talking about OCBC?

P: No, no. I'm talking about SCF. They don't feature prominently in this kind of major races.

M: Okay makes sense. Are you familiar with the competitive side of cycling?

P: No, I'm not. Mine is leisure.

M: We heard that Joyriders have a racing component as well.

P: I will tell you this in any cycling group, there's always a racing component and an ego component. You can't escape it in the group, nobody wants to be the last.

M: Okay

P: So generally, it's these things that sometimes get cyclists in trouble. They are trying to... that's where your discipline and etiquette comes in. The training and how you behave.

M: Right. Oh, do you face problems even within the group, like within joyriders?

P: No. Our group is pretty tight knit. We have people and I mean, like for example, we are in groups of eight right, everybody understands the rules. So, they're not gonna like race each other and create dangerous situations.

M: Okay, completely valid. Can I ask how big is Joyriders?

P: The core group is probably 20 to 30, I think.

M: Then the occasional people...

P: There will always be guys dropping in and dropping out. It happens.

M: Right. So, the estimate should be around like 40 with all these occasional dropouts.

P: Right. Although if you look at the registered members, I think its 3000 or something, some big numbers.

M: Right, right. Sherylyn, do you know how many people are in the Facebook group?

P: I think it's 3000.

S: Yeah, around there.

M: Wow okay.

P: Also because I think we are free you see. So, people just sign up, they might come for one or two rides and they disappear. Yeah so, a lot of these transient people.

M: Right. There is no downside to it.

P: Yeah, because you're not paying anything so you can join. And again, cycling in so early in the morning requires a bit of discipline. Because firstly, you're going to get up, you know, start at six o'clock on Sunday. That means you must sleep, you must get up maybe at 430, which means you can't party on Saturday nights. Which is a big thing to a lot of them. So, you know there's a lot of discipline involved.

M: Yeah, I think that's true. So, okay then I think that's actually all the questions that we wanted to ask you. So maybe is there anything else that you would like to see being improved in the cycling scene in Singapore?

P: Uh, I think it's more education.

M: Okay. So, it's just the points that we spoke about earlier.

P: Right

M: Okay so I think this interview should take around 30 minutes and its up already. Yeah, we just wanted to thank you and we can conclude the meeting.

P: Okay. Any other follow-up questions you can text me. All right.

M & S: Thank you so much.

9.3.1 Appendix C2 – Interview with SG PCN Cyclist

Interview with Mr Tak Wai Cheong from SG PCN Cyclist

Date: 17 February 2021

Members present: Jun Ming and Sherylyn

S: Ok to start off, the objective of this interview is to understand cycling interest groups difficulties/experiences when cycling on Singapore roads and the cycling interest groups' views on SCF. For the first question, in your leisure cycling pursuits, do you make use of the roads or PCNS on a more regular basis?

T: For me I use more of the park connectors

S: What motivates you to pursue cycling as a leisure activity and for commute?

T: I think generally for me, I just enjoy cycling and throughout the routes I enjoy the scenery around it which is very refreshing. Also, it is a good form of exercise for me as well.

S: Then um, how do you think we can make our roads safer? Do you think enough is being done in Singapore regarding promoting safe cycling?

T: I think it's mainly the issue of the motorists and they need to be educated on it. But then again, if their own attitude and mentality is not there, no matter how much education it will not help much. I think more can be done in terms of educating the public in terms of safe cycling, but it is a long-term issue that cannot be addressed overnight.

S: Okay then moving onto the next question. How should motorists be educated to be made aware of cyclists on the road and to keep our road safe for the pedestrians, cyclists, and motorists.

T: I think the best answer for that is, you know, as I said, end of the day the road is used by everyone, so everyone just has to obey. I think we don't see a bicycle on Singapore roads 10 years back. The cycling only picked up in the last 10 years. While for motorists there is a change where they have to give way to cyclists but again, we can't change overnight. So, I think it will take a bit of time. I think the only way to change is to have kids there outside cycling, then they will think about it.

S: Do you think they should like join a safety program. As SCF has a cycle safe program, do you think motorists and truck drivers should be oriented in the safe cycling program?

T: As I say again it is individual. I'm not sure whether that helps, you know, uh, but I always think cyclists and someone riding a motorbike is the same. Both are slower than the car. Its just that motorist just need to slow down and be careful when they see a cyclist. If they don't have the mentality, no education can help them.

S: Um, moving on, I will be asking more about SCF related questions. So, are you actually aware that SCF is a registered society and the national sports association recognized by SNOC (SG

National Olympic Council) and Sport Singapore for the promotion and development of the sport of cycling in Singapore?

T: No

S: So, I guess you also have not come across the SCF cycle safe program as well. It is basically a structured progressive program to educate and train individuals to be safe when cycling on PCNs, Footpaths and on roads.

T: How do they do it? Is there a class every weekend or...?

J: I think they mostly approach schools and give a regular course; I think mostly to primary and secondary schools to conduct the course.

T: Okay.

S: How has SCF serve the needs of the community? I'm wondering if you are aware of it?

T: Sorry I am not aware. I have not seen any advertisements from them. I think I read more about national parks, so either they are very quiet, or they just go through schools for the education. So, I'm not aware.

S: How do you think SCF can better help leisure cycling clubs and interest groups?

T: I think they are focusing on awareness and safety on the cyclist. I think they have to be a bit more active on social media. Usually, my group I share a lot of information from National Parks if I see it is relevant to the cyclists. So same thing, if they are active and I see it, I can always share them to my group. But if they are quiet, there is nothing to share and no one will know.

S: Um, would you be keen to volunteer your time to help SCF promote the Cycle Safe Programme to schools, organizations, and interest groups?

T: Uh, Okay. I think I can help, but it depends on my workload. So, definitely I would like to assist if possible. I will not promise anything because I may be busy also, but I don't mind they reach out to me in terms of helping them in schools or anything. Again, as I mentioned in my group, Facebook, my group already have about 30,000 members so I think it will be a very good reach to the cyclist community. Those are the things I am very willing to assist.

J: I think mostly SCF is more like a professional organization towards the competitive side of, cycling in Singapore. So maybe that is why you are not very aware of what they do. They do the safe cycling program as well as host cycling race events in Singapore. Yeah. So right now, we are trying to gather feedback and opinion on SCF. Would it be okay if we ask for some help in posting a survey on your Facebook group? Is it okay with you?

T: Sure, I think if it is relevant, there is no issues.

S: Okay. I think that's about it. Thank you so much for taking your time.

T: No problem, anything you can contact me.

9.3.1 Appendix C3 – Interview with Paya Lebar Methodist Girls' School HOD

Interview with Mrs Era Sidhu from PLMGSS

Date: 22 March 2021

Members present: Martin and Sherylyn

S: Did the school engage with any cycling vendors besides the SCF for cycling programmes before?

E: So, for the last four to five years right, I think SCF was the only one. Yeah so um, I don't think we engaged any other vendors. I'm not too sure about previously, but, since I joined the school, it has only been SCF.

S: Okay. How many times have PL engaged with SCF for the program?

E: Okay. For the level wide right, we have done it consecutively two years actually, the first year, then the second year. And of course, because it was COVID last year, so we didn't. For the CCA side I think the girls brigade also engaged SCF because I think they are on the SEP so they also them, but it's on the CCA level.

S: Okay. So, um, what are the key considerations when choosing a vendor?

E: Okay. So, I think when I first looked at it, because it is SCF, I look at the syllabus. I can't remember whether they were recommended. I think I was asking around. I know that many vendors that provide and in the end when I look at it, I think if I were to go with anyone, I should go with the main person. I mean because the syllabus is like what they have developed with I think some lecturers as well. So, I just wanted to be sure. If I'm not wrong, I've had people telling me good feedback. So, I decided to give them a try.

S: Hmm okay.

E: So, after our first year with them, it was pretty good. Then I decided to engage them again a second year. Even though there are many other vendors who asked us to consider. I mean, it's like those kinds of advertisement emails, they keep asking, maybe they knew we took SCF, and they just mentioned that they are one of the subsidiaries or they're approved by SCF and things like that, but I did not take them.

S: So it's mainly because of their credibility that made you chose them.

E: Ya I think the first experience I had with them in terms of how they conducted the program it was up to my expectations definitely. I see the educational point, how they help the students. Yeah so it is definitely safe because the first year we did it, of course there were concerns from the school leaders and all, but it was carried out smoothly and within whatever constraints that we had as well, which is why we did it for the second year. In fact I planned to have it every year, if not because of COVID. It is a sec two program actually.

S: Okay. So maybe you can share with us like some of the positive and negative points of the SCF cycling program itself.

E: Okay so when I first looked at the lesson plan outline, it was comprehensive. I can understand where they are coming from and what they are doing it is of sound. Sound ways of teaching someone how to cycle. Because those are the key considerations. Because I've seen others maybe not so. And of course they gave me the assurance and the way it's done. The negative part was maybe the admin part can be better, but I guess maybe they are run by volunteers or they have their own constraints. That is about it.

S: So, is it mainly the point of contact or communication issue?

E: So there were certain things that, uh, like for example, I remember there was one time they were supposed to give the certificates and there was some delay, but in the end they delivered. So I think that's not so pleasant, but it's okay.

Yeah then the next time round I mean the previous person I think that they left and the email went on a wild goose before finally somebody responded, so yeah. I mean it's inevitable so it's not so much until I wouldn't take them again. It's not so negative. Cause I the teachings outweighs these negatives.

S: Okay. Is that the only thing that you think SCF can improve on?

E: I think maybe currently I think they have mostly male instructors. I'm not too sure whether, I mean, I did request for more female instructors, which they say it is a challenge, but it could be the nature of the sport. Um, I mean, in the industry, we understand some constraints, I guess that's one. Yeah so I think other than that. Um, I think the good things that they should keep, is especially receiving the route before bringing the students. I guess that is something they must continue to keep. Initially I think the school requested, but they were already prepared for it. So it shows the mindset of when they conduct this program safety is a first priority, which I think in the school context, it is very important. So yeah. And their instructors, they are conscious about this safety requirement as well.

M: Is it okay if I ask a question about the certificates. So I think this is a new concept to us. We didn't really understand that SCF gave certificates to school students. Is that something that is valued by teachers and students?

E: The certificate I mean at least it shows that they have gone through this program because SCF, I think they have a different level, like level one, level two, like what they have covered during the syllabus. Uh, so that's their promise that we at the end of this three hour session, they would have covered various groups. And, um, because prior to the activity I did do a check with the students, who are those who can cycle and who can't. So where do we bring them forth? You know, if they can, or they can't, or they think they can. So, there's certain things required. So, I think with that spelt out, given to the students, it just forms part of their portfolio, I guess.

Yeah. So it is a nice gesture. I thought it was good because, um, the students would know what are the things that they could do and couldn't do. And of course we don't not take just a students work for it that we can cycle cannot cycle we saw before we actually proceed on. So that was, yeah.

M: Okay. Okay. Yeah.

S: Okay. Who identifies and proposers, like which new sports gets incorporated into the syllabus or like as a CCA apart from like MOE, is it like a top down or bottom up approach?

E: Okay. I do it part by part ah. As a PE syllabus right, definitely is MOE. The school doesn't decide the syllabus. Of course MOE will actually tell what is in the syllabus. The school does have a little bit of autonomy, but usually we follow whatthe MOE has has given. Because if you were to craft our own syllabus, the curriculum is very, very packed already And there are mandatory things that needs to be covered there. It leaves us with very little time to include cycling as a syllabus. Definitely, because when we talk about syllabus, we're talking about a physical activity, 16 hours, even with assessment and how do you ensure that equipment is readily available. So there are many considerations to put it as a PE syllabus I wouldn't think school would have included it. So even from MOE perspective, it is unlikely as of now, I think.

Yeah. So that's one. As a CCA yes the school gets to decide on this. And based on this, um, there are many, uh, reasons. Some schools, they decided to have cycling as a CCA, perhaps because they have an enthusiastic teacher who is willing to start and they have the resources and, um, the school population, they might have the interest.

So, I think, uh, as a CCA, maybe more on the school. For enrichment, like what we did, which is a post exam activity. So as a HOD I proposed it la so I got cleared with the school leaders and thereafter we just go forward. Yeah, that's about it. I mean PE teachers can also propose that if they find value. So schools must find value in having cycling as a enrichment or even as an exposure for the students.

Like for example, the girls brigade they did twice. I think they had one sunrise cycling experience, so it's a journey, it's an activity as part of the camp. Then I think they did another time just to expose the girls how to cycle first before they did the sunrise cycling.

S: Okay. So are there like any considerations in PL like, setting a CCA in the future?

E: Okay, so first we cannot start CCA as and when we like, because, when you start one new CCA means you are drawing students away from other CCA that's number one. Yeah, because the number of students is fixed right, if not must have closed down other CCA that's one possible thing. I mean you cannot just keep having many CCAs. You only have that number of students.

Secondly, the resource and the facility. So, if we were to have a cycling as a CCA, where will the girls cycle? I know SCF did mentioned to me about, those kinds of sports cycling, which is, um, terrain, because when they first came, I think we had some girls quite talented, so we just tell them there is such a thing and uh, if they want to go into those kinds of mountain biking or stuns and all that, there's a possibility, if the child wants to. Because in the school setting first you must have

the bicycles, then where are you going to store them? And where is the venue going to be held at? Because when we talk about CCA is going to be weekly.

There are 30-week program in a year. So what is the progression? What is the kind of depth that we get the students to go through? And after the first year, what happens after that? Cause the CCA is a four to five years kind of a program, right? So there must be sufficient breadth and depth for that to happen. So, yeah. So as of now for cycling as a CCA no la. And, as an enrichment I think it is important, that's why I wanted it because, um, it is a life skill. So they can cycle and you want them to be able to do that safely and commuting, or if not just a recreational activity with the friends, you know, now with so many park connectors and even, uh, bikes that are available for rentals that's why I decided that it should be brought in. The other one was actually more for, um, the girls are going for OBS. Uh, I know as they do have a cycling program part, not for everybody, but some do get it. So I wanted to expose the girls first before they even going cold, uh, at OBS at sec three.

S: Okay. Next, would the availability of the national cycling syllabus or like the partnership with the Singapore traffic police would be helpful to promote and develop cycling as a CCA in schools?

E: I think with the national cycling syllabus, I think they do have something, uh, um, developed as a CCA. I don't know. I think people will still have concerns about it. Like I said, where is the venue of the CCA going to be. I only know there is one for the mountain bike one. I'm not talking about road bike, I don't think so.

So what is the thing they are looking at as a sport? If you look at the sport, right they have a national school games. So how would that happen? So those are questions because CCA besides participation, we look at going for competition, I mean, I think there are some competition, but it might not be recognized under MOE for now. Because MOE has a very packed calendar, there's only 28 sports that are inside. There are many sports who have been longing to be part of it for the longest time and they are still not in. For examples. Frisbee. Frisbee is taught in school so that's also not inside so tchoukball, frisbee, you name it, they have it.

So to add in cycling, I seriously doubt that it will be there. So I mean, a syllabus, um, to be covered if let's say, um, with a traffic police and, uh, I think they probably have to work with MOE as well. Which part of it, because now, currently we only teach them about cycling to school safely. Cause I know some schools, they have many students cycling to school, not in PL though, not so. I don't see that many. Maybe it's because it's a girls school. So that's why and the parents, I mean the girls are quite blessed. Like they had parents bring them to school, so that's the other thing. Partnering with the traffic police I don't know how that would be helpful though. I don't know.

S: In terms of credibility, I guess.

E: Yeah, because ultimately, the students can know how to cycle, but it's the road users who doesn't know how to protect the cyclist. So this is one point, which I think I can understand why parents are concerned. There are many accidents involving cyclists. And, uh, due to no fault of the cyclists. It's really because the drivers, they don't, they don't look out for cyclists. They do not. They think cyclists are hazard and they are not part of the road, just because they don't pay road tax. So, the

education still has a long way to go. Even if we do a park connectors, um, in fact, park connectors, um, cycling could be even more dangerous because you have young, old joggers, you name it, we have it on the shared path. So those are the challenges now, although, I mean with the new, government initiative of having more cycling routes all that is good to make it really, um, just for the cyclist. I mean, exclusively is good, but knowing how people are behaving so that might be a different thing. So those are the considerations now. Just out of curiosity, do you both cycle? The two of you. Like regularly, or no?

S: Um, for me, not regularly only occasionally when I go out with my friends

E: What about Martin, do you cycle regularly?

M: For my first two years of university, I used to cycle to school every day. But it was less than a five-minute cycle, so I don't know if that counts.

E: But you are cycling on the pavement or on the road?

M: On the road.

E: Uh, okay. Then you would understand what I meant. I'm not too sure what kind of road conditions you cycled within that five minutes, but, whether you experienced what I mentioned.

M: Yeah. There's always that sense of, you know, everybody's rushing to go somewhere. So even if you're on the slow lane, cars just want to overtake you because cycling is just that slow.

E: So for instance, there are cycling laws, right in Singapore, which many people are not aware. So people get upset when they see two cyclists, uh, cycling, abreast on a single lane. They think they are hogging the lane, but actually they fail to realize that actually the law allows it as long as it's not a single lane.

So long you have two or three lanes. The cyclist is entitled for that. And, uh, the reason why they cycle to abreast is to protect the inner person. Especially if the one inside is less competent. So, but the drivers, they do not know that. They just think that why is a cyclist hogging one lane? And their aim is like, they want to kill them. They will squeeze them in and they forget that at the side, there are curbs and even gratings, which some cyclists trap in, I mean the bicycle. So yeah.

M: Mrs Sidhu, do you cycle?

E: Yeah, I do.

M: I see so you are an advocate for cycling.

S: Yes. Yes. Yes. I mean, it's a good exercise. Um, I had rather kids be cycling than be on computer games. And cycling, you can go many places and the environment, the outdoors, there's so many things you can see out there. So even in park connectors, right cycling can be quite enjoyable as well. But, uh, like I mentioned, park connectors there, I mean, I do both park connectors and road I do both.

So, um, so I can see the reason why people go park connectors, why people are on road. And in fact, I think after COVID, I've seen this, um, increase in the number of cyclists, uh, all types. So

much so that there's always, if you want to buy a bicycle, you have to wait. I mean, kind of there is a market for it. Yeah so I see family cycling, which I think is good from very young to very old parents cycling with the little ones, just being piggyback. But the other thing is they do not put on helmets so that is one thing that we have to educate our people.

M: Just to add onto the previous question that brought up. I think the collaboration between SCF and traffic police, SCF between LTA, uh, it's not so much so for the CCA part, but it's more for safe cycling program. So that builds up credibility that we have. So we have a very strong government body backing us up and our program, does that increase the perceived value of like SCF's program? I do understand your focus is on the syllabus, but what do you think maybe in general schools will feel?

E: I think when you educate the public more about, uh, how we can, co-share the road then more people can take on cycling. I mean it's environmentally friendly. I think that part would be good. And then signs, there are certain stretches in Singapore, the roads in Singapore that they have a huge signs to remind motorists that say "there are cyclists there, please look out for them" you know? That's when I think they have the collaboration with the traffic police as well. So that would be good because it increases awareness and even the rules around cycling as well. So I think that will be good.

M: So, you're suggesting more for like, with the collaboration we want to ask the traffic police to educate the general population about safe cycling and motorist.

E: Yes.

M: What about the safe cycling program for SCF? Right now we want to know the school's perspective, whether they will take on SCF, if they have this backed up.

E: Definitely it is good because when I engaged them the last time, I think they were also educating the kids about safe cycling, like when they should dismount and push the bike you know, uh, rather than just go down and unable to stop and that's when injuries happens. Yeah. So, yeah, definitely. That will help re-enforce it.

M: Okay. Right now I think the biggest problem that we see for schools and maybe how we can educate more schools is that schools look out for price more than anything else. So, because you're an advocate for cycling, I think you see the value of SCF being the ones coming to educate, but other schools are looking at it so which is the cheapest program to teach our kids cycling. But right now, what we're trying to go for is how can we increase the perceived value? And we found out that schools are very afraid of safety. So we were thinking when we go in to kind of publicize SCF, we will bring up safety as our number one priority. What do you think?

E: Definitely, if they have a good track record about how they were educate about safety, how, um, the, the students, because you see, cycling is just the skill, but there's a lot of knowledge that comes together with it. It's a lot of decision making, so I think that cognitive part needs to be brought up. But at the same time the challenge will be the time set aside for this activity. I mean, to be fair when I did it the first round with them right, I couldn't give them more time. I would love to you know, but I couldn't. There are two constraints. One is, there are many programs in the

schools it is very packed. Second is of course the cost while SCF is under SEP right. When I do a level wide program the cost will, uh, I'm trying not to hit \$6,000 and because once I hit 6,000, I have to ITQ, right. That process kind of lengthen. And some companies may undercut SCF. Then we, of course we have to justify for it. Like, not that it's not that to justify it, it is possible. So those are some of the considerations as well.

I'm not too sure who, um, there was this email about providing free safe cycling program. Was it SCF? Or is it another collaboration with SCF? Somebody who did that? They were going around schools. I think that was under LTA or something like that. Or was it traffic police. They were going around schools to educate kids and it's for free because there was some grants given, but we didn't have hop on to that program because there was a certain timeframe.

M: Yeah. This not something we are not aware of yet. Maybe we will do a bit more research.

E: I think it was just pre COVID. They had this actually. So you check with SCF, I thought it was championed by them. Then they collaborate with some other vendors. I'm not too sure. Okay. Maybe for SCF as a national body, they should perhaps speak to the various vendors who are conducting these programs. Because you want to divide and conquer, right? I mean, you can't just base on SCF. If let's say they collaborate with the rest and it's like, um, it's like BCA, you know, you just have your rules and regulations. Everybody was complete. Or even, um, the Singapore canoe Federation, they have their syllabus to complete. If you want to do one star, two star. So any vendor who wants to do that level one program level two program must complete all this. Then they will submit. Then we will have that national data. I'm not too sure. That's something they could consider if they have the bandwidth. Because I think the vendors, whatever they do, I think is very much probably out of the control of SCF. I'm not too sure.

M: I think that's a relevant recommendation. Maybe we can see how we can use the different vendors. I think the mindset for SCF right now is that these vendors are more competitors rather than, uh, possible collaborations.

E: Yeah, so they need a national body to kind of unite everybody together if you want to bring forth cycling as a possible kind of recreational activity, and you want to educate the whole nation about it because we have vendors coming in of course they say that it's in collaboration with the SCF but I take it with a pinch of salt. I go back to the source. So, uh, nothing beats the source. So, I prefer that way.

M: Okay that makes sense. Um, just maybe one last question on my side. Do you think SCF, this kind of programs is more expensive than different competitors and different vendors?

E: Actually, I think it's competitive because I remember, um, I think the second year when we were exploring, uh, we did check with other vendors. What is their price like? And, uh, I think, uh, the SCF one is competitive.

M: Okay. They are pretty similar. I think the fact that SCF is a non-profit makes them able to like price lower. But they do say that they still face issues with other vendors trying to undercut.

E: Yeah. I wouldn't be surprised when they undercut. There are two considerations I wonder, you know. Number one, what kind of bicycle are you going to give me? Because that is critical. Um, the first year where we started is, uh, we were concern like what kind of bicycle, because you don't want the bicycles. I asked them if they have spare bikes because it is from a rental company, right? Cause the bike doesn't come under them. So they collaborate with this other bike shop and then they would just bring all the bicycles in and all. So, my concern is if the bike is exact and one bike chain is off, even though yes, maybe those can fix, but maybe those that is beyond wear and tear and whatnot, what happens and the program is so tight right? So those are questions. So when I saw the bicycle they gave, they're decent enough. So the helmets all that were provided as well. So that all gave me kind of the assurance.

M: I think it makes sense. So, when people tried to undercut they would have to cut costs on their side.

E: Yeah, they have to cut somewhere, right? I think either you have a lousier instructor, or do you really pump in because business right, their mindsets are a bit different.

M: Yeah. They just keep trying to cut corners until they can make it more competitive than SCF

E: Yeah, they might give you a helmet that is not exactly serviceable or the bike that is not so serviceable or the instructors they are very young and not so experienced. The thing about instructors also the schools are also concerned, right? Because you are having close proximity. You are holding the bike and then because we are girls school, we want to ensure they are people who are credible. So those are other things. I mean, personally, I look at it is if I would get instructors in, they better be advocates for cyclists and have a certain maturity level as well, because some of these companies, they use very young instructors and their aim is never to put cycling sustainable. To them is a quick buck so I don't believe in that.

M: Right. Actually, we are exploring this recommendation also. So right now, bicycle clubs in Singapore want to be more involved in the cycling community. Which means helping out with safe cycling programs and all these things. So we spoke to a few bike clubs and we realized that cyclists in general, they were passionate people especially those who are managers of bike clubs. And I think this is very interesting and is very eye opening also. Not something we know before we started this project.

E: There are many cycling community and people are sharing resources, from routes to what are the things to look out for. And of course, they post pictures of accidents, of reckless cyclists. Not all cyclists are of the same kind of mindset. There are horrible cyclists who give cyclists a bad name, the way they behave. I mean, we've seen those kinds of a high-profile ones. There are others that are going viral as well. So that is also a no good but to be fair, I think, no matter what, no matter how horrible the cyclist are right, they are still vulnerable. That's something that people fail to realize because when a vehicle knocks a cyclist down, there is no protection for the cyclist. Really nothing, except God that's about it. I mean, that's where I think, uh, drivers on the road must always be on the lookout. And cyclist themselves must do a more, um, defensive kind of cycling. That means you take, you just always assume that the the drivers were out to kill you, then you will ride in a safe manner. So, you just be on the alert line. So, when you see small roads

there may be cars coming, you just come to a stop, just make sure the drivers see you before you proceed. If not, you just assume they never see you.

M: Okay I think this is relevant. I think Sherylyn told me that there aren't any more questions on her side. Maybe we can just ask you, is there anything that you'd like to know more about this project, about the team?

E: Okay. So I'm just curious, you know, so these, uh, um, so you are doing, um, business, right? I mean, that's your course am I right? So this final project is to find out what is the viable model from a business point of view or what?

M: Yes. We are taking on the hats of consultants and essentially understanding the problem of this company, which in this case they want to, they want a second opinion on what they should focus on for the next five years. And to get this second opinion, what we do is primary research. Talk to a lot of the different stakeholders, ask them what they think should be the way moving forward. We consolidate everything and then we put it in a final presentation. We give recommendations in the form of final presentation.

E: I would think you all have spoken to SCF as well, like the various programs conducted and some of the challenges they face, right?

M: Yes. Multiple times we contact them, like on a once every two weeks just to align.

E: Okay. Because when we first contacted them, uh, I mean through the conversation because I do speak to them, right. They were asking me like, whether, how possible to start cycling as a CCA. I told them is quite, almost like, uh, no, although after the cycling the girls always come and say "oh, can't we have that as a CCA" but girls being girls, they just think of the fun part once off and for the school, of course we have a park connector so that's when I decided to use it. And, uh, of course they will always be concerned that uh, so we just have to ensure that it is done in a safe manner. Um, but whatever that is, um, that you don't have any negative effects after the first cycling program. Yeah, so that's interesting though.

M: I think how we view it is in the long-term we definitely want cycling to be a mainstream thing, uh, CCA within schools, or at least some schools, and then how we view SCF penetrating this is starting off with safe cycling. I think just showing them that, uh, cycling can be educational. It can be fun. And then at the same time we assure the parents that they are safe. Because that's the number one concern. And we talked to other schools also they say like, okay, might not happen because it's just so dangerous, just the nature of cycling. Cycling on the road, cycling on the hills all that also.

E: Hmm. So, the, the thing about cycling right, when they want to promote it as a CCA so even in some schools only, um, there are a few things to consider. As we look at the profile of the students, you look at the availability of the resources because, um, I'm not too sure. Are you aware when YOG was first held in Singapore? We had cycling. I had a student who represent Singapore in cycling and he was doing, I think the bike trail and we had a bike park I think and that's the one that the one that I think SCF are involved in it as well. So they were telling me about it. That part, I knew we had it since 2010. So that bike park is still there. So that's one. And, um, the program,

uh four to five-year program for cycling, if you're talking about a CCA. Cause there must be that kind of a continuation and some parents to be fair when they look at CCA right, they say, "Oh, what goes after that? Can you use it as a DSA?" Cannot. You know, they're just being pragmatic. So, um, if cycling is only in secondary school, where do they go after that? Unless they are looking as a non-competitive kind of CCA? That could be one or another thing they could reach out to is, um, for the at risk students. Because I think that could be another avenue to reach out to the kids because there are many, many, um, in all the schools, they do have this gear up program, which, uh, they reach out to at risk kids. So, this is something you can ask them to consider as well to target this market group as well. Because if these kids have a purpose going for cycling and, um, then it might bring them out of that cycle of, uh, whatever challenges their families are facing as well.

M: Yeah distraction.

E: Yeah. So at least, um, something that is a wholesome that the kids can be involved in.

M: It keeps them healthy as well.

E: Yeah, definitely. And, uh, you know, I mean, of course now cycling has become a mode of transport, especially for the delivery guys right, but some of them are doing it quite dangerously. I mean a lot of teenagers, um, or even youth, they are doing this as a part-time thing. The education of it is important. Having lights, having helmets. I mean, Singapore is one of those that you don't see cyclists with helmets and they are on the road. You go to overseas they are always having the helmets on. Even the rental bikes is mandatory because they see the importance of having a helmet. Whereas in Singapore, they don't, although we have emphasized it. So, I mean, yeah.

M: Yeah. I think they just take Singapore's safety for granted. And they think like nothing will happen to them. And then as a result of that they don't put on these set of safety equipment.

E: Yeah. But actually, there are many accidents that happen for cyclists that, um, they are protected because of the helmet. So, the helmet cracks, I mean, that's the reason why the helmet is there right. So, yeah. I mean, as long as your head is protected, I think you can still live on the abrasions and all that is unfortunate, you can still recover from it. But head injury is serious.

M: If you crack your head, its going to be bad.

E: Yeah, you only have one head so you know.

M: Do you cycle for commute or leisure activity?

E: Uh, not for commute. So, I do road bikes as well, that is weekly then the other one is with my daughter is a leisure in the park connector. So it's in both sides.

M: Oh, then for road bikes, do you join the clubs?

E: No, I just go with my husband and some friends?

M: So it is some early morning kind of thing right?

E: No, I do at night. I don't do early morning. In fact, those kind of big groups, I think they are more dangerous in that sense. I mean, some of those are hardcore groups, uh, they ride in groups of more than eight, which is not allowed right. But I mean, previously people do intense. I mean those accidents are worst. So those are the ones that people are very upset about. Um, but the anger against those goes to individual cyclists who are by themselves.

M: Yeah. They just associate the problem as like cyclists in general.

E: Yes. Because they fail to realize that, um, a lot of the drivers usually say the sentence, they don't pay road taxes. They forgotten that these cyclists are also drivers you know, a lot of them are drivers themselves. They pay road tax too. I mean, you are talking about sharing the road right. I mean, it's just like the park connector you know, sharing. So those are shared path and people must understand that. And if you know the whole of Singapore there is only one cycling lane, there's nowhere else on the road. There's only this cycling at the coastal road. So, um, that cycling lane I think starts in the middle of nowhere. So even you want to proceed towards a cycling lane right there's still some distance that you're on the road, not on a cycling lane. So that's the strange part of it. Yeah. But one, at least one path is still better than nothing. And that loop you see a lot of people training on it because, supposedly to be safer. But, um, that road, the conditions are not ideal as well. Because of the construction that is going on. So, there's a lot of debris on it.

M: Oh yeah. I think that makes sense. We actually spoke to a few leisure cyclists groups also, they are one of the stakeholders. They also did bring up the point that there are some unsafe cycling, ruining the image of just cyclists in general, and then being like hazards.

E: Correct. So, so those are the things that, um, people they do. And, um, and in fact, um, I think most countries, right, they have cycling lane and it's really exclusive. But in Singapore, I think they still need to keep reminding people that the cycling lane is exclusive and people don't park the car on a cycling lane kind of thing, you know. So that's on the road, but in the park connectors, I think recently I noticed there is a change for NParks. They used to have like, um, the lane for the cyclist and the lane for the joggers, they have since merge it already. I think, uh, its going nowhere. People are quarrelling over it. So they have since repainted it to a shared path. You just have to work it out kind of thing, you know?

M: Yeah. I'm not sure that's the best solution but yeah.

E: Yeah because either way, when you put a cycling, I mean, indication, plus the jogging, people are not following it because of the numbers of people that are on it. And, uh, you have young kids who are just running around and the parents are not ensuring that they are close to them. Then when they get knocked down that becomes the cyclists fault. You know, that kind of thing. So, I mean, it takes two hands to clap. Everybody just have to do their part.

M: Yeah, kind of defeats the purpose. I think the main takeaway over here is I think cyclists can do as much as they can, but then it is the external people, whether our motorists pedestrians do it as well.

E: Yes, I think especially on the road that is the one that people must be aware of. And of course, cyclists themselves, they shouldn't cycle in those kind of reckless manner as well, which we know of people doing that. Yeah.

M: Yeah. We have noticed some also.

E: Yeah. I think, especially in uni, that's when a lot of crazy things happens too.

M: Yeah. You should have seen the number of accidents we had last time in NUS, just when the e-bike came up.

E: So that was one of those that went out of control. I mean, I think it was not thought through, they let it go and then, uh, they finally had to pull a break on it.

M: Yeah, it was quite bad for general cyclists also, because the speed limit, just because of the accidents that happened.

E: Yes, that's right. That's the thing. And now maybe the authorities are looking more into it. I mean, it seems like, but, uh, yeah, it will take some time because there are just so many things to be done.

So you are in your final year, right? This is your final year project or is it just one of those first year, second year project?

M: No, its our final year.

E: Oh, so you're graduating already and going to join the workforce?

M: Yeah. That's right

E: Okay.

M: Okay. Then Mrs Sidhu I think that actually concludes it.

E: Thank you

M & S: Thank you so much.

9.3.1 Appendix C4 – Interview with XX Primary School HOD

Interview with Mr X from XX Primary School

Date: 1 March 2021

Members present: Sherylyn

As the interviewee wants to be kept anonymous, a full transcript of the interview is unavailable. However, minutes were taken throughout the interview session and summarized as seen below:

Factors schools look out for when choosing a cycling vendor

- The school did not engage with any vendors before for any cycling related program.
- Most important factor is the safety of the students. Other factors also include cost, syllabus and location of where the program is going to be held

Cycling program as PE syllabus/As a CCA/One-off Enrichment program

- As a syllabus and CCA, it is highly unlikely due to many safety issues involved such as overprotective parents, and not enough resources and logistics.
- As an enrichment program, the school is could possibly take it up if the program is MOE endorsed.
- Partnership with local authorities like LTA and Traffic police will be helpful to promote and develop cycling as a CCA sport in schools. However, having cycling as a CCA in the near future is close to impossible.

9.3.1 Appendix C5 – Interview with Yap Bicycle Compania

Interview with Mr A Kweh from Yap Bicycle Compania

Date: 16 February 2021

Members present: Martin and Jimmy

J: Is a majority, like how many percentages of the bikers are like road cycling or is it like a hundred percent?

A: Um, most of us, uh are from road. However, my guys are a mixture of road and triathlon.

J: Maybe, can you tell us how do you think the SCF can contribute to the cycling landscape in Singapore?

A: I would say, uh, cycling landscape in Singapore right now is not self-sustaining if they are relying on a lot of the government's effort to actually focus on cycling as a whole. I think cycling has to be self-sustaining in a way that the races can have commercialized support, you know, having a company to actually sustain what cycling racing is about or we can have companies that actually do education for people, you know, or cyclist. This will be self-sustaining efforts. However, right now we are actually relying on the government to keep cycling as a whole.

J: Okay. Actually are u aware of OCBC that sponsor the cycling event?

A: Yeah. Basically, as a cyclist myself, having to understand that the bank is actually providing them an additional amount of funding for cycling but based on the last few years, if you can see from what SCF's financial report is, I realized they have been spending quite a lot of money on staff and employment. I realized that the athletes themselves are being neglected as well as the program itself I think it needs to be revamped. I mean honestly from a club standpoint of view is they are focusing too much on the extent that they are trying to run it as a corporate business number one. Number two, they neglected what is actually really important in front of them right now, the sport is actually growing too fast to the extent that they are neglecting the athletes at some point.

J: Hmm. I understand where you are coming from, but from what we gathered from SCF right, because for the past, three to four years, they are kind of like in the initial stage. They are still trying to sort out like, what they have in the organization itself. So they haven't really like provide a better outreach, but in the coming 5 to 10 years, they have some sort of plan to like go more in depth into pro cycling. Like have you heard of the pro cycling SG project?

A: Yeah. Honestly, I would say that is a project that has potential firstly but secondly, I would say we have to be careful with who we actually signed up with and who we actually, you know, work together with. Honestly speaking, working with the Australians is a good opportunity. However, we have to take a pinch of salt. Last year, some lost their title sponsor and that's why bike exchange

took back the team. So my question would be what happens over the next, you know, 5 to 10 years in a professional level, bike exchange is not able to sustain their efforts to actually be a professional. So, what is going to happen to our ProCycling SG because firstly, cause I think SG is working together with a world tour team which is bike exchange. So what happen if bike exchange close down? Who's gonna be responsible, you know, in terms of that, I mean, honestly, we don't know for sure whether they're going to go out of job, you know. Honestly I would say that the efforts of having a professional team is important, but I would say educating the public of what cycling really is a different objective overall.

I would say one good example that I would like to bring up is the recent case where they actually start to implement a compulsory brake, you know, on bikes. I mean if that initial set of education was there, we wouldn't be looking at a situation where, you know, or government having to remain a compulsory brake on bikes, because firstly, there's a culture of in the cycling world and by implementing that we need a break on this certain kind of bikes, it actually, cuts off the community and it starts letting people know that we are thinking about bigger picture where safety comes into place. You must have a brake your bike, but what they failed to see is every kid or every youth is educated. So, I think instead of focusing all the money on high-performance, I would view that they actually focus in terms of safe cycling, because with honesty, safe cycling has been prompt in the efforts to actually educate youth the last few.

J: For the safe cycling, they have a stipulated number of rules. But as of now what they are trying to do is to expand to more schools. So I think they are slowly trying to build up the efforts on the safe cycling area.

M: A I just want to build up on what you mentioned just now, because me and Jimmy are also not so familiar with the cycling industry. When you say brakes are previously not compulsory, but it is now compulsory, it is due to accidents and all these points, is it?

A: Yes. So, uh, if you read up the news a recent implementation of compulsory of a brake is required for all bicycles that are on the park connectors, the roads, you know, and the trails. However, there is a small culture here that what we call it fixed gear, which is like what see on track bikes you know track cycling, however, it is brought onto the roads and these are the kids that has not been educated or actually taught on the safety of cycling because. Firstly, if you talk about fixed gears in general people will say it is dangerous, but however if you read up on fixed gears, I would say it's well-recognized and well-versed in all of the countries.

M: So fixed gears u do not need the bike and u just use your legs to slow down the speed right?

A: Yes. They call it a fixie. You because someone is riding in a multi-storey carpark, the story developed and as a result, we lost the life of a youth. So that's one of the reasons why a panel you know, uh, implement brakes on bikes. In all honesty, you know, SCF has been strong in terms of the last five years. They have tried changing their approach towards cycling and they actually got a lot of athletes that is competitive into a lot of games and medal winning games. Honestly that is not wrong, however I feel that more could have been done. If a new generation and a growing generation for us. Okay just some background about me. I'm 23 this year and I used to be a competitive athlete. However, now I'm actually, uh, a club manager that actually manage youth

development for myself and I am also a race mechanic. So what do I do? Basically I travel with professional teams or international teams in the international racing scene. And then I bring what I learned from overseas into Singapore and integrate it with our local clubs. I'm a full-time student and me being a manager is actually giving back to the society. In fact I'm in talks with a few people actually to see how we can further commercialize a developmental team firstly. Secondly, I would say with the current, uh, way of how SCF is being run as a commercialized. I would say we need youths and we need the younger generations to voice out in terms of development per se. To give you a full transparency and to give you view, I would say people are looking down on the youths over the last two years because, uh, they feel that the current mindset in place, they actually feel that the current way of running things are better, but I would like them to take a step back and see what has been doing well. There is no right or wrong for going too fast. There is only you know, on thing you need is to build the foundation wrongly and it will go tumbling down. I mean, you guys are looking at a bigger spectrum where we can sustain the business. I mean ProCycling SG having to bring forward how cycling is as a whole to the public. Yeah the efforts are there, but they have to stop thinking about them going and more listening what the public wants. Honestly to ask clubs, the more races the better. However, if you have more races that cost like \$60, \$70, it will be impossible to sustain it on a level where people would actually come to races probably every month, twice or every month, once. It would be more like every 3 months once a time. I know having to close the road is issue et cetera. But I would say build with the local community first. If you can secure a road, a area that is relatively quiet. You could probably host races one month once and race fees being \$30, \$40 where you still can earn. But as you know, tapping into your network, working together with bike shops firstly. Last year it was a difficult year for us which became great because there are actually shops willing to step out to provide a small amount of funds to run races. However, I feel that it's not right to actually take money from your local grassroots or your local industry. When it comes to sponsorship of a returns, I would say there's no immediate return to these. It is a businesses per se. We talk about what is the benefit business benefit? Let's say put in \$5,000 today, you know, as a businessman itself, I wouldn't want to put \$5,000 in and, you know, in return I get close to nothing of interest, you know, promoting the shop as a sponsor, you know, is good. However, my recommendation is look out of just advertising and promoting because firstly SCF is not a influential organization to the public because as you can see over the last year, whatever safety guideline that they have been posting has been getting blast online, which I feel that it's not their social media but is just that the public reacting in the way. At the end of the day, whatever stupid things that cyclist do, people would put at the federations head because they are the guys supposedly in charge of cycling as a whole.

But I would prefer them actually to be focusing on both safe cycling as well as competitive cycling in terms of events. Its just they are too kind with the people in the team. I don't find it very dynamic. People who are actually working really working inside is not getting it fully I would say. Whereas honestly I have no idea how the hiring structure is like but I would say from experience having to, you know, work in a bicycle shop and actually see how the Federation works, its just not I want to see. That's why as of now, uh, as we all know, the Federation is actually in a year, election for office.

J: So actually I think you brought up quite a few good points, like how SCF should not just focus on the ProCycling aspect but also focus on cycling for the masses. How can the cycling club actually help to promote cycling? Is it possible for you guys to host competitions and try to go into schools.

M: The fact that you guys actually want more frequent races and these places should be in less popular areas so that the spot can be blocked out. So the not so popular place can result in cheaper race fees as well. For your bicycle club, do they actually sponsor people to go for these races?

A: In terms of all these, yes for my club personally I would provide race fees to all these guys but however without a proper reasonable calendar. For example, all the professional teams in the world, they actually have race in bikes. However there are races that they actually have to budget in to go for races. Without a proper calendar year, like from 2021 January to 2021 December these are the races that we have planned. None of these are being done. I understand it is a pandemic year and it is trying to recover and they are looking at the nationals this year which I respect that. Having to understand that they actually had budget cuts is good. In fact they are trying all ways to regain from this budget cut. Like again what I said, if you know the pandemic coming in, what has our federation done over the last year? Any of the people working in the office getting pay cuts? And then trying to support the athletes that have been training full time but unable to head out for races. So that's number one. Number two, uh, with regards to what you guys mentioned, what would I like to see that can engage the public better. I would say with the resources they have with ProCycling SG it wouldn't be difficult for these youth developmental athletes that are actually in the middle of aiming to be a professional athlete you know to go to schools to give, you know, community outreach, because I will say this is the best way for SCF to actually grow on the youth. Honestly, I believe in youth development, but however, if you send someone who is 40 years old as a coach to go and do safe cycling, I can compare to a youth for example I have an elder brother 18 years old to give a talk. Who will I be more interested to talk to? The 40-year-old or the youth that has been developed. They have such an amazing project but not using to its full limits.

M: Okay. So your recommendation would be to make use of cycling club members and then afterwards, I would assume you would pay the fee to the cycling clubs.

A: Yes as part of allowance. In all honesty, nothing is free for cycling. Cycling is an expensive sport you know. However, they need to understand that the strongest weapon they have right now is the youth. Our current set of athletes won't have much lifespan. They need to understand that that's why they believe there will be a next that will go through that in the youth development squad. They need to understand that if they do not start these guys young, to use them as education tools as a public, they missed out on that situation.

M: I agree. I think that makes sense. So, another point that you brought up just now, so this is just to recap when you were talking about a few points. I think the second point you brought up was how during the pandemic actually some bike shops so assume those people that are renting bicycles and selling bicycles actually helped donate to you guys to actually enter races. Is that the case?

A: That won't be the case. Firstly just to give you some feedback regarding that. To actually rephrase what you guys are trying to pick up from that. So basically last year with the pandemic,

they actually came up with a stadium challenge from SCF and the requirement to be a sponsor is to provide fundings. Example like \$5000.

M: So the bike clubs are supposed to pay \$5,000 to SCF. Then afterwards they can be considered sponsors is it?

A: The bike shops is supposed to pay the SCF \$5,000 to run the race events.

M: To run the race events? So they pay SCF. Then you still need to run the race event?

A: They pay SCF to run the event so that bike clubs can join because in all honesty we didn't had any races on that year due to the pandemic. We were lucky because Sports Hub was kind enough to provide the venue. However we need to close the roads and need barriers, this and that. So that kind of give way, and that results in them shortage in money and et cetera. Just to let you guys know, you guys can go to this website called cycle sports. They used to be our organization that runs our events as a whole.

M: They're the only ones that run the events alongside SCF?

A: Yeah. Right now with the recent change, cycle sports hasn't been our main priority. SCF actually changed the organizer over the last year. So, I understand that they're supposed to be informed of how they actually can run, you know, the bike races, this and that.

M: So SCF sets the rules, right? And then cycle sport has to abide by that rule

A: Yes. So I understand that with the recent events where SCF has tried to host their own events, uh, in all honesty, I don't think that they should focus on that. It gives the public a idea where oh our Singapore Cycling Federation is trying to earn from this. If you see from their latest post on 30th January. They launched an SCF off-road challenge. I would say Sports SG's direction towards organizing race is for us to actually work together with the events industry and where they host it and SCF is just there to support. Because honestly does the full amount goes to SCF or does the full amount head back to the society. If this is going to be a profit of SCF, its not going to work. I feel that SCF should really focus on number one, providing development in our sport. Number two, providing education. Number working together with our local parties such as LTA and TP, doing what they do. If all due respect, what they are doing may be bad to the events industry as it just shows to the other federations in Singapore that hey I don't need to rely on a events team. I would just have my own team run the events you know.

M: That's a completely valid point. I think that leads to the question that Jimmy wants to ask. I think it was more related to, uh, because we had a conversation with the SCF, the last also and then they mentioned that that's actually something that they are aiming to achieve. They don't want to host events by themselves and they want to pass it on to like, uh, people down the line. So essentially right now they view it as micro-managing. So then I think it's not so nice, but that point about transparency on where the funds go to. That's a very valid point.

A: Honestly, I wouldn't mind supporting research like this because end of the day, all the Singapore youth development teams would try and, you know, push their teams to actually go for these races. The more races you have, the more idea you get to how your form is during races and, you know,

et cetera. But, you know, I feel that we have to be transparent in a way that, we have so many of this races being hosted, how much of this is actually being put back into the what we are doing, or is it just enough to cover what they are doing to run the event?

We need to know so that personally as clubs we can help the Federation. Honestly, I would say the first step of success to this Federation, you know, going is with the clubs. If the clubs cannot support what the Federation is doing, then I think as the sport, we are failing.

The federation needs to come up with a plan where the clubs can support and the clubs can believe in. ProCycling I would say it's a big step to professionals scene. Right now they have all the green tick in the box, is how they are gonna manage, keep the relationship strong and actually focus on the next point, the education, as well as the youth development. I mean, end of the day, all of us know, athletes have a very short lifespan. You probably are going to peak at the max 30 and after 35, 36 you will be converting to a coach. So I would appreciate it if you guys were to develop a business plan for the next 5 to 10 years, where you all can include how educating youth would be a business model. Honestly, the road safety program is covered by, you know, as we all know, Singapore pool as well as SportsSG and OCBC Bank but we need to have it as a profit earning business. It can't be a program used to sustain what we are doing now. It has to be a profit earning company. End of the day, safe cycling is like any coaching school in Singapore. We have to market it in that way and there has been coaches being paid \$60, \$70 on one-to-one student which we can't do that because we do not have enough coaches in the federation. However, we have to do it in a way to work it out as a public, not only to the school, but make it as a public course where we can earn from it also. Hosting public workshops for these safe cycling can actually help the public grow their cycling proficiency. As we all now cycling is a strong sport in 2020, but nobody is actually focusing on educating the public about cycling. So if you were to ask from a business perspective, focus on the coaching and using all kinds of channels you can actually earn from these channels and then channeling the funds to support the athletes. In Singapore we know no athletes is doing it for the money at the moment, and they are paying out of their pockets instead.

J: You made a very good point. Like how the SCF should go hand in hand with those cycling clubs. So do you see any potential for collaboration with the SCF in terms of hosting cycling competitions and maybe with regards to the safe cycling program. Are you all interested in helping out?

A: Okay. I would say in terms of that, let's be honest, with regards to working together and host a race. That is not possible. Let's be honest. I mean, end of the day, every athlete in my club wants to race. If I were to say, Hey, I'm going to host a race and my team is going to be the team to run the race. It wouldn't be logical, number one. Number two, if we were to work together with SCF, what's the benefit in return. Just some background. Racing has been in the cycling scene from the last 3 years from 2017 to 2020. 2020 being a quiet year for us due to a change of plans. So our mission and vision is to provide youths an opportunity to race with proper support. I'm not saying that our federation is not giving support, but our grassroot organization itself needs to show some support in order for these youths to be recognized. Secondly is if you were to work with SCF to run a race, it would be cutting off the events organizer also. Honestly im working part time at SIAP bicycles now, them having to come to the shop on a quiet day and proposing us an event, to actually

create races available. I would say it is not logical. If I were to sponsor a amount of money to the federation, it just shows that they are lacking of funds. Then again it boils down back to the structure of the organization. Is this guy getting overpaid for the things that he is doing or do we really need this guy in the office to work? I realise that SCF has grown from 8 full time to almost double up to 12 or 14 full time over the last year. Out of this additional, what is their job scope and how much are they getting paid. Instead of having to hire so many people, what happen if we take those monthly salaries and actually focus it on local races. Honestly without manpower you guys cannot run a race but my question would be so much in plans cycling in a sport going in Singapore, what are the efforts being done to actually keep this sustaining business. The reason why I'm supporting the federation is because if I don't support, who is going to be supportive. I want youth to be developed and grown in Singapore for cycling and the best way is to support the federation. How can I support the federation that cannot be self sustaining? Honestly, I want to support but a federation that is focused on growing too fast, trying all kinds of stuff. From what I see they are just all over the place creating race on their own, going to shops getting funds to actually run the race. I would say its messy in terms of business context. But they are doing the best they can but I just feel that some changes needs to be made. I think for starters as a business proposal, a five years plan. The best way is to firstly review the staff first. Followed by reviewing whatever projects they have in hand because I have no idea how much they actually put into these projects. Example safe cycling, having a developmental team running events, I have no idea how much money goes in and comes out. I would hope to see changes and with regards to what you said. Hosting safe cycling programs for clubs is doable because firstly, I'm about youth development. Who knows having to host these safe cycling program I can find new talents into the sport. But hosting race, is not sustainable for me or the shop.

J: I think you made a very good point.

A: If clubs were to offer locations that can be a possibility of races, that can be something to discuss. You can actually gather all the clubs in Singapore to do an annual fundraising event. If you can host a fundraiser to say where the funds will be channelled to and what are the funds use for and the main benefits. I would say it would be a great value add to the federation. For example, to the developmental riders who have been paying out of their pocket every year and we can gather a solid \$50,000 from the public. They will know how much they donate is to support youth development in Singapore. This will be a good add on. I as a shop would actually donate what I can to develop youth than pay \$5000 to run a race with no business return.

M: We understand for the business side, it makes sense. Something must come out and it can't be just, you put like the clubs name as a sponsor, that doesn't generate enough return.

A: Yeah, you get what I mean. At the end of the day, honestly, I'm pretty sure this will be a big shock to you guys, but I would say over the last five to 10 years, I would say, cycling wasn't a money thing. In competitive cycling, every month they are forking out money and I'm speaking from a developmental team point of view because number one, you know, uh, having to run a developmental team, I realize the amount of money that a developmental team spend is a lot.

M: How do you actually, get the funds then? Or is it just purely from your pocket.

A: Okay, just some background. About how the team started and why we started it. I'm the manager of the club. Under every manager there is a team principle. The team principle of this club will be Chris. So Chris is a shop owner and they are actually on Facebook and Instagram. Chris is actually a consultant and he runs a multinational company for sports camera. That's his day job, whereas, uh, running a shop and, uh, developmental squad is as a hobby. To me and Chris we take it as giving back to the community as well as the society, because we want to get as many youths to cycle as we can, you know, end of the day, it's not about iPhone iPads and games. Cycling can be something that is equivalent to iPhone, iPads, and games.

So, the objective is simple, to get as many youth out to cycle and enjoy the sport. We realized that, you know, a lot of these youth are trying to aim on a competitive level. That's one of the reasons why we set up a team and throughout the years we had been lucky and successful, I would say because most of our riders and athletes actually got picked up by higher tier club teams, the Federation, for example. So that's one of the reasons why you asked how we actually get our funds to support these athletes. I would say number one is our passion. And like, yes we paying out of our own pockets to these guys.

M: So really from just you and Chris?

A: Yes as of now, we don't have any external commercial sponsors or big brandings on the team. However, if you see on Instagram, we are team where we found individual and what you see is just brands that the shop carries or brands that we want to promote. None of the guys are really sponsored to ride the brand they are just there as a support and as a climbing step for them to actually progress on the higher level.

M: If one of the guys from your development squad managed to go for the higher tier cup or goes to SCF directly, too. Do you get any benefit from that? Just like maybe sponsorships or payments because he did well?

A: let's be honest. To us, whenever we develop someone, we don't expect money in return to us we are just happy to see that athlete grow. That's the point of having this concept of a developmental team. It doesn't make sense for SCF to pay us because you know its just weird. If we were to make it monetary in terms of youth development, I would say we are not giving back to the community. Which is why I was positive when you guys actually came up to SCF when you guys want to work together to come up with a five year plan. SCF has never been strong in the business aspect. They have no business planning and funding management. When you guys step up and willing to collaborate, I was more than happy to give my time. That is why I need to let you guys know from a club point of view that it will be good if they can support local community but it will be bad if they pay us just because they took our athletes. At the end of the day is more to develop youths and giving back.

M: I think that makes sense. So basically, just to summarize what you said also. You really liked the help of SCF, but it's not money from SCF to be given to you guys, but essentially how can they help the community just like how you are helping the community.

A: Yes, correct. And I always believed in a quote "the right people for the right job."

As of now they managed to get a few of the right people, but however, there are still a few people inside that are just here to earn and do their job. There is a difference from doing the job because of the money and doing it because of the passion. I hope that they can get it right.

M: Completely agree. I think, you gave us a brand new perspective actually, because this is our first interview with one of the bike clubs. That is a really good insight. Maybe what we can do moving forward is to just properly assess the people that came into the SCF, how they've contributed and how they've grown, the clubs in Singapore and how they've grown SCF to see whether that really made an impact. Then we can plan the organizational structure for the next five years or so whether right now we are overstaffed or under.

A: After this I'm more than comfortable to provide you with my contact if you guys need anymore contact. However from an international point of view on how a federation is run, they are not structured. They are getting their money based on the government as well as from normal sponsors. Honestly how much OCBC is putting in every year, I would say SCF is not doing justice to them. They would need more recognition. If you guys were to come in I'm pretty sure you guys would come up with a plan where you all can show how the partners have been supporting sport by giving more coverage and recognition. It's more than just posting about OCBC is our sponsor. It's more of how we can actually give more recognition to people. If let's say right now I were to work together with OCBC, that is a very good connection. Develop a plan that they can help actively to promote and that will grow the bank coverage as a whole, more people would go. That is a small coverage that we can give to people.

M: I agree. This is going to be useful on our side. I think just one point. So honestly, having a club manager like you is really great. The things that you do purely for passion. It is very inspirational and it's definitely something we want to build on. We definitely hope all the clubs that we worked with or we work with in the future would have the same passion. However, uh, something that, uh, maybe we would like you to note also is although you are doing it for the passion, we would definitely want to see your club sustain in the future. Honestly, taking out the money from your pockets over the past few years, just to develop the team. Uh, it might not last in the long term. So maybe something that we want to do also is to see how we can benefit. So definitely it is not asking the SCF to pay you guys money for developing the people. But we have to put some thought into that because we want to see clubs, like you to sustain also and we need to find out how. So I think that's just one last point I would bring up on my side in terms of things that we want to do.

A: Okay. I think one thing that you guys can, can actually help in terms of that would be firstly, uh, let's put it over the last few years. SCF has been organizing workshop, courses for us to pick up as many, mechanics and all the other stuff I would say, you know, with regards to what you guys put me, in example, safe cycling. Yes. It can be conducted by us with the right equipment and coaches to coach us to become coaches that's number one. Number two, instead of hiring people for the job, you know, do it as a volunteer basis where we take time out of our schedule maybe twice a month or four times a month to actually help develop these youth because let's be honest. I am a certified manager from SCF, but there's no follow-up.

M: I see. I see. There's no benefit to it now.

A: I organize this workshop. I organized this class. It stays that way but there is no opportunity for us to use what we have learned and put it into place. That's number one. Number two, how can we actually make it sustainable. The pandemic has made us understand that we have been forking out a lot for the team but now we actually balanced off the book for the team. We would use the athletes as marketing side. Example, advertising and sports ambassadorship. Some good points would be like red bull, they are sponsoring individual athletes and are paying them a small sum. However these ambassadors are to promote the brands itself. So that is one thing we can work on. I have no idea how SCF sponsorship is run right now but what I see over the last three years I would say their sponsorship is in a mess. Having a sponsorship manager going to talk to them how they can support the athletes as a whole. The sustainability of my club depends on how well our bike shop is doing. So far, we have been lucky that the shop is earning and it provides the youth opportunity to race.

M: Okay. I think those are very useful points. Then I think just to conclude, I think there are just three key points that we got from this conversation that we might want to look forward to help. So these three points can actually be broken down to like the leisure cycling and competitive cycling. So for leisure cycling, uh, something that you mentioned was, how, because a youth actually died, so brakes are implemented the suggestion is for SCF to focus on safe cycling program. will implement it. And then for the competitive side, I think your focus is twofold. The first one is basically, how can we better engage the community and be more transparent with the funds, how we use these things for events. And then the second thing is maybe how can we make use or collaborate with these cycling clubs. Like, so after certification, we can actually use them to coach the cycling programs. How we can better help or how we can better like market these athletes that we have through like maybe sponsors like red bull and all these points. So overall I think these three points are very, very useful to us. This is not something that we would have thought of or something that we would have found on the internet. So, I would really like to thank you for that.

A: No problem. End of the day is more about business sustainability, no one wants to fork out of their own pocket. Number two, I hope to see SCF to grow even further but with the right people.

M: Okay. I think that's a really good summary on your side. Thank you so much.

9.3.1 Appendix C6 – Interview with ANZA

Interview with Ms M from ANZA

Date: 24 February 2021

Members present: Jun Ming and Jimmy

J: Okay. So the first question is which cycling discipline is the bike club more focused on, is it BMX, track cycling or et cetera?

M: Our club is more focused on road cycling and then also some cyclocross, mountain biking. And then lots of people also take part in triathlon events.

J: Okay. Uh, so actually now, as we collaborate with SCF, we are thinking of how SCF can improve the cycling scene for the bike clubs. We are wondering how do you think the SCF can contribute to the cycling landscape in Singapore?

M: I think there's a lot to be done. Like lobbying on behalf of cyclists, whether it's clubs or teams, racing teams, whatever, it might be particularly to have some homegrown kind of events. So, in the last few years, I mean, obviously this is all very COVID dependent, but in the last few years, um, you know, a lot of racing has taken place off the Island. So people have had to even have their club championships in Malaysia or go to Indonesia because it's so difficult to get any kind of dedicated road closures. Um, you know, if you can get them, like if you can get the police on board, LTA, Um, everything, then it costs quite a lot of money. So it's very difficult to organize everything like that which is quite a shame, in terms of increasing the profile of cycling as a sports in Singapore. So if there could be some more lobbying done in that regard, then that would be really, really helpful, I think, to just boost the profile of cycling in general.

I mean there has been the possibility of getting a velodrome in Singapore, like at some stage in the next few years, this would be enormous because so there are a number of people who have been doing track cycling and they've actually had to gotten trained in Thailand and Australia even for training. And so if you're looking at trying to boost, cycling as a sport, especially for like getting into professional stuff or going to Olympics, say for example then, um, obviously if you can have more specific training programs within Singapore, then that's going to be a huge boost.

J: Okay. I gathered that. We are also wondering how have you been involved with the SCF over the past few years? Uh, maybe regarding like the coaching or the safe cycling programs. Are you involved in any of that?

M: Yeah. So, we kind of, um, get together with any projects that SCF has been coming up. So like we were particularly kind of been involved with the Car-free Sunday events where, you know, we would join forces to go and work with seniors in the community to do the cycling trishaw kind of stuff around the Padang for Car-free Sundays. And then also to try and hook that up with like short cycling race events that were being held like prior to the start of the Car-free Sunday. So, around the Chinatown conservation area which was really a very big kind of boon for the racing

community here. Also in any discussions with the safe cycling taskforce, I don't know if you have been speaking to Steven, but he's very good in terms of like, um, just like, you know, more of a community approach, like to cycling and making sure that the bike lanes are cleaned up and all this sort of thing and cycling between townships and stuff. So it's coming from quite a different angle, but so working with him and SCF together, um, just in terms of like the cohesiveness of like the whole cycling community, you know, because it's very kind of broad, you've got people riding, a folding bikes is a huge communities so there are people doing that. People who are actively, you know, sort of doing recreational road cycling every day of the week, you've got people who are just road warriors every weekend. Also, maybe getting out there for a little bit, and then people who are just sort of keen to get out and try a PCN kind of riding or trail riding off-road. So like it's really such a diverse kind of community. So, it's good when everybody can work together and work with SCF on that sort of stuff.

J: Okay. Well actually just now I heard you mentioned about the trishaw cycling with the seniors. It is the first that I heard of it. Do you mind elaborating more on how does it work?

M: Yeah. So, there is actually an organization called cycling without age. This started actually in Denmark. And so it's like a program where people will take this power assisted trishaw and go into elderly communities or old folks homes to take out the seniors for kind of a whip around the neighborhood, you know, so it's kind of just getting them out and about getting some fresh air and, um, it's a chance for them to kind of just meet with different people, share their stories so it's like just fostering a bit of community. Um, and so that's happening like on an ongoing basis at care homes across Singapore through this cycling without age. And so then for the car-free Sunday program, all the different bikes clubs kind of hooked up underneath SCF with, along with LTA and with the cycling without age program so that we all kind of could take it in turns to be these kind of what they call pilots or captains of the trishaws. So then just anybody who wanted to have a ride, like could come down either their family or the elderly people. A really, really nice idea actually, you know? So it's just such a shame that like, obviously there's nothing like that happening right now because of the pandemic. So hopefully in the future we can get back to doing something like that.

J: Well, that's quite interesting cause I didn't know about it.

M: Yeah. Well, the other thing, I'm not sure whether you know about, so, you know, there's like a team of Para cyclists. There are different like, um, people who have different kinds of abilities or whatever, uh, you know, different physical disabilities, whether they're, um, sight impaired or if they're, um, you know, maybe only have one leg or whatever it is. And so they team up with you know, like a co-pilot on their attendant bikes and stuff to go around. We have a number of our club members who are also kind of working together with them, which has been really nice as well.

J: So, I guess SCF do come in and like help with the co-pilot thing for them.

M: Yeah. It's kind of like from a kind of a coordination sort of, um, perspective.

J: Okay. So they liaise with LTA that they have this ongoing event.

M: Yes. I'd say that their main purpose, or at least as far as, I guess the clubs that are concerned is that they've been trying to raise the profile of like a race events and stuff over the last four or five years. I mean, certainly since Dr. H have been in charge of SCF, so then it's been like, you know, really. This whole kind of let's get the racing scene back working in Singapore and within Singapore, you know, so that people don't have to feel that they've got to go off to pass a good on tracking in like Malaysia or whatever, you know, to do that sort of stuff. So, yeah. So that's been good.

J: Okay, thank you for sharing. Actually, I see that you told us quite a bit. Do you have anything to comment on the good points or the bad points that SCF have done for the past few years or like how SCF can help to improve the cycling landscape in Singapore?

M: I think it's just more about just communicating with the different groups that are out there. Um, getting more ideas all of the time, you know, like, cause there are people who like, especially when there are people I guess, coming in from other countries, like I've been here too long, so I don't even know what's happening in other countries, but you know, I like, so there are so many people all the time because it's such a transient place.

Um, you know, so people can share their knowledge, I guess, you know, if they're coming from Europe or from Australia or US or wherever it is about how is the scene there. And so I think it's good if they can just kind of keep tapping into that because it's changing all the time. So rather than sit around and go, yeah, yeah, yeah whatever, you know, like we spoke to people a year ago, you know, like, cause it's now it's different. There are different people involved and stuff. So, um, you know, I think it's about that sort of thing. So just trying to keep the communication going across the different clubs and teams, um, that's really one of the big things.

And then working together really with the LTA, um, you know, and URA about like how to plan infrastructure. So I think it's really like a very interesting thing. So just now the planning of the North South corridor. So, you know, with the roadway coming down from Woodlands through to downtown, and so that's planned to have these cycling lanes and stuff, you know, but I don't know anything about how wide are they? You know, I think a lot of people feel that when, like, it was a really positive step when the Tanah Merah coast road cycling lanes went in, but then there are certain things about the design effect that makes them very difficult to use also, depending on what kind of group is going along there.

So perhaps if there had been maybe a little bit more input from some of the groups that were likely to use it, it may have been slightly better in design. Um, you know, and so with a view to something like North South corridor or any other developments along those lines, I think that's where you need to have more input from more different people

J: So, with regards to the facilities or the infrastructure right?

M: Yeah.

J: So, I would say that you would want SCF to improve their marketing and bringing awareness to people about the safe cycling culture and stuff.

M: Yeah, of course. So about safe cycling culture, I think also about like, um, you know, the things are like a two-way street. Obviously everybody is very interested in, you know, a culture where everybody is sharing the road. Um, and so sometimes it's not just about, you know, going raising your finger at cyclists, you know, about like how they should behave, but also explaining how cyclists are allowed to be on the road and perhaps to motorists, so that it's kind of a, you know, a two way street in that regard, because I think a lot of the time cyclists feel as though they're constantly being kind of berated or, or whatever, when actually a lot of the time they are all following the traffic code, but maybe motorists don't understand that that is the case.

So, you know, I think the SCF perhaps are sometimes, you know, maybe it seems as though they don't want to step on toes a little bit when it comes to, um, intervening with, you know, the powers that be, for example. Um, and so, you know, they, they don't want to push anything too far in that regard, but they could be a little bit more of an advocate, I think for cyclists in general in that way. Um, and I mean, it's not my belief, but actually I did hear a lot of people talking, during, you know, the phase two of COVID restrictions and everything else about you know, there were like a lot, there was a lot of pressure for people to make sure that they were always in their maximum five groups and everything else like that.

Um, which, you know, most people were doing. Um, but there was a lot of blow back. If two groups got too close and it looked like there were too many people together or anything, um, and people would say, well, you know, like perhaps someone should be advocating on behalf of these groups to say, it's all about perspective because you know, if you can take a photo from behind, then it does look very different to if you've taken a photo from alongside and you can see what's actually going on and speak up on behalf of some of the groups.

But whereas it seemed as though it was, um, A lot of the time, like, don't want to step on any toes. Don't want to push anything too far. Um, a little bit like that, you know, so I think a lot of people felt that they were being a bit left out in the cold in terms of having anybody speak up for them.

J: Okay. Uh, so actually, let me move on to talk more about your cycling club, like the structure of your cycling club. Uh, so I would want to know whether like the members are coach certified?

M: No. Most people are just your regular kind of recreational cyclists. So some people take it more seriously at a much more like high level amateur, um, kind of position, that sort of thing. But we would have maybe one or two people who may have been coach certified or be interested in doing that in the past. But, um, the most people, because they are mostly working full time or whatever it is so they're just looking at cycling as a sort of a hobby. Um, they're, you know, they are main sports or something like that, but not sort of more in like, in terms of any kind of professional, you know, um, attribute or anything.

J: Hmm. Okay. I know like a lot of people are just like for recreation and for leisure. Is it possible, like, would they be interested in like receiving proper qualifications?

M: Yeah, I'm sure there would be some people who would be interested in doing that. Yeah. Um, and particularly, I mean, people often do, you know, show interest in that sort of thing or training, for example, for racing events and that sort of stuff.

Um, when there are races around, but obviously like, because the last 12 months there has been nothing. So I think people just kind of, um, don't think about it so much, but you know, so anytime there's something that's coming up, like a tour of Vinton or something or other that's on the horizon and, you know, so then, you know, I mean, a lot of our members do like to help out with the organization of those events. And so they often do look for people who have got some kind of, uh, certification. So they can go out and be part of the marshals or whatever it might be. Um, so there probably would be some people who would be interested like, you know, in the, in the long-term especially.

J: Okay. Uh, actually to tell you more about the intent of my question is to find out whether bike clubs are able to collaborate with SCF to conduct the safe cycling program. Because in order to conduct the program they require a certain level of certification like the UCI certification, or the safety theory tests conducted by SCF.

M: Yep. So, I think that would be, that would be certainly of interest. I mean, I would be very interested and I'm sure I can already think of a number of people who would be, you know, because we run it as part of like joining as a member of our club, you have to do it.

Everybody has to do an induction ride and you have to go through certain things to be able to become a member. And so that could actually fit in very nicely, you know, if they'd be, you know, I'm sure there's, there would be many skills that are aligned and whatever it is, you know, in terms of that certification so I think that could be very positive.

J: So, I was telling you how the bike clubs can have a collaboration with the SCF to conduct the safe cycling program, what are your thoughts on this?

M: Yeah, I think that's a great idea. Yeah. So, you know, I mean, we would always be up to that. Like we have, um, a committee of eight people that run our club and then we also have a number of about like 30 to 40 ride captains who are all sort of, you know, the more experienced members of the club.

And so all of these people like actively take part in bringing in new people and training them up. Then helping them become aware of all of the traffic code and how to ride safely in a bunch and, um, you know, like all of that kind of thing. So, I think that could be very, very well tied in. Yeah.

J: Okay thank you. Apart from these, do you find any other ways that maybe the bike clubs can help to contribute, to like evolving the local cycling ecosystem?

M: Well, I think one thing would be that like when we are in a position to have any kind of events on again, you know, that, I think it's very good if, um, whoever is organizing those. So whether it is an event company like cycle sport that works a lot with SCF or if it's SCF themselves, then I think it's a really good plan if they basically reach out to each of the clubs for each event and say, can you please provide X number of volunteers or whatever that might be, you know, I mean, that's what they do in a lot of other countries so the clubs just taking turns to basically run at each event, alongside the training company, or the event managing company. And so then, you know, like everybody kind of contributes in their own, in their own way, you know? And so then it stops people from complaining so much that there's nothing happening. So, it's not, I mean, it's basically

up to the clubs to make it happen alongside SCF right. So, um, yeah. So, then you sort of basically put it on a roster system for who's taking care of what.

J: Hmm. Okay. I think that will be good. So that is the last of my question. Thank you so much for your time.

M: All right. Thank you so much. Bye-bye good luck.

9.3.1 Appendix C7 – Interview with SCF VP Media

Interview with Mr Chin, SCF VP Media

Date: 16 March 2021

Members present: Martin and Jimmy

J: Okay so let me begin. So actually, we have already went to Mahipal to ask him about our recommendations. So, the purpose of this meeting is to get your validation. Because you are from the marketing side, so I will be talking about the marketing recommendation.

C: Okay.

J: First of all, uh, we have went through several rounds of like interviews and surveys and we found out about this gap in the marketing strategy. We found out that SCF is publicizing news to the public, but it's relatively unknown to the public about what the marketing is about. They don't really get the information.

So, some of our recommendations is to improve the capabilities of this marketing, which is like through improving quality of our social media posts and maybe using social media competitions to increase awareness. So let me bring you through like each of the individual recommendations.

For the first one, uh, we are trying to bridge the gap between, uh, SCF and general cyclist. So we have thought of like coming out with this, uh, uh, this pictorial form, uh, of storyboarding. So what can a story boarding do? It can serve as a North star for the organization. It's easy to understand by everyone regardless of like background or discipline. Because it enables people who aren't present during the research to experience a portion of it and allows like, uh, end to end consumer experience. We can enable people to make changes around a common vision and encourage through understanding of the context of the problem and, uh, potentially address the failure points.

So actually this storyboarding is a very simple thing to do. Uh, for myself, I have no design background and I managed to do it within like 30 minutes to one hour. Uh, and this is free. We made use of this website called storyboardthat and I managed to create this six figure within like this short time span. So, do you have any feedback or like, uh, opinions this? Are you familiar with this storyboarding concept or do you have any opinion of how this can be done? Do you think it will be effective?

C: Uh, certainly it looks a bit cute. Um, first of all, uh, the message that we send out, we try to reduce or remove all the negative impacts, uh, when we talk about negative means there will be a lot of flame back. So every time we give out some news to the public, uh, we try not to have a, um, possibility that we get backfired. For example, that you put up the, a fixie, then I don't have brake, then, uh, you get crash. So, you do understand the negative impact right?

J: Yeah, that's right. So what we are trying to like, uh, bring across is the message of this uh storyboarding but then, uh, like the message can be done in different ways. So for this, uh, message,

that I am trying to come out with, right. It's like, because of this fixie, then, uh, this incident happened but then, uh, there'll be another, uh, six, uh, sets of pictures, right.

That, uh, showcase how SCF came into the picture and, uh, like improve the cycling situation. So there's like a comparison between the past and the future and the present. Yeah. Yeah. So, so it wouldn't be just, uh, like these six pictures, but basically what I'm trying to find out is like this concept of storyboarding, is it like a workable, like, or do you think it's like a bit too childish or like not professional enough?

C: Um, I, I guess if it still creates impacts, people will still read it because it is cartoonish, uh, whether the readership is young or old, then it's another story. Um, people from, uh, let's say from 50 years to a seventies, they probably don't bother to, uh, see, um, people from 30 to 50. Maybe they have a quick glance.

Uh, people who are younger they will comment or maybe comment more on it. So, uh, the impact, it definitely have some impacts, uh, but again, uh, are these very generic picture that, uh, you can find anywhere else or this, uh, custom, uh, pictures. So you did mention about the budget, uh, one of the budget is marketing, uh, for example, a website designer or the graphic designer, I guess we can always support to someone to create this infographic.

So this infographic, uh, it does tell us a lot of, uh, stories. Um, uh, I certainly don't think it is called childish. Uh, it's more of a educative. Um, you just put it in a cuter way to deliver the message, which works fine I think.

J: Hmm. Okay. Cause, uh, from what we found out is like the social media pages, like Facebook or Instagram, they do have like certain elements or educating purposes, but then it's like, it's mostly like photos and like a long passages that maybe it's not so appealing to people that they wouldn't want to read it. So like in the form of pictograph like this is like a simple and fast way to get the message across. I think the infographics, we do have the recommendations for the the subsequent parts that we are intending to like, uh, come up with.

M: Mr Chin if I would just add on, yeah, my name is Martin. So our main point over here is we want to switch from the current prose format, which is in all the social media and Facebook and Instagram to something more visual. And we also wanted to tell a story. That's why we went with something like a comic strip, but it can be as simple as maybe we are at a serious picture with a message if we want to target the those above 40, like you mentioned just now, now I think, I think the idea is just comic storytelling is better because it has visuals.

C: Okay

J: Okay. Uh, then let me move on to the second recommendation. So, uh, this is to bridge the gap between SCF and bike activities. So we recommend like, uh, tag a friend lucky draw competition. Uh, why are we doing this because like, uh, people are 16 times more likely to read a post from a friend than a brand themselves.

And, uh, research also shows that post that includes hashtag gets more than 12% more interaction. Uh, the benefit of this is it's low cost. You can generate engagement from like-minded cyclists to

their peers. It can target audience and friends and are likely to stay engaged with SCF because, uh, audience are from the cycling community.

Uh, rewards offered can be of interest to cyclist, like maybe a free SCF membership for the first year or something like that, or free equipments that is beneficial for even just for leisure cyclist. Yeah, so there's this business case that, uh, by, uh, San Francisco university where they asked students to tag three friends to win this \$200 deposit. So with nearly 350 entrance, uh, entering, uh, this account was promoted to at least like 1k students. So it was like quite effective in that sense. Uh, so, do you have any opinions on this?

C: These tagging things are normally based on age group. Um, again, come back to, uh, who are the target audiences. So if the target audiences are younger age, you get people to tag each other, then they might do it. Uh, let's say people from 15 to 35, but you generally talk about, uh, people who are on forties and above. They are not the target audience who they're going to do tagging or, uh, asking people to share. Uh, they will be, uh, more family guys and also more introvert if you're talking about older ages. So it really depends on the audiences that we want to bring across the message. If, uh, you want to go for young age, yes this will work. But again, uh, whether it brings the image upward or downward is another story. Now, if you ask people that with something that is very relevant to the society or the public, and, uh, of course, again, I talked about the backfire yet, then you won't get backfired, but you. If you put something that we never go through, many rounds of understanding, whether they will get back fired, you might get backfired and you reduce the image quality of the Federation. You get what I mean?

J: Yeah. I, I totally get what you mean

C: When you talk about, uh, money, money of a winning depends on winning what. Uh, money is very sensitive because this is a charity organization, especially winning means that there are some money component unless we are talking about winning something that's sponsored by these sponsors.

J: Hmm. So, uh, do you think the SCF membership that we are trying to, uh, give out will be a good thing?

C: Okay. The default membership itself, uh, at the moment, the public doesn't really know what's the benefit of membership. To give out membership, it has to be a significant understanding of, uh, the, the benefits.

So, um to be frank. Uh, we have been pulling ideas how to create the membership benefits. Um, I give you an example, uh, give you a membership of a, let's say a petrol kiosk. Um, they always understand that this clocking point, but if they don't put up a reward system that X amount point to redeem X amount of items, the membership become redundant because people don't understand clocking point for what purpose. So just like, for example, this membership, people still don't understand the benefits.

Um, the, the root of the problem is that we have to create the, uh, the significant visible benefits of the membership first. Then we can use this as a reward. Now, if you take this as a reward, what about people who already sign up, are they eligible to extend one more year or two more years?

Or what extra benefit on top of that? So we have to cover multiple angles and also how people feel and how people think.

J: Hmm. Okay. So I gathered from when you say, like, there's this lack of knowledge of the SCF memberships benefit. So, to answer that, we are trying to get people more, like, um, they will be more informed of this SCF membership. Like not in the context of like the benefits, but I, I gather that there's this gap that, uh, between, uh, like cyclists and SCF membership or benefits. So I think we could possibly work on that and still, uh, try to offer the SCF membership as a form of reward. Do you think that that is possible? Like working on two ends at the same time?

C: Possible, but not effective.

J: Not effective ah, so you would think that we should work on the reward or like the knowledge of the cyclists on the benefits before we like try and engage them to take on our membership. Is that what you are trying to say?

C: The membership has to be understood of the benefit. At the moment, uh, like I say, frankly, even SCF cannot define the benefit of the membership.

J: Hm. Okay. Because this is quite a new to us, like after interviewing so many like stakeholders, uh, you are actually the first that brought up this issue.

M: I think on top of that. We actually spoke to the head of BD and he was telling us that he is looking for more sponsors, like Oakley, we are thinking of using that as one of the rewards for the tag a friend competition. Do you think that is fine?

C: Uh winning sponsorship sponsors I get that. That is win-win situation. Uh, on our part, we get to have items to give out on the sponsorships that get to a flare their names. That is more logical.

J: Okay. Uh, so we have two last, uh, recommendations for the marketing side. So, uh, the first one is like, uh, like share, uh, kind of like prompts to get people to like, like, and share more of our posts, our videos, that kind of stuff. Cause currently we realized that the post that we are doing there is no like, this kind of prompts. It's just a very like minor thing that we are trying to like see if we can come up.

C: Yeah. This like and share things is always an influencer thing. Uh, it is very less of a corporate thing. I can give an example, uh, let's say, IBM or HP or Apple, if you never see this word called, like and share in their infographic or their video or their posts, because it will bring down their image as this is not a corporate thing, it's more on an influencer thing. So, if we bring us to this level, we become, uh, we are putting an ambassador or influencer in the Federation.

J: Okay, so it will be more like a formal kind of thing

C: Corporate way not influencer way. Because we are not having an influencer to talk on behalf of the Federation.

M: Makes sense. Makes sense. I think, I think that's a valid point. It was very useful for you to, uh, tell us that. So maybe what we can do for next steps is to study how corporates are doing this. The problem that I see right now is people are sharing and people are liking the different large

company like posts, but then they're not doing the same for the Federation. And I think that's fine because the Federation doesn't have brand name yet, but how do we get to that level? I think that will be our next steps for now.

J: Okay. So, going to the last point. Uh, it's on like something like a visual for the financials. Because we realized through some of the stakeholders that we interview, like, uh, people were like telling us, like...

C: Sorry, when you say stakeholders, do you mean by the MC members?

J: Oh, no, no, no. Uh, like, uh, bike clubs, like bike club management or staff members. So they were like telling us there is a lack of transparency on the use of funds. So we are thinking of like how we can showcase, uh, revenue growth and like, a statistic about number of events. Because we also realized that these bike clubs, they don't really go for like SCF AGMs or stuff like that. So it's like maybe we can push out these features for them to like have easy understanding or maybe in the future, if we do have the capabilities and the funding, then maybe we can do infographics as what you said earlier for them to gain more understanding of SCF's financial capabilities.

C: The word itself revenue growth, uh, is a bit sensitive. Uh, again, uh, the Federation is a, it's a charity organization. Um, so when you use the word revenue, it sounds like we are making money. So we try to portray that we use the fund in a good way, as in people funded us, uh, for example, uh, we create numbers of a national riders to go overseas to compete, to bring our flag to the podium, things like that. Uh, instead of uh, we try to make money. So the revenue growth, maybe we can rephrase that one so that it doesn't sound like we are trying to generate money.

M: Okay then maybe we recommend showing three different KPIs. So first one would be, uh, what you said, maybe number of people that are going overseas. The second thing could be maybe more events created by SCF from last time versus now. And then the last one could be regarding our safe cycling program. Maybe we are reaching out to more schools. So it's just, instead of showing revenue we all show like all these other KPIs

Okay. So, uh, I think the point that Jim might have missed out, right. Um, is what we're trying to say is these reports are available. Just people don't know that they're there and then people won't go to SCD website just to see the financial reports. So what we're going to do is maybe put these like growth figures for initiatives on Facebook, and then afterwards put the link to the financial report if they want to see.

C: Okay.

J: Uh, I think that's about everything that we have, uh, tried to come up with. Mr Chin do you have any other like, uh, opinions for us?

C: Uh, your team is trying to, uh, create methods for us to improve, is that what you guys are doing? Because Pal didn't advise me. So I also don't have the agenda or discuss with you until now, then I can see things that are, we are talking about, uh, before that can, can I understand, uh, your position here is to, uh, assist us to bring us to another level on the marketing avenue?

M: So the overall aim of the project, right. Is to understand what or maybe give a direction to SCF on what they should do for the next five years. So it was a very long process that we started somewhere in November 2020, where we all talked to quite a few people to understand what is the problem here.

So we spoke to bike clubs, we spoke to SCF members, we spoke to leisure bike clubs and just general cyclists. Over there, we identified that there were three main problems. And then, uh, is just the, the biggest problem that we saw was the disconnect with SCF and these stakeholders, which is like bike club people.

So what we did is based on that problem, we came up with these four recommendations. So it's not that we were brought onto this project to do marketing, but we identify that marketing is an area where it can be improved based on feedback of the interviews. And then afterwards we chose to work on it. So this is how we ended up with these four.

C: Okay, understand. Okay. Uh, I think you also roughly understand the issue, uh, these, these all derived from a root cause. The root cause is that we do not have a marketing team. We do not have a marketing person who, uh, sit down there to do a pure marketing. Um, any companies now who want to bring their name to next level marketing is the avenue. It's not about sales or business development. If we cannot bring our name to another level, uh, our fame would just stop there. And when the fame stop there, then there will be no so-called revenue coming in, which is the funds, which is quite important. So, uh, we discuss about this whether do we engage an external party, or we hire one who can do what you have mentioned.

Um, this is an ongoing thing. Now, if you hire someone who a professional, are we willing to continuously pay monthly or quarterly or half yearly or yearly? Now, if we engage someone who are internal, so internal means you only have that much of the experience. You don't have a multiple avenue of experience. If you engage professional, you will have multiple avenues of experience and the experiences can cross marketing.

Um, if we have both, which is the best we have internal and external, which is the best, but that makes sense, which, uh, cost us a lot of money now. How do we bridge this is one of the key issue, uh, and should we start off with the internal person first then slowly when we, our, our Federation name go to the next level, do we engage a external party that is another question? So, once we have this in place, then there are many things can be follow up. Um, one of the key things that you have seen is that we do not have a regular posting or engagement to the public. Uh, in any ways it could be an event method. It could be, uh, uh, snail mail method. It could be a form of videos on a YouTube, or can be form of, um, some advertisement on the social media on IG or FB, uh, but we didn't have this person. Neither we have engaged an outsider to do.

M: So what you are trying to say is, uh, right now the team doesn't have a marketing person or a dedicated marketing person. We understand that maybe Mahipal is doing something like this and, uh, you are helping him, but there is no, uh, person within the company.

And you also looking at engaging external professionals, but again, the problem is cost. So yeah, I think, I think that's a problem, but has the team decided, okay, so like, uh, once we have a

marketing budget of this much, then we can hire people, have you all set a target, something like that?

C: In a general company, a company tends to forget about two things, marketing and IT, which is most of the local companies. Most of our neighbor countries also having the same problem. If you look at, uh, the, uh, Caucasian Americans or the, uh, the Europeans. Or even the Australian, they are very focused on marketing. They believe marketing will bring them to the next level, not improving the internal but improving externally, so that the name will bring out so the funders or the investor will have, uh, um, Uh, confident in, uh, doing so as in funding and investing. Now, we, we, we have this issue that, uh, our internal people believe that, okay, we need to bring our national team to the next level. We need to train them. We need to hire very expensive people to, uh, make the, uh, make the superstars.

But we've, we tend to have, uh, this thing left out which is IT and marketing, which, uh, makes a lot of difference. And general local companies have this issue, don't talk about Federation. Yeah. Unless a government come up with a fund or government have a team that, uh, can help us to bring, bring, bring us to the next level as in the fame.

M: Okay. I think that's valid. So I think what you're going with is you probably like the team to recommend, uh, is it a good idea to start hiring a marketing person and then maybe do an analysis on maybe how much we need first before we hire a marketing person? Um, whether it is really good or not. Are you going more towards that approach?

C: Uh, kind of. A simple way to put it, people will always buy the, uh, the best, uh, the best selling author, not the best author. Even the best athletes, it doesn't bring us to anywhere because we don't have the best selling. We are unable to sell ourselves to, uh, any stakeholders.

M: I understand. And can I just clarify one more thing? Uh, I think just based on your experience right now, who, what age group is the target market that the Federation is focusing on? I assume it's 40 plus, 30 plus?

C: Yeah, it works concurrently, uh, because we require younger people to bring them to next level. These are not going to be done by people who are 35 and above because they are not capable. However, the money doesn't come from young people who are below 35, the money come from people who are after 35. So, if you look at age gap of 35 to 60, who have slightly more money to fund the thing. Then we need to deliver some messages that they are helping the Federation to create something for Singapore.

M: Okay makes sense. Uh, and maybe just something else to add and just confirm. I think for a high-performance side, we are looking at those below 35 right. But then afterwards, the other groups would be the above those people that help with donations.

C: Yup. They wish to be a part of it. They, they normally wish to be a part of it. We need to give them something just like, uh, last year, uh, pre COVID we actually have this, uh, event called Asian championship. So we were bringing six of the selected, uh, more matured guy, which is, uh, after 40 to go for these races so that they can be part of it. They can feel, then they can talk good

about it. They can come back and, uh, promote to their friends. So, like I say, it has to happen concurrent.

But just now you did mention about, uh high-performance uh, um, we try not to, uh, overlook about people who are in leisure, uh, because they, they are also people who have money, uh, like for example, uh, older people who ride a foldie or mountain bikers or leisure riders. So those are the people who have the money, but yet not know how to, uh, give back to the society. Uh, probably donation is one of them or purchasing, uh, premiums or giving up certain funding to a fund the Federation.

M: I think these are valid points and so we probably need some time to work on it. Uh, can, can I just check one last thing before maybe we close this. Um, is there any like future media related plans that, uh, the Federation is thinking of such that we don't, as you know, do the same thing?

9.3.1 Appendix C8 – Interview with SCF President

Interview with Dr H, SCF President

Date: 18 February 2021

Members present: Martin, Jun Ming and Jimmy

M: So overall this session, the objective is to just understand the high-level strategy for SCF for the next five years. We have five main questions that we can just ask you. Yeah. And then following which if you have any questions about what we are doing or anything that we are doing for the next few weeks, you can just go ahead and ask us.

H: Okay

M: Just start off first. The first question that we wanted to ask you, is just in general right, how do you envision, uh, the Singapore cycling ecosystem in the next few years? How do you want to, what's the vision essentially?

H: Um, well, I think its more or less tide down into our constitution. There are a few things that we want to achieve. Um, Singapore cycling Federation is actually a national sports association. So I will see that all our funding actually comes from NCCY and that goes through Sports SG. So SportsSG, you know, about Sports SG is in charge of all the sports associations.

So, you know, one of our main goals is of course, performance cycling. High-performance cycling is something that, you know, there are KPIs for us to reach, um, is something that is always at the back of our mind. I think that's something that we must always, we're always mindful about. So, all our plans for the next few years or five years or 10 years, it's always about how to improve the level of cycling in Singapore at a competitive level.

So that's one of the very big priorities. So if you look at how we've been doing over the past five years, I think your predecessors gave us, um, you know, uh, a roadmap as well. And I think we did follow it quite successfully. Um, one of it is that we want to, you know, bring, maybe try to get an Asian gold or at least get somebody to go to the, um, professional cycling somewhere in either the Tour de France or, you know, in one of the world tours.

So in the vision for the next five years to 10 years, it would be to set up a professional team, which we are starting now. We have something called pro cycling SG, just beginning, um, last year. Um, so that's to grow on that. And then the second one is also, so in the professional cycling will be for a road cycling team, but there are also many aspects of cycling so we also want to grow the other, um, the other disciplines in in cycling and that will be the BMX, there's mountain bike and a few others, but those are quite for example, free bike trail and RS. Um, those, those are very new and still upcoming. Um, so we are also putting emphasis into all the other different areas.

So high-performance cycling is one of them. Okay. So aside from high-performance cycling, um, we also want to do, um, development of cycling in, in children and in youth. So that's important

because you want to form a pipeline for, um, kids to, to come into cycling so that they can fill up the gaps that come along.

So in any, um, in any sport, you always need a pipeline or a new and fresh talents. So the development of new talent is very, very important. So that's also one of our very high priorities, which is to form a good cycling academy. So I think about three years ago, we started a cycling academy and that has been growing.

Um, it's at this moment, it's in, um, Centaurs, which is at Bukit Turf Club. So, we actually have a cycling academy there. Um, so the idea is to grow that more. So I think the Academy is very important. So, so the first one would be to do develop the high performance sport.

The second one would be to, um, find new people coming in. Okay. So these are the two very important ones then. Now the latest thing that we've been pushing for more is safe cycling. Now this becomes more community. Um, because we are Singapore Cycling Federation, the public looks to us, um, to help, you know, promote safe, cycling. There's no budget for this, but you know, it's something that's very important because, um, as Singapore cycling Federation is expected from us from the community is something that is very visual.

So, you know, lately there's been lots of, um, conflict, you know, you can read on the internet and you can see cyclists cycling on the, if you watch the road SG, like, you know cars and drivers fighting each other, um, with you know, cyclists, so public education and, um, It is something that, and safety, you know, for our cyclists is something that we are also moving into.

So that's a lot of work as well. Um, there's something that we have to go into with this traffic police, with schools and something that we need to grow. So I'll see that probably these three are the most important things in the next couple of years that we need to do and still quite a lot of work out for it.

Yeah. And then after that, maybe fourth on the list would be organic growth for the whole SCF. Um, the Federation wants to grow our capability, find new talent, find new blood to take over people like us will be brown for too long. Yeah. So we need to find new committee members who are dedicated. So basically find replacements and probably also we need to grow our staff. So if you read the newspaper articles last year and this year, so I'm like, you know, I think Singapore trying to build a new velodrome and also trying to build a new BMX track. So all these comes into what we call infrastructure growth and probably staff and talent growth.

So that's the fourth thing that we need to concentrate on as well. So these are probably maybe the four biggest things that we need to do. I mean, along the way, I think there are lots of smaller things that we need to deal with, um, they pop up on and off. Um, and we will still need to, to grow those as well.

Yeah, but I think what I just emphasize on the four, those are probably the main ones that we need to do.

M: Okay. Just summarize the four are mainly the, um, right now, the high-performance side . The second thing is actually the pipeline, how you get from the young talents. The third thing is the

community side, essentially, how are you going to make the roads safer. And then last one is just internal governance. Is that correct?

H: Yup.

M: So, actually my next question to you was supposed to be, how does SCF, uh, actually fill this role and what's SCF doing. But, uh, based on our interactions with Mahipal, we also did understand if it's based on these four buckets.

I guess the first one would be pro cycling SG. The second is cycling Academy. Third one would be safe cycling program. And then the fourth one is, um, the SCF has been growing over the past five years because of, uh, like the plans from our predecessors also. So I think that pretty much answers that question.

So, maybe I'll just move on to my third question. Oh, sorry. Before that, just now, when we were talking about those four points, would you say those are in order of priority?

H: I think they are a synergy; they all need to come in together. Um, because they kind of they are all linked to each other. I would say that probably safe cycling. Um, it's a different priority. You know the safe cycling part with the community and everything. Um, that, that part is off the record. I would say its probably very high priority on the publics side but you know this is very, it's sometimes beyond our control because it's very multifactorial. Um, we can try to do a lot, but if we do not get the support from the public and we do not get the support from like traffic police or LTA, um, you know, it's quite hard because it goes over into a lot of different things like policies and government directions.

So, you know, those types of those things a bit harder to deal with, we have to be very patient. I mean, you know you can't go out there and say, oh, you know, we want bicycle lanes and we want more cycling autonomy, more cycling rights. Um, you know, those things are, they are more sensitive, I think because, you know, there are many other road users out there.

So I think that part is sometimes beyond our control. We can push for it, but we may not see results as much. I think the other factors like the first one, the second one, the last one, those are more in direct control of what we can do. And, you know the amount of effort we put in sometimes does equal the amount of outcome.

Whereas the third one where it's like, you know, public education that will take more long-term and it's more strategic. You put your effort in, but you know, you may or may not see results.

M: Yeah. That's hundred percent true. We do understand that all these policies are all on the LTA also. So it's not something we can do.

Now I think we can just move on to the next one. So, we also want to understand from your perspective like how has SCF performed over the past few years. Like maybe what are some things that SCF did really good and what are some things that can actually be improved on?

H: Okay. I think, um, what we need to grow on is probably succession planning and finding new volunteers. Because if you really look at it, the number of, um, people who are helping and the

core number of people who are volunteering, it's quite little. Um, I think because basically it is totally voluntary, you do not get paid for it. So very few people stay long enough to do it because aside from passion, then there's nothing very much else in for it. Because you know, Singapore's pretty clean. You're not going to get any like, you know, kickbacks or you could, but, you know, we don't get things like that.

And if you start going down that way then most often the Federation would not succeed. Um, so that's the part that we, we need to, we need more help with. Um, in terms of what we have done well, is that I think, um, we've been very fortunate that the people who are with us, um, whether they are full time volunteers or not. Um, so far there has been no infighting, no politics. Everybody has been following the, you know, has been following the same direction. So I think that's very important in, um, any organization because, you know, there's no voting against everything that you want to do. If your committee is half and half, um, you know, you'll never get anywhere, but if you have a committee that's, you know, agreed on a certain direction.

So like in our case, everybody's, you know, we look at all our five year plan and ten year plan , generally everybody agrees on it. So it's something that we can work at and we can move in the right direction. We have been pretty successful with that. So I think that's the good part about it. Yeah. Oh, that's

M: That's nice. It's good to know that everybody's aligned to the same vision. Maybe just tapping on the first question a bit more, right. Uh, so for these volunteers, what roles did they play in SCF?

H: Okay. So I think in our committee there, uh, this, I think a few positions that are very important, uh, because for example, the president and, uh, general secretary, which is, um, and treasurer.

I think this, these are the three most important roles for us because obviously we all can sign the checkbook. Uh, and secondly, sometimes when there are many decisions to be made, it's difficult to find, um, all the committee members to agree on. So there's always a, I guess, a exco that deals with it.

And once we come to most decisions that we think, you know, the directions there, we always go to the whole bigger committee and, um, as long as no one actively objects, which in our case, no. And then you go, wherever we plan, the motion goes through. Um, In our committee so we have those 3 exco and then the rest of it. Um, it's pretty, quite widely split because we have, you know, cycling there are many disciplines. So the way it works is, um, we have many vice presidents, so there'll be a vice-president president for each, um, discipline. So there'll be a track vice president, a road vice president, um, a BMX vice president, and there will be a bike trial vice president.

We have one for safety. Um, we, we have one for media, um, and we have one, um, basically for, um, we have a few, two or three posts where they are volunteers, so they're honorary positions. So everyone has a very specific role that they're in charge of. So we can, we form many subcommittees when we have different things to deal with.

So, you know, um, like it's going to be like for safety, it's going to be for, um, dealing with road traffic, um, the police and everything, then there'll be a subcommittee that will do it. So the exco

will be involved and then there'll be the vice president for safety. So it's, it works well because, um, then the efforts are pretty well split up.

Yeah. So all the vice presidents, uh, they will be in charge of different roles. Um, but it's very taxing for the exco because we are like on the WhatsApp for everything. So you are in multiple groups.

M: I see. I see. So these volunteers that you say, uh, that you need for succession planning, they're basically for all, like VPs and excos.

H: Yeah, correct. So I think succession planning, um, finding the special for the vice president for each of these specialty is probably not as difficult. I think the hardest to find would be for the exco. So, to find a treasurer who actually cycles, I think, I mean, we used to have a treasurer who didn't cycle, so, but, you know, um, well, what's an accountant and excellent at her job. And, um, it's good, but it's better when we have, um, basically someone in the committee who does cycle, you see things differently. Yeah. And, um, I think there's general secretary as well. Um, and the president, basically those are the posts that are harder to find. Cause I mean, for me, I, I find it quite hard to find the next replacement.

M: Right. Is it, uh, is it because people are too busy with their day-to-day work?

H: I guess, um, it's, I mean, I tell the guys who are coming, it's not, you're not going to be really appreciated and you come in and do your work and one day you'll leave quietly, no one will remember you also. But if you're happy to do that and probably putting some of your own money as well, to help the Federation, then you know, you, you could come in and take over the post.

Yeah. I'll be quite candid about it. I mean, especially for me, I mean this year is an election year. Um, I do tell people not to, you don't have to come in and contests, you know, um, try and fight your way. You just come in and join me earlier. Um, and I think that's good because very often, um, you know, I had people who came in and sat with me for two months.

And they see the amount of work that's required then, um, they just say, thank you. They do not go for and they stop. So, I mean, we don't want someone like a team that comes in contests, you know, get in and become the next committee. And then after that get disillusioned by the amount of work that they have to do and really disappear from the scene.

M: So the two month trial period is necessary. Are there other federations like this also?

H: Well, all of the, the executive committee members usually are all not paid. There are a few federations where they are actually, some of them are paid. But you know, Federation, we always make it such that there's no payment involved in our constitution.

M: Even for the work that you put in, the team doesn't get paid.

H: Yup. I mean, you met Mahipal, so those are our secretariat. The secretariat get paid because it's a full-time job for them. But, um, I think all the other committee members, like the secretary, the treasurer and all my vice presidents we do not get paid for that.

M: Okay wow that is new to us. We were thinking, okay, so the higher end, uh, they would actually get paid for their help because their work is like more impactful right?

H: Yeah, we don't get paid. In fact, we usually donate money.

M: That's a real passion and its quite interesting.

H: I think, you know, for volunteering for NSA, um, and posts like this, there are a few things that drive people to volunteer. Um, one would be I guess reputation or, you know, that's the only thing you can get out of it. Like if, you know, you attended lots of overseas things, like, you know, you get paid trips overseas and all that, but so far our policy so far has been to fund our own trips overseas. So I tried to do that as well because I find that, you know, then the public has nothing to say because then, you know, right. Yeah. I mean the amount of money, it's not much as well. I mean, you just pay a few thousand dollars to go on a trip and, you know, nobody would say anything that you're trying to get a kickback from it.

Yeah. And so one is probably because they want reputation or they want to be famous. And other one is other NSA is a lot of parents will join. Like, you know, if your child wants to be a national cyclist or national swimmer, then you find your way in the committee. Um, not so good and there's a conflict of interest.

So, in our cycling Federation, we try to tell the, um, the parents that if you want, if you have a child in the, um, that wants to come into the national team, you should step down because it makes it difficult. I mean, okay. When it comes to selection, you could only send one person is that the child or the president gets to go overseas and compete for Singapore.

M: That's quite unfortunate, right? As a parent, usually you pass down your love of cycling to your kid and your kid would want to be a pro cyclist.

H: If my daughter was going to be a pro cyclist, I would definitely step down from being a president or else it's going to be difficult for her and me. Both morally. And I mean, besides that, like, it just makes things difficult. Yeah. It's not so transparent anymore.

M: Hmm. Yeah, I think that's a valid point. So actually we spoke to a few cycling clubs also. Some pro cycling clubs and also some leisure cycling clubs. And one point that actually struck us was, the pro cycling club people are actually really, really passionate also. I think in the same position as you managers of these clubs they do not get paid, but they also try to fund by themselves. We met a guy called A, I'm not sure if you know him.

H: Yup I know him, YPO cycling.

M: Yeah I think so. So we just recently talked to him and he was very enthusiastic about youth development. How he's talking about how he wants to grow the youth even though he's aged 23 only. So I found that really impressive, uh, was very helpful. Like we informed him about what we are actually trying to do, trying to achieve and he very, uh, willingly extended his hand down. So basically asked us if we need any help, any connections, uh, he would help us there. Then we also asked him on his side, how he thinks SCF can actually improve. And one point he brought up was, uh, the fact that he wants SCF to be a bit more transparent with the community, potentially

how they're using the funds that they get for like how they want to groom the pro cyclists. So, we just want to hear your thoughts on that also, if you have any.

H: Okay. Um, transparency of funds and stuff. I think, um, okay. So, with anything that happens in NSA, very often, um, I think it's public ignorance that makes them not know what's going on because it is very difficult for us to go out there and keep telling people exactly how you're using every single dollar.

So, we, we have, uh, AGM every year. Um, all the, every single cent that is used, will be flashed during the AGM. And it because, you know, we are IPC, institutional of public character, and we are also under SportSG so how money is spent and how funds are used is all definitely public. Its both on our website and its also shown during the AGM. Um, so that part is very, very clear. Um, so its quite, I would say if he wanted to know exactly where the funds go, how much funding is used for different things. All the information is there. I don't know how else we would go and post it on social media, on Facebook, on how funds are distributed and everything, because you know, it's not possible because it goes all the way from funding each of the different discipline, um, funding office, funding, um, everything. The information is just too much and it's not going to be relevant to everybody. So, I think for A, his will be very specific. I think he wants to know where the funding goes for, like, maybe cycling for youth development and when, where each part of the money goes to. So that part, if you wanted to know, you can definitely look up under our finance budgeting and everything's on the website or you can come to us and ask we can tell him.

M: Yeah. And so probably ignorance is definitely a thing, but I think the real issue here is just a gap. So essentially the Federation is actually publicizing everything, everybody to know, but on the other side also, uh, they're not receiving this information. I think, I think it's also up to us to really come up with a recommendation that we can find a way that's sustainable for SCF to convey this information to everyone. At the same time we also must try to educate the public and maybe try and get them to research to notice it.

H: Yeah.

M: We see this gap actually not just the active pro cycling clubs, but also the leisure cycling clubs. We interviewed the PCN cyclists yesterday. They have actually a Facebook group, uh, with like 30,000 members. And we also ask them, how can a SCF actually benefit them. But the key thing that we got from that meeting is they do not know what SCF is. Uh, yeah, so that was extremely unfortunate. And again, uh, I think it's also important for us to find out how can we like inform the public in a very sustainable way because the team is very busy. This is probably just something we might look into moving forward.

H: Yeah. I think we know of this problem, um, and the difficulty is in actually implementing it and carrying out what we want to plan.

So for example, like, a very simple example, like safe cycling, right. If we wanted to reach out to this 30,000 members, right, how would we do it? Okay. So let's say we wanted to announce to these 30,000 members that we have a partnership now, because just this week we met with the traffic police.

Um, and you know, probably like sign an MOM and we have plans for this year, we're going to have a campaign for road safety. So this is actually excellent news. So we put it up on our Facebook page just yesterday. So you go to our Facebook page, you'll see that there's some photos. We went down to the police force, we met the commander, we shook hands and then there's a detail of what we wrote and what we're going to do.

M: I didn't know about that. That's interesting.

H: Yeah. That's the best part. So how do we, how do we push this message out to 30,000 members in all, you know, all the different cycling groups.

Okay. So one is social media, right? One is our email mailing list, but if you understand how social media works, even if I had, you know, a reach of a thousand people. When I posted on my Facebook, I think maybe about 50 or a hundred people will see it. And that's not very much if I wanted to, even for my own members, all my members to see that there's something called Facebook advertising.

So I need to pay maybe about \$500 for one week, push this content out to them. Number of people. And that's the only my members. Okay. So nonmembers, let's say the love cycling SG group and then the Brompton group and all the rest. Okay. I could go into advertising now and I pay another \$5,000 and Facebook would in the algorithm find people who are interested in similar activity, so cycling activity.

So all the cycling activity groups in Singapore would see my advertisement but I need to pay. And that will last for another week. Right. So now the problem is how do we reach out all those people is called paid content. Um, I have no budget for that. So that's where my difficulty is. Um, so all I can do is put it up, hopefully people will share it because then that's free. I'll get my national athletes to share it. And you know, now that, you know, traffic police has a bigger reach. So if they post on their social media then you also reach out to people. So actually what I'm saying is that. It's very difficult to reach out to people because it's never going to be free.

Um, the way marketing works is something that works against us. Um, People are very successful in marketing, actually have a very big marketing budget. That's number one, number two, you probably need marketing stuff. So maybe we need to approach another group of people you know, people who are like students who do marketing and help us volunteer to improve our marketing.

Because I think we are not very good at marketing. I mean, for me I'm a internet dinosaur already, but. This much I know about what, how we are lacking. Um, so reaching out to all these different groups is always very difficult. I mean, you can't blast out messages and nobody knows what we are doing very often, unless, you know, you do paid content.

I mean, I think, um, over the past few months we did have, you know, some things that we did, like, you know, Um, some activities, so, uh, indoor cycling championships and everything, while we blew quite a big budget and, you know, we did manage to reach maybe about one or 2000 followers. And that, that was really with a marketing budget, almost a thousand, \$2,500 every week, just to push out this kind of paid content.

Yeah. So that's the answer to why 50,000 people would not hear about us because you it's, it's not cheap to actually push out this kind of content.

M: Yeah. I think, I think that makes sense. And does sports SG help out in any way?

H: Well, they, they can email it out to their members, but then again, you know, if it's not in line with, you know, well, they have 65 to 80 NSA's, so they wouldn't just keep publishing it.

So we look for opportunities to get into the, for example, the newsletters where they posts every month. So you could have a cycling article or something, but, you know, it's ad hoc. Not very often. And it happens once in a while since we seen the straits time. So once in a while, I've tried to get, you know, an article to push out into the newspaper that we have a new cycling Academy or when you win something or, you know, or, you know, there's something that's newsworthy.

You like, okay, like we're doing some volunteer work, you know, And they, they, they will, they will choose their content as well. And then they'll push it out and that's going to be like once in a while. Yeah. So you, you have to keep your, your cards and your favours, you know? Cause I mean, I know them quite well, so once in a while they will be happy to help me push the content.

M: Oh that's nice. So it's going to be very hard for your successor to help out any sorts of, because they don't have that similar connection right.

H: Ya they need to be with me for a few months. Uh, there are so many different people to meet. Then you, you need to build relationships because you almost, you just get another email name.

M: I think in my head, I'm also just trying to connect the dots over here. Maybe I'm thinking a bit too idealistic because generally the people that I met, uh, that's related to cycling clubs, leisure cycling clubs in general. They're very passionate. So like knowing a big news, like, uh, so a hand in hand collaboration with the traffic police.

I thought that would be something that they would naturally like, you know, spread, but that's not something that's been happening right.

H: It's not something you need to really push content out and keep at it. Maybe pay for it if you want it to go out. Um, I think that's the challenge that we will always face.

If not, then the growth is always going to be quite slow. Yeah. I think so far I met many people like those that you've met. Um, so I meet them for like safe cycling, then we meet like some club people on their suggestions and everything. Um, very often, um, this maybe. whatever they're suggesting, actually we tried before, but sometimes it's going to be very difficult to go through. But then at the same time, that small little group and they need us we explain to them and then they understand, but there'll be another group that doesn't understand. It's difficult to pass out this message to every single person, because there's no way to mass communicate with all the different groups about such things, because yeah, that's always been the difficulty,

M: Even in the AGM, do you invite these people down?

H: Yeah, we do, but you know, the AGM again, um, very few people would actually come to them. It's something like, not even the AGM you would, you, if you ask the person on the road, most

people have not even heard about Singapore cycling Federation, that's the truth, you know. Um, so I think out there the general cyclist probably don't know very much about what we do.

M: Yeah. I see. That's going to be a challenge. So, uh, can I also just check with you. I think, cause we run out of questions in general, but uh, something that would definitely help us in the future would be what are some very common things that you hear from pro cycling clubs, leisure cycling clubs that, uh, they would constantly feedback and then it's very difficult for the SCF to actually implement besides the cycling lanes and all these kinds of things. Is there any, any points that keep coming up?

H: I think for the, the, the groups that cycle all the time, and they're pretty pro I think they already know the difficulties that we have, so it's not really that much of a problem. Um, I think it's the general public that are not so well-informed. Yeah. So I'll give an example. All the groups in the past, they would say to us, oh, you know, why don't you just organize more events, close the roads and stuff like that.

Um, but nowadays I think the cycling clubs know that, okay, it's not easy to organize a race. Yeah. You know, firstly, you can't make money from cycling because you know, to close a race, I'm not sure if you are aware of it. Let's just say I wanted to organize a race. Okay. Um, can't be next week, it's impossible. You probably get it let's say three months time. We do it on, you know, where coastal road is where the cycling lanes are. Have you ever seen that before? Yeah. Um, yeah. Okay. So let's say we want to do that. Okay. We need to apply for a few permits to start with first, we need to apply to Singapore Changi airport group, and they have to agree that they will close the lanes for half a day. That's the maximum they'd give you. Then you need to apply to LTA to close the roads, you need to apply to traffic police because they want a certain standard of safety. Um, then it affects the park connectors as well. So we need to apply to, uh, national parks. Um, if you want to be more ambitious, you want to have a sound system, make announcement with some music and then you need to apply to MDA for approval. So you couldn't even go for a walk there without even applying for a permit. You want to close a certain stretch, all these permits must be applied for. Um, I will say that it doesn't cost anything to apply, but the restrictions and the requirements for, to, to meet their requirements cost a lot.

So they will require, for example, the LTA will say that you've closed the stretch. That's fine. Um, okay. So TP will say that they want safety, you need road barriers on both sides, right? So you need cones, you need safety. So you need two ambulances. Then you need, um, someone with authority to stop both sites for cars so you need auxiliary police. So you need at least four Cisco police there.

M: Sorry to interrupt you. Can I just check, so for all these things like the cones, barriers and also personnel. Do we need to pay for that?

H: You have to pay for that. So then they will require certain numbers of barriers.

So like, you know, when a car is driving and then there's a stop at the traffic light, you can't suddenly stop. So you need maybe a hundred meters of barrier reaching up towards blinking lights

and things like that. You need to on both sides. And if there is a car park there, then you need to apply to, um, I think it's LTA.

And if you close the car park, let's say there are hundred lots you need to pay the cost of each lot for the closed hours that you pay for. So you go like East coast park, you close the car park D and there are like 150 lots. Each lot is a dollar an hour, a dollar 20 an hour. So you have to pay 120 times a hundred lots, times five hours for the morning as compensation.

Yeah. So all that has to be done. And then after that, um, now you have a called event company to come down to organize the events. So cause you know, you can't just go there and then you just like cycle away right. So there must be a event company coming in. So you, you must have marshals. You must have, um, a timing system, chips and things like that.

And then you must... so you're getting it. The list goes one. Imagine you went for a Standard Chartered marathon, you know, there's some organizing behind, so all of that has to be organized by my committee. And so far, I can say that the running costs of organizing a race, like this will be about 30 to \$40,000, um, for about half a day.

I could probably fit in about maybe the most 300 to 400 cyclists and let's say 400 cyclists and \$40,000 just to break even that will be about a hundred dollars, I guess. And so it's not cheap. I mean, some people do ask why it's so expensive, but that's just a breakeven cost.

So, what I'm saying is that, you know, sometimes some people, we do get members of the cycling community to say, Oh, you know why they just put up some cones, close the car park and then we race, or, you know, or we don't need to close the road and we race, um, if you look at, um, our history, uh, that's happened before.

I think there was this very famous guy, one of the local cyclist who organized, I think eight night criteriums and all those, those kind, they just put the cones and cycle. Well, he went to jail. But, I mean, we helped him out. Yeah. I had to testify and wrote for him some nice volunteer letter and he's one of our volunteers now as well.

So it's just that, you know, he, he, he had a good heart, did the right things, but didn't follow the right procedures. So Singapore is all about procedures and that really increases the cost. It's not like in Malaysia, you can just have a rolling closure of roads in Singapore. Any races, roads must be totally closed.

M: That's just a really unfortunate because there isn't a huge land space in Singapore.

H: Yeah. So I think in the past we did write an article on what it takes to close, you know, to organize a race. Like public education, but again, then again, it's only the few people who read it. We can't do paid content to push it out.

M: Yeah, I think that's a very valid issue and something that we can look into also. See how we can improve. Probably will reference, uh, how other similar companies do it also. Okay. I think, uh, that is actually all the questions that we have. Guys, do you have anything else to add?

J: Uh, maybe can I ask, are there any plans to set up CCAs in schools and like, if there isn't, what is it stopping you. Because it concerns the pipeline.

H: Yeah. So schools is something very important to us. We've been trying for many years to penetrate schools, um, And, so again, here we go. MOH, we tried going through MOH, but they have a policy where they would not push CCAs and they have not been helping us yet. Schools have so many CCAs. So, um, it's very hard to go into a school to push a CCA unless, you know, they want you there. So MOH can't go and force everyone to do cycling. So the stance of MOH has been always to leave it to the school principals to decide. So now we're trying to push CCA in schools, um, to push cycling is going to be one of the hardest things because no principal will openly say, okay, sure. You know, I'm going to give this kids a bike and they go ride out of the school gate because the next thing you know, a car would hit one of them and then there'll be a public outcry, parents never want kids cycling on the road.

So we've always tried to sneak into schools using safe cycling. That's the way to go in. Um, our strategy was quite smart. We looked for all of the schools with park connectors. There are many schools with park connectors that link to some canal or something at the back. So we've always penetrated those schools first.

So, you know, we go in and we try to sell them safe cycling. So once we sell them safe cycling, sometimes the schools they will take it sometimes they wouldn't because if you teach them safe cycling, it also implies that the school will teach them safe cycling and then the next thing to do is the kids will start cycling.

So there again, they're worried because if they start cycling accidents will happen. The best thing is they don't cycle at all but some principals are pretty good. We try to sell that cycling is a life skill, you need to have it. It's like swimming. So I think it's, it's gaining traction. Some schools take us in and we teach them safe cycling, and they realized that after a while it's pretty good. And then at the same time we introduced to them, our sports academy. Our sports academy is in a controlled environment.

So what it is, it's on the private land, no cars. And we always do BMX and we do like, uh off-road. So it's pretty safe. Sounds quite safe. Like they can still fall down, but you know, they, there are no cars. Then it grows onto these schools. So we've been trying that quite successfully. I think we have reached over maybe about 60 or 70 schools now.

Um, we have probably gone into taught about 5,000 or 6,000 students already for our academy programs and for our safe cycling programs. Uh, is still growing and we have more plans for this in the future.

M: Okay. Yeah, I think that's valid. I think we shouldn't take any more of your time. We just want to thank you so much once again, for taking time to talk to us about this.

H: Yup. Don't worry. Anything you forget can just WhatsApp me or call me. Thanks for helping out.

9.3.1 Appendix C9 – Interview with SCF Sports Development Manager

Interview with Mr A SCF Sports Development Manager

Date: 22 March 2021

Members present: Sherylyn and Jimmy

S: The objective of this interview is to understand more about the safe cycling program and also to gather feedback on our recommendations. So maybe first you can tell us more about how you conduct the safe cycling program.

A: Okay. So usually, we will customize the program to their needs. So we can start off with, uh, teaching the participants for those who cannot cycle right out to skills test. So at the end of the program, we might even bring them out for short expedition ride. So ride from lets say sports hub to Marina Barrage via the Singapore Flyer and so on. So before that they will be taught basics, like signs, park connector rules and all that. So sometimes we will even in throw in things like basic bike maintenance or basic bike repairs. So these will be useful when they go on rides. Let's say they have a puncture tire. How do they change a tire? How do they repair the tire. And also simple things like drop chain. How do they fix that? With or without getting their hands dirty. So these are the things that we tried to teach the participants as much as possible. So how we, we will usually write to schools and public organization. The key message here is to ride safely and cycle safely. So with these right, we want to start them from young. So we have actually, uh, participants as young as primary one and two, and it goes right up to the senior citizen. So everybody can actually take part in the program.

S: But before the cycling program, uh, how do you make the outreach to these people for them to want to take up this program?

A: Periodically we'll send out emails to the schools, and then, uh, we have also our, our newsletter, our social media pages. So basically that's, that's all we do on that.

S: So, it's mainly through online measures

A: Correct. We'll pay the school visit as well. And then also, uh, word of mouth. I think more than half of our participants are through word of mouth. So about 80% or 90% I think is from schools.

S: Okay. So what are some difficulties when trying reach out to these schools

A: Cost, the cost factor. Yeah. It costs quite a bit for some schools, even though we are SEP certified course, SEP meaning the school's enrichment program.

So every school would have like \$10,000 every year. For them to use for their enrichment programs. So schools can tap on the fund all at one time at 10,000 or split it up into as many enrichment program as they like. So we, uh, we have these special thing to reach out to them, but then again, cost is a factor. Then again, logistics, sometimes they are a nightmare for the school. They have to bring the kids out of the schools you need um, operational work like consent form

from the parents. And, uh, unfortunately kids these days, their parents, they are probably overly protective. They still have a mentality that their kid will get hurt. And say what if they fall from the bike. You know, things like that. So these are the factors, uh, that is affecting, uh, um, the schools probably it holds them back from, um, from probably taking part in the program. And the other major factor of course, is the cost of getting, getting this program done.

S: So previously we actually interviewed one of the school's HOD, they also say credibility is also an important factor to them. They actually chose SCF previously because of the credibility and they do not want to cut cost at the expense the quality.

A: Um, yes and no. Yes and no. Um, certain of the government bidding projects that we went for, cost is the major factor and the credibility and track record of the vendor is probably the least on their minds. So I don't know where you get that info from, but a lot of, uh, a lot of, uh, schools that we have seen. So, so a range of a hundred percent, right, 40% weightage will go to the cost, 30% to the outline of the program and then the rest is the track record of the vendors and coaches.

So this makes up the hundred percent. So you can see, from what I just said, 40%, they are looking at 40% cost. So cost is a major factor for some schools. Unfortunately, it is like that. But then, uh, I think the independent schools and the private schools, they are, they are more open-minded.

Probably they managed their own fund and then not so, so much controlled by the ministry. So that one is much easier. Like I say, Hwa Chong Institution, for example, uh, SCGS, so they can manage it probably better with a better vendor like the track record and reputation. So if you talk about reputation and track record, we are the national sport association for cycling. So, in terms of program outline and credibility, I think, I think we stand at the top right at the top of the chart.

S: So like, um, when you reach out to schools through email and all this, right. Like what are some of the things that you send?

A: Some of them just simply ignore those emails. Those who wrote back, um, chances of them being interested in the program is, uh, is high, very, very high. So when, the ministry have the same practice for selecting vendors if the cost is more than \$6,000, so it will have to go through the bidding process. So once you go through their bidding process everybody starts to come in to compare like, like, uh, the cost of running the program. Um, more about, um, the credibility of the vendor.

S: Okay. How does you the entire GEbiz bidding process work?

A: You just send in your proposal as usual like how you send proposal to your client or your school teachers. So you outline your program, send in the resume of the coaches and then the pricing, and then the session plan on what is going to be done.

S: Are you able to see like what are your competitors doing? No right?

A: Nope. It's a fair process. So, so other than, uh, uh, when they announced the results, we will only see who bid at what price. We wouldn't know what they have put in. Like maybe some of them. Maybe give free gifts or stuff like that. So I wouldn't know. Nobody will be able to know, so it's a fair process so nobody can know, um, uh, say do it under table or stuff like that.

S: Um, then do you think it's possible to use like the authorities, you know, because you know SCF got partnership with the Traffic Police and all that to increase credibility and perceived value?

A: Yes. We have worked with traffic police. In fact we trained their police officers recently. To be on bicycles. We work with land transport authority as well but like I said, some of these does not mean a thing to them if cost is a big factor to them.

S: Then are they actually part of the safe cycling program when conducting it to schools?

A: They are our working partner; they endorse our program. Um, it is done up properly through sports Singapore and some of the polytechnics. So our syllabus are the, probably one of the most structured that you can ever find in the market.

So traffic police, all they can do is just endorsement. They are our working partners and stuff like that. So other than that, no.

S: There's not much you can use for the authorities?

A: Yeah we can use their network to send out marketing messages, for example, but it has to fit every road users, not just cyclists. It will have the benefit the motorist, the drivers and the pedestrians as well. So, it's not a one way thing like it only benefits the cyclist.

S: So like has SCF done any of these marketing using the traffic police platform?

A: In fact, we just did one. Um, I think it's not launched yet. It's like a look up and look out campaign. So this benefits both the cyclists and drivers, all other road users. So say you look up, we go ahead, you look out, cyclist ahead. You know, this kind of safety messages that we are putting out with the traffic police and land transport authority.

So these will be done up in the way of a banner. It will be hung up on land poles or even by the road side. Nothing has been up yet, so we are getting endorsement from traffic police, LTA, singapore road safety council as well. So, so far has agreed, singapore road safety council agreed, LTA so far I have not heard from them yet, but it is likely a go.

S: Okay. After you conducted the safe cycling program, do you ask for feedback forms and stuff like that from the schools?

A: We do, we do. Yes.

S: Oh, do you all put their testimonials in the proposals and stuff like that?

A: Some of the schools don't give testimonial. Not all of them will give, like we can't take pictures. As much as we want to take pictures of the programs we have done, with the school children and stuff to be placed on our brochures and newsletters. This is a no-no in schools you see. Schools don't allow picture taking, that is PDPA.

S: How about their comments on the program itself without pictures.

A: Yes we have that.

S: Ok, I think all that questions that I have. Thank you so much for your time.

A: Okay thanks a lot.

9.3.1 Appendix C10 – Interview with SCF Honorary Treasurer

Interview with Mr Michael Chang, SCF Honorary Treasurer

Date: 18 February 2021

Members present: Jun Ming and Martin

Due to audio issues of the recording, a full transcript of the interview is unavailable.

9.3.1 Appendix C11 – Interview with SCF Business Development Manager

Interview with Mr Matthew Ng , SCF Business Development Manager

Date: 20 March 2021

Members present: Jun Ming and Martin

Due to audio issues of the recording, a full transcript of the interview is unavailable.

9.4 Infographics

SINGAPORE CYCLING FEDERATION

We've heard you and this is our response

- 1 INFRASTRUCTURE**

78% of the respondents want better infrastructure so it can motivate them to cycle more

 - Collaboration with **LTA, urban planners** to address the needs of cyclist in Singapore
 - SCF will continue to engage these stakeholders (**long term initiative**)
- 2 MOTORIST EDUCATION**

74% of the respondents feel that the main issue of safety on the road is due to undeducated motorist

 - Developed an active partnership with the **Traffic Police** - among other things, to collaborate on safety and educational programmes and campaigns
- 3 LEISURE EVENTS**

44% of the respondents wanted to see an increase in number of leisure events

 - Grow the pool of trainers and coaches - e.g. Collaborate with cycling clubs to **co-host** activities and Safe Cycling
 - Organise group activities such as **night cycling**
 - Planning to co-host leisure events (**car-free Sunday, cycling without age**)

FIND OUT MORE @ [HTTPS://WWW.CYCLING.ORG.SG](https://www.cycling.org.sg)

SINGAPORE CYCLING FEDERATION

We've heard you and this is our response

- 1 BIKE CLUB RELATIONSHIP**

42% of the respondents would like more interaction between bike club

 - Develop network with cycling clubs - **annual gathering** to (discuss issues about cycling scene) share insights on SCF and its strategic objectives etc
 - Organise group activities such as **night cycling**
- 2 FEEDBACK PLATFORM**

31% of the respondents want to have better feedback platforms

 - Improve feedback using **networking session**
 - Incorporating **feedback links** in all social media channel
 - SCF will respond to feedback in a comprehensive and timely manner using **feedback loop**
- 3 BRAND AWARENESS**

30% of the respondent feel that SCF is lacking in brand awareness

 - **Networking sessions** with cycling clubs and bike shops (mainly those involved in competitive cycling)
 - Improve the quality of social media posts by e.g. using introducing **story-telling, network competitions and infographics**

FIND OUT MORE @ [HTTPS://WWW.CYCLING.ORG.SG](https://www.cycling.org.sg)

SINGAPORE CYCLING FEDERATION

We've heard you and this is our response

- 1 COMPETITIVE EVENT**

32% of the respondents wants more competitive event to be hosted

 - Increase from **5 to 10** competitive event (2014 to 2019)
 - **National Pathways** are developed with structured programmes - through the Cycle Safe Programme and progressing onto the SCF Academy, National Development and Training Squads
 - **ProCyclingSG** Squad has been established
- 2 SAFE CYCLING**

24% of the respondents want SCF to make more safe cycling courses available to the public

 - **SCF Cycle Safe** programme to educate the public on safe cycling behaviours and etiquette
 - Develop an active partnership with the **Traffic Police** - among other things, to collaborate on safety and educational programmes and campaigns
 - Grow the pool of trainers and coaches - e.g. Collaborate with cycling clubs to **co-host** activities and Safe Cycling

FIND OUT MORE @ [HTTPS://WWW.CYCLING.ORG.SG](https://www.cycling.org.sg)

SINGAPORE CYCLING FEDERATION

What SCF has currently embarked on

- 1 CYCLING ECO SYSTEM**

Enrich the cycling eco-system and develop long-term High Performance Plan

 - Establish **collaborations with cycling clubs** (competitive) and build structures, competencies and align pathways for the development of athletes
 - Review of high-performance structure, coaches' development, appointment of High Performance director, identify strategic objectives and implementation plans etc
- 2 DEVELOP PATHWAYS**

Establish pathways for the development of athletes

 - **National Pathways** are developed with structured programmes - through the Cycle Safe Programme and progressing onto the SCF Academy, National Development and Training Squads
 - **ProCyclingSG** Squad has been established
- 3 GOVERNANCE**

Identify key priorities for the next 5 years and update SCF's Governing Instrument

 - Review Constitution to ensure alignment to **Governance Principles** as proposed by SNOC and Sport Singapore.
 - A collaboration with the NUS team to produce a **5-year strategic plan** (2016 & 2021)


FIND OUT MORE @ [HTTPS://WWW.CYCLING.ORG.SG](https://www.cycling.org.sg)

9.5 Handover Document and Longitudinal Study

Refer to Handover Document in general folder

Refer to Longitudinal Study in 1. Final report folder

9.6 SCF Strategic Initiative Executive Summary



SCF Strategic Initiative Executive Summary

- Introduction
 - Purpose, vision and mission
- Glimpse of our strategy
 - Strategic Initiatives & Pillars
 - NUS vision and strategy - 3 axes
- Operations
 - Current Initiatives
 - NUS Structure

Jenny, Jun Ming, Martin, Sharyn

Purpose, Vision & Objectives

Objective 1	Objective 2	Objective 3	Objective 4
Objective 1: Deliver a top-tier student experience	Objective 2: Build the SCF brand name and establish a strong reputation	Objective 3: Build the SCF brand name to increase awareness and participation	Objective 4: Sustain a Regional Success
<p>Vision</p> <p>To realise the potential for SCF to progress to becoming a leading global institution.</p> <p>Purpose</p> <p>To promote the success of SCF by providing a world-class education and student experience, and to establish a strong reputation for SCF as a leading global institution.</p> <p>Values</p> <p>We promote (E) - Inclusiveness (D) - Diversity and Competence (D) - Excellence in High Performance</p>			

Objective 1. Achieving organisational excellence

Problem: Address the SCF's current state of excellence from a student perspective.

Strategic Plan: Enhance the SCF's current state of excellence from a student perspective.

Solution:

- Address the SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Objective 2. Build multiple sustainable revenue stream

Problem: No viable self-sustaining revenue stream.

Strategic Plan: Develop multiple sustainable revenue streams.

Solution:

- Develop multiple sustainable revenue streams.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Objective 3. Build SCF name to increase awareness & participation

Problem: SCF's name is not well known.

Strategic Plan: Build the SCF brand name to increase awareness and participation.

Solution:

- Build the SCF brand name to increase awareness and participation.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Objective 3. Build SCF name to increase awareness & participation cont.

Problem: SCF's name is not well known.

Strategic Plan: Build the SCF brand name to increase awareness and participation.

Solution:

- Build the SCF brand name to increase awareness and participation.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Objective 4. Sustained regional success

Problem: SCF's regional success is not sustained.

Strategic Plan: Sustain a regional success.

Solution:

- Sustain a regional success.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Marketing

Problem: SCF's marketing is not effective.

Strategic Plan: Enhance SCF's marketing.

Solution:

- Enhance SCF's marketing.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Schools

Problem: SCF's relationship with schools is not strong.

Strategic Plan: Build a strong relationship with schools.

Solution:

- Build a strong relationship with schools.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Consolidated timeline - SCF 3Y plan

Timeline chart showing SCF's 3-year plan from 2021 to 2023.

Ecosystem

Problem: SCF's ecosystem is not well developed.

Strategic Plan: Develop a strong ecosystem.

Solution:

- Develop a strong ecosystem.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Performance Measure:

- SCF's current state of excellence from a student perspective.
- Enhance the SCF's current state of excellence from a student perspective.
- Address the SCF's current state of excellence from a student perspective.

Consolidated timeline - Leisure

Timeline chart showing SCF's 3-year plan for leisure from 2021 to 2023.

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