

Item #5

COMMUTER CONNECTIONS REGIONAL TDM MARKETING GROUP

FY2014 MARKETING ACTIVITIES

Dan O'Donnell
March 18, 2014

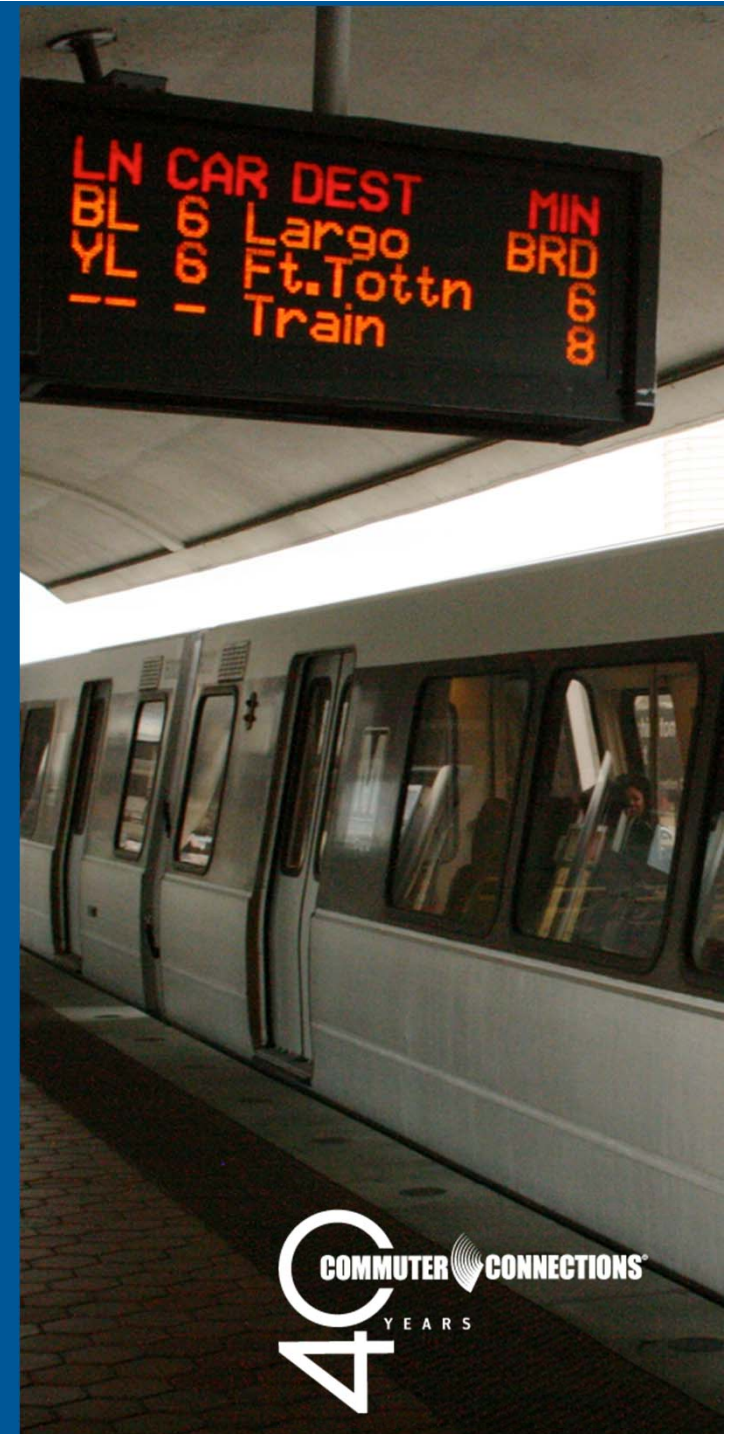
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PROGRAM OBJECTIVES

- Convert single occupancy vehicle commuters to alternate modes of transportation
- Encourage continued use of alternate modes of transportation
- Reduce vehicle trips and miles of travel
- Reduce traffic congestion and improve air quality

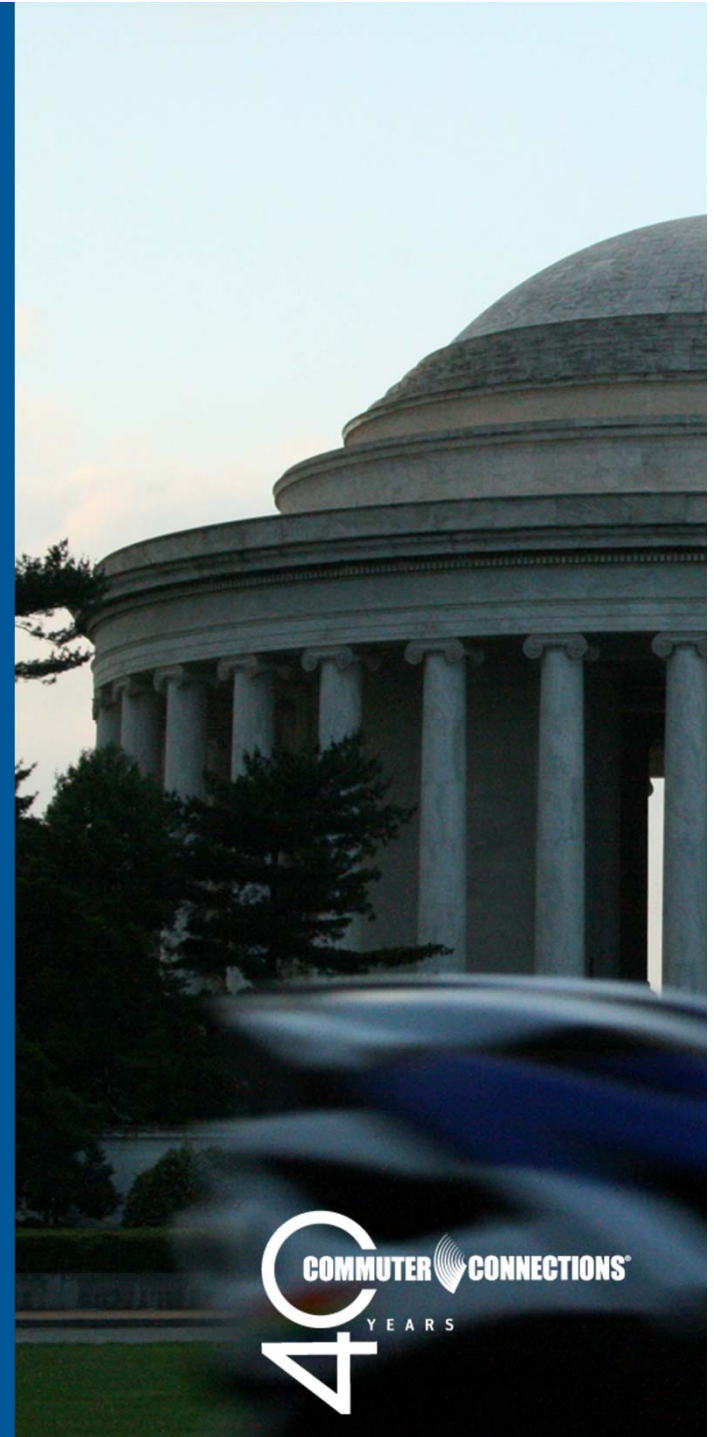
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INITIATIVES

- Ridesharing Promotions
- Guaranteed Ride Home
- 40th Anniversary
- Mobile-friendly Website
- 'Pool Rewards
- Newsletter
- Bike to Work Day
- Employer Recognition Awards

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rideshare and
guaranteed ride home

SCHEDULE

2013

- SEP Present conceptual approaches to Regional TDM Marketing Group
- OCT-
DEC Refine and develop approach based on Workgroup feedback

2014

- JAN Finalize & produce creative
- FEB GRH Campaign launch
- MAR Rideshare campaign launch
- APR 'Pool Rewards promotion kicks off
- MAY Bike to Work Day - May 16
- JUNE Employer Recognition Awards – June



ridesharing

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IMPACT

Commuter Connections celebrates its' 40th year in 2014

Take a closer look at how Commuter Connections impacts have:

- created cost savings for individuals
- reduced vehicle miles traveled
- reduced congestion
- improved air quality.

and how incremental changes have a significant impact over time

CREATIVE STRATEGY

- Takes inspiration from the 40th year anniversary of Commuter Connections
- Draw on analysis of both personal and regional impacts of Commuter Connections and ridesharing
- Translate big impacts to fun, eye-catching facts and themes

SPRING CREATIVE




\$600 in savings each year.
Average dollars Ridesharing
saves *each* Commuter
Connections participant.

That's a year's worth
of premium coffee!

Rideshare. Wake up and smell the savings.
Free Ridematching Services.

800.745.RIDE commuterconnections.org




Equal to 20 trips to
the moon and back!

11,000,000 miles each year.
Combined mileage saved by Commuter
Connections participants who Rideshare.

Rideshare. Propel your commute.
Free Ridematching Services.

800.745.RIDE commuterconnections.org



MEDIA CONSUMPTION

Media planning begins with a review of media consumption trends.

TV/DVR

- 116 million households watch TV regularly, up 1.2%
- DVR usage is up 8%
- TV watching increased 19 minutes year over year; amount watched live decreased from 89% to 85%
- We watch more TV, but more frequently on our own schedule

Sports

- Sports events accounted for 1.2 percent of all TV programming; conversations about sports made up 50% of all Tweets about TV

Source: Nielsen

MEDIA CONSUMPTION

Radio

- 92% of consumers listen to traditional radio each week
- Regardless of age, ethnicity, and gender, American's depend on radio for information & entertainment

Traditional vs. Streaming Radio

- Broadcast radio is still king among 36+ age group
- Audiences 13 to 15 in age spent roughly as much time listening to online radio as traditional AM & FM radio
- Pandora is the clear winner among streaming options with 41% of the 13-35 market
- One in five "streamers" said they stream while driving

Sources: Arbitron, Digital Trends

MEDIA CONSUMPTION

Online Consumption

- Online media has surpassed all other media for time spent
- Big trend: 100 million Americans watch online video each day, that's an increase of 43% over 2 years

Source: Tech Crunch

MEDIA STRATEGY

Radio is the best drive-time media

- Broadcast for age 36+
- Support with Pandora for age 35 and under

TV is best non-drive-time media

- Consider new options to avoid DVR and time-shifted consumption

Maximize word-of-mouth through interactive and sports promotions

Leverage online digital consumption – specifically growing online video

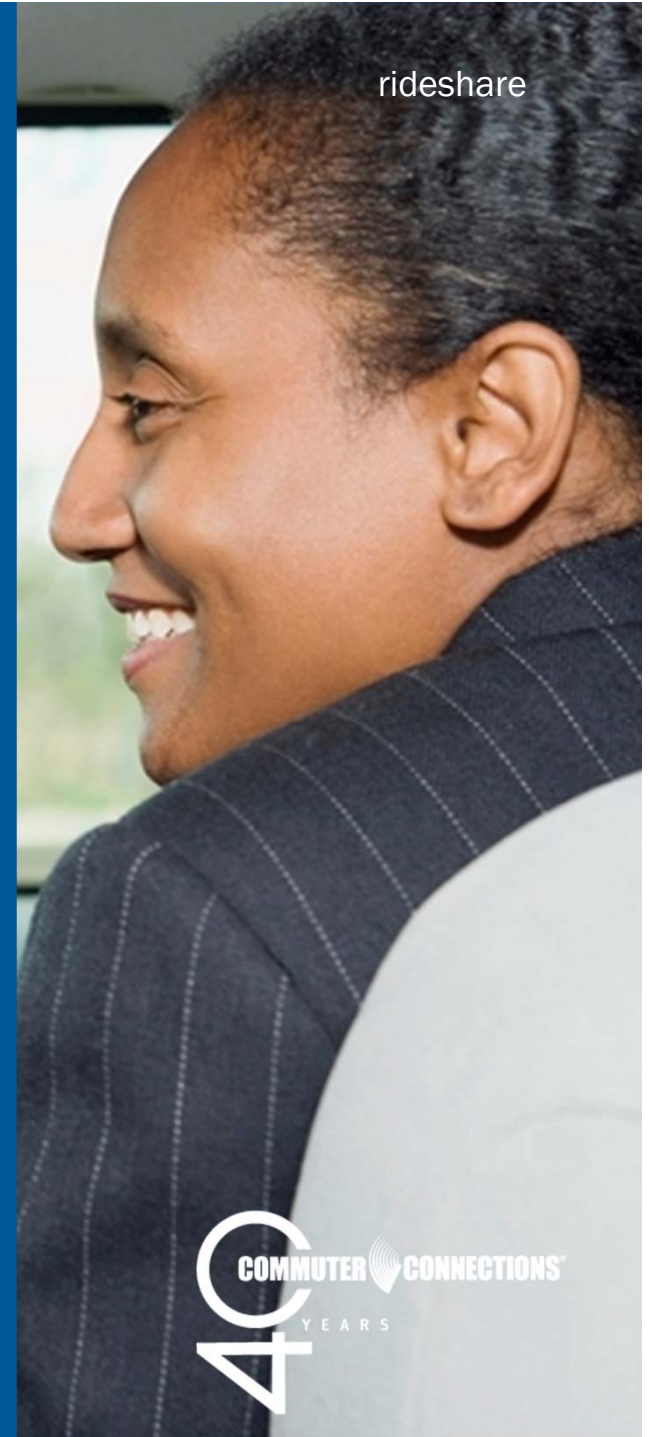
rideshare

MEDIA

- Radio as anchor media
- TV snipes and squeezebacks
- Streaming audio with banner on Pandora
- Online video pre-roll (via YuMe)
- Promotions (sports and interactive)

Campaign Live: Feb 24-June 22

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RADIO

- :30 radio spots in English (2)



- :30 radio spots in Spanish (2)



RADIO

Six radio stations selected for ridesharing messages: Feb 24 – June 22



99.9



930 AM



93.3



103.5



95.5



107.9

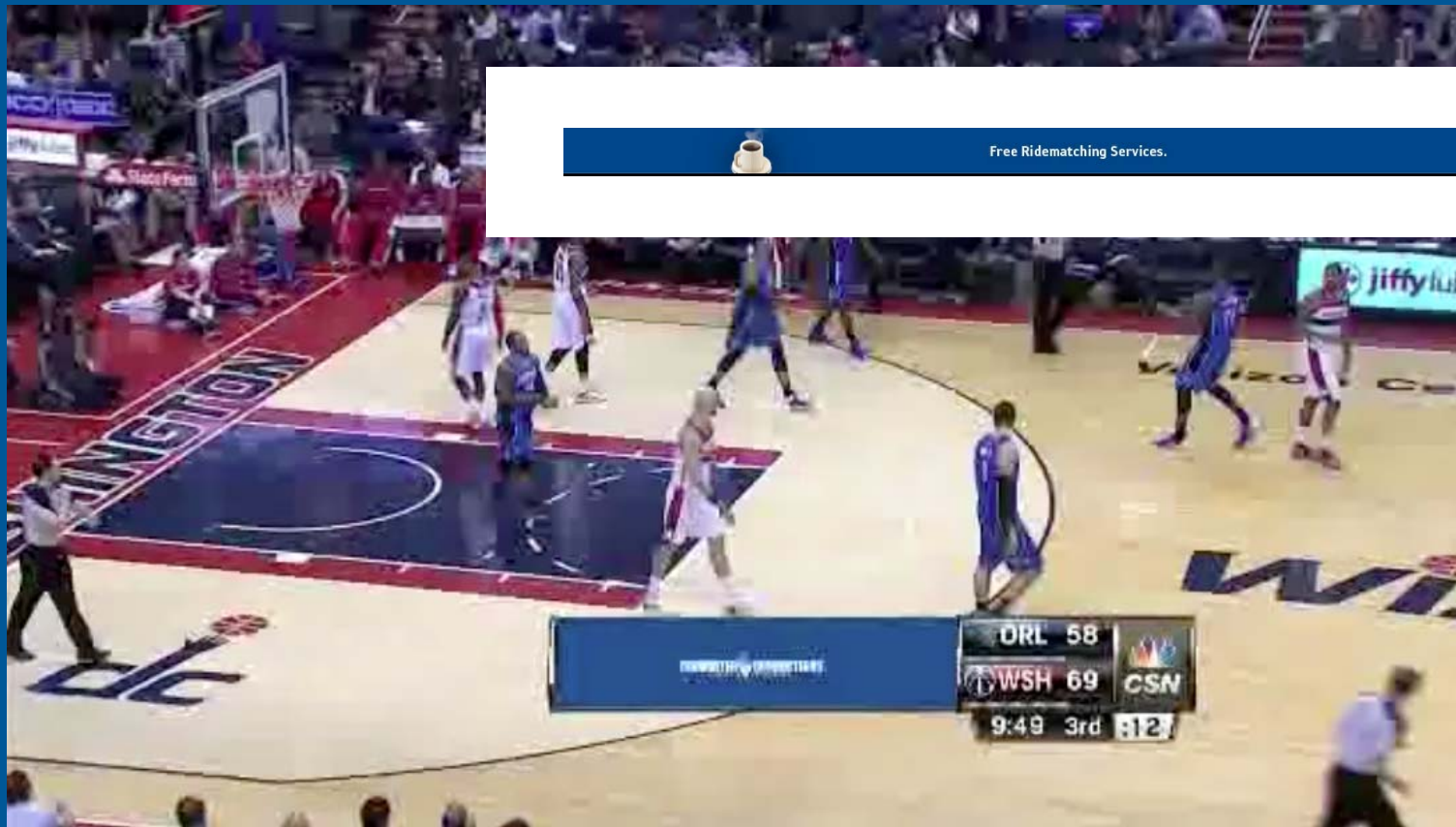
TV

Stations airing snipes and squeeze backs

Feb 24 - June 22



TV



Comcast snipe

TV SQUEEZEBACK



RIDESHARE. Propel your commute.



Free Ridematching Services.



commuterconnections.org



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DIGITAL ADS

rideshare

Pandora

- Web & Mobile
- Audio & Display Ads
- Feb 24 - June 22

Online Video (YuMe)

- Multi-screen Digital Audio & Display Ads
- Companion Banners
- Feb 24 - June 22

PANDORA[®]
internet radio



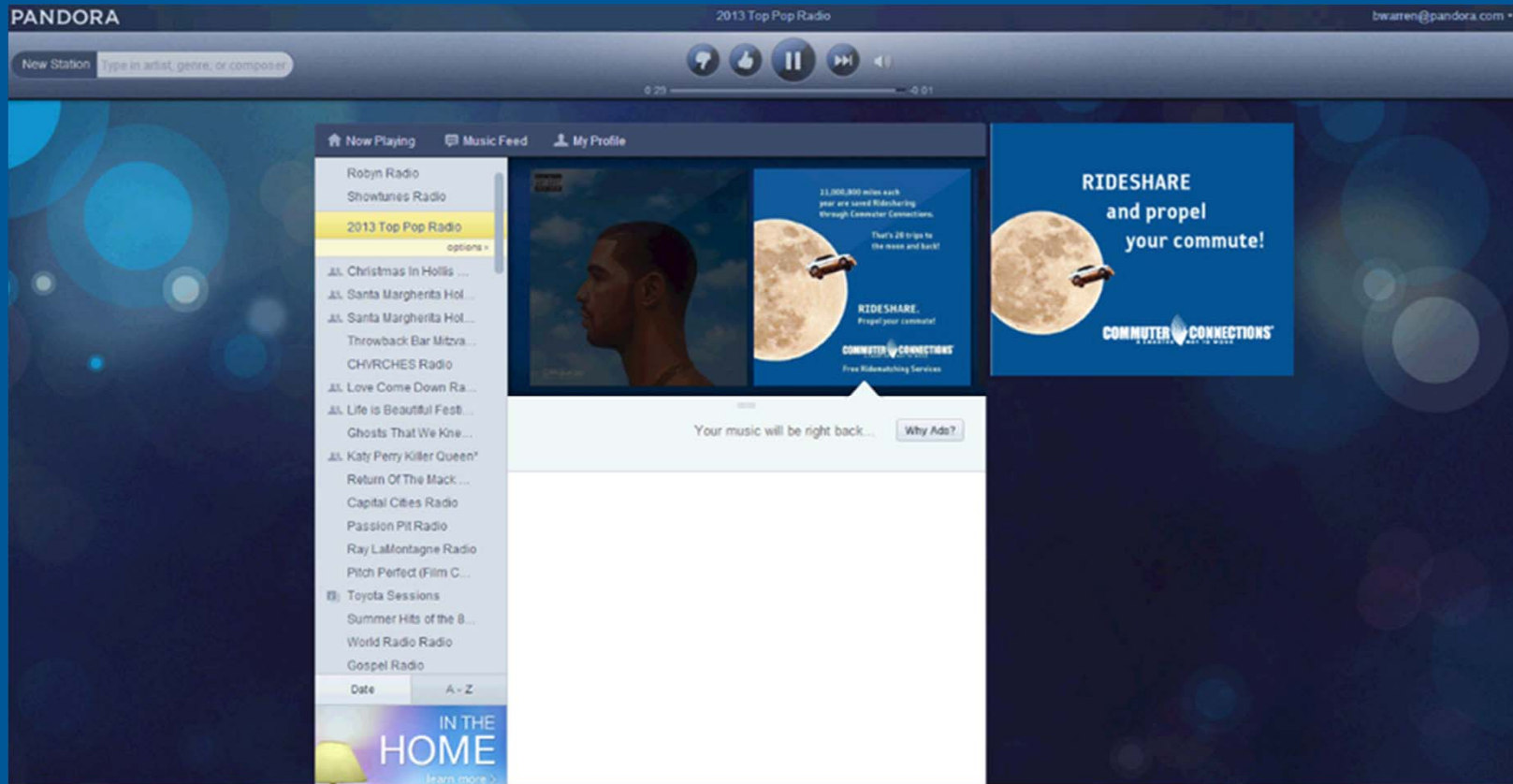
DIGITAL ADS



Pandora mobile



DIGITAL ADS



Pandora web

STREAMING VIDEO



YuMe

PROMOTION

Rideshare Tuesdays

- Partner with radio station and Dunkin Donuts to host Park & Ride events
- Social media promotion of event locations
- On-site sign ups via tablet & mobile
- On-air mentions
- On-site prizes



PROMOTION

Rideshare Tuesdays



Park & ride events include street team sign-ups & goodies

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PROMOTION

Celebrity Ride

- Carpool or vanpool grand prize wins a ride to work with a Redskins player
- 15 second spot on Comcast & video pre-roll on Comcast Sportsnet website
- Home page takeover on Comcast Sportsnet website
- Promoted on Comcast Sportsnet e-newsletter to 13,000+ subscribers
- Promoted via Facebook, & Twitter
- Great opportunity to create a buzz



PROMOTION

Celebrity Ride



Carpools and vanpools will enter to win a ride w/ Redskin celebrity

VALUE ADDS

Bonus spots at no charge or reduced rates on Frederick's Free Talk 930 WFMD, Free Country 99.9 WFRE, 93.3 WFLS - Today's New Country, WTOP 103.5 FM, El Zol, WPGC-95.5, ABC 7 News

Comcast SportsNet will match snipes on their Baltimore feed and provide 100,000 banner ad impressions

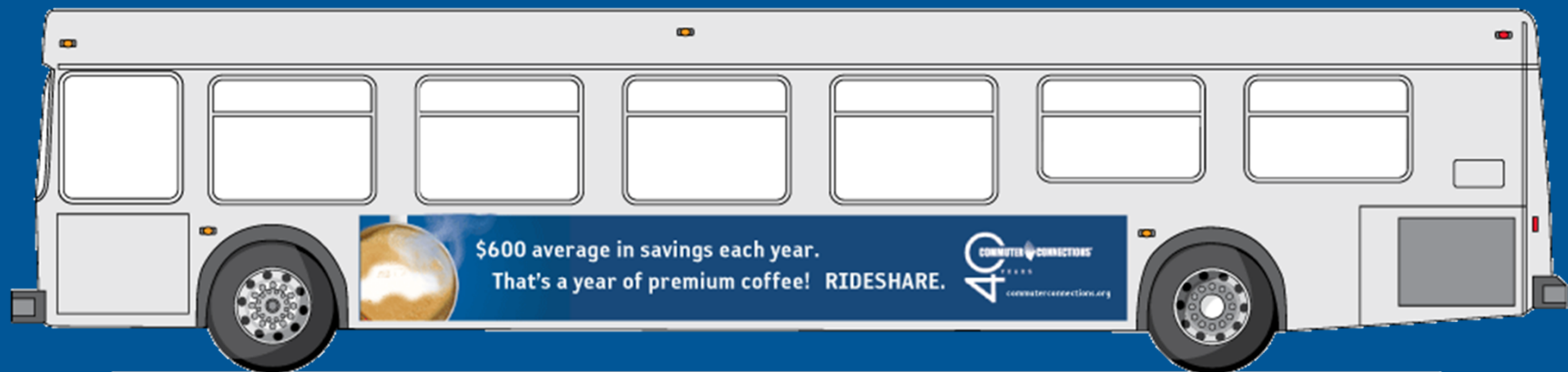
:05 and :10 live reads on El Zol, WPGC-95.5

Pandora will provide additional audio companion banner, follow up banner and tile ad impressions

YuMe will add interactive pre-rolls and companion banner ad impressions

rideshare

DONATED TRANSIT



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VALUE ADDS



Comcast SportsNet website

MEDIA BUDGET

Radio	\$134,775
TV	\$87,417
Pandora:	\$24,000
YuMe	\$12,300
Promotions	\$10,000
Total Paid Media:	\$268,492

Added Value: \$ 66,500 (Additional 23.87%)



guaranteed ride home

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CREATIVE STRATEGY

- Inspiration started with 40 year anniversary and the impacts of Commuter Connections services
- 50% of participants that drove alone before signing up for GRH cited Guaranteed Ride Home as “very important” to making a change to alternative transportation
- Guaranteed Ride Home is another great benefit for people who rideshare
- Creative ways to say “additional benefit” were explored

guraranteed ride home

SPRING CREATIVE

COMMUTER CONNECTIONS
A SMARTER WAY TO WORK

Get the icing on the cake:
Guaranteed Ride Home.* Another great benefit to
ridesharing - a free ride home in an emergency.

* some restrictions apply 800.745.RIDE commuterconnections.org

COMMUTER CONNECTIONS
A SMARTER WAY TO WORK

Get the cherry on top:
Guaranteed Ride Home.* Another great benefit to
ridesharing - a free ride home in an emergency.

* some restrictions apply 800.745.RIDE commuterconnections.org

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guraranteed ride home

MEDIA

- Radio as anchor media
- Web Banners
- Direct Mail

Campaign Live: March 3 - June 29

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guraranteed ride home

RADIO

- :30 radio spots in English (2)



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40 COMMUTER CONNECTIONSSM
YEARS

guraranteed ride home

RADIO

Four radio stations running creative March 3- June 29



980



103.5



101.1



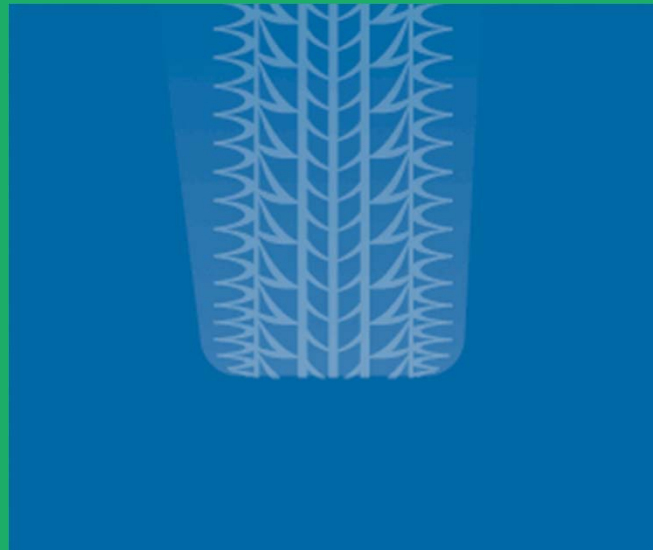
100.3

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guraranteed ride home

BANNER ADS



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VALUE ADD

- Bonus spots at no charge or reduced rates on ESPN 980, BIG 100.3, DC101 – DC's Rock Station, WTOP 103.5 FM
- Matching streaming ads on ESPN 980

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guraranteed ride home



40 YEARS COMMUTER CONNECTIONS

guraranteed ride home

MEDIA BUDGET

Radio \$179,000

Total Paid Media: \$179,000

Added Value: \$ 13,325 (Additional 7.46%)



40 year anniversary

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40 YEAR ANNIVERSARY CONSIDERATIONS

- Logo
- Theme
- Video history for website and events
- Special website section including timeline
- Lobby banners
- Newsletter
- Commemorative stationery and giveaways
- Community report
- Promotions
- Event

40 YEAR ANNIVERSARY LOGO



COMMUTER CONNECTIONS[®]

YEARS

odonnellcompany



COMMUTER CONNECTIONS[®]

YEARS

MOBILE-FRIENDLY WEBSITE

- Upgrading website to be more mobile friendly
- Soft launching & testing this spring
- Full launch this summer with successful testing



earned media

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STRATEGY

GOALS

To showcase Commuter Connections as the leader in transportation services with 40 years of experience providing innovations in transportation alternatives.

Support Commuter Connections upcoming initiatives including the launch of the new mobile platform, Bike to Work Day, and the Employer Recognition Awards, infusing the following core messages:

- For 40 years, Commuter Connections has offered innovative solutions including 'Pool Rewards, promotional events such as Car Free Day, Bike to Work Day, and continues to do so with creating a mobile-friendly website and others

STRATEGY

Core messages (con't)

- MWCOG is *the source* for regional commuting information
- Commuter Connections provides *affordable* travel/commute solutions
- Providing incentives for transportation alternatives to employees is smart business
- Commuter Connections services are free of charge, which sets them apart from the competition

'POOL REWARDS

it pays to rideshare



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CHALLENGES AND STRATEGY

Challenges

- New carpool and vanpool only

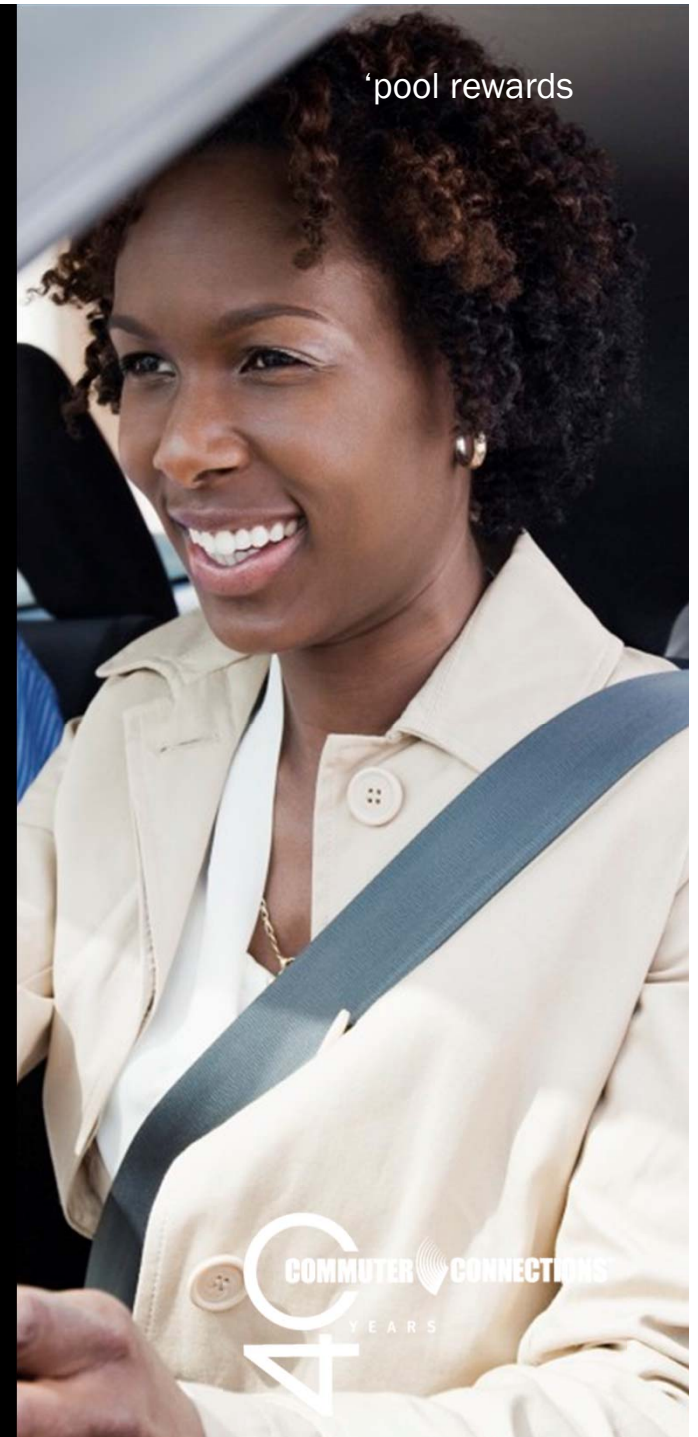
Strategy

- Reach audiences when they're in the beginning of change (new job, etc.)

Audiences

- New homeowners
- Company relocation
- Military

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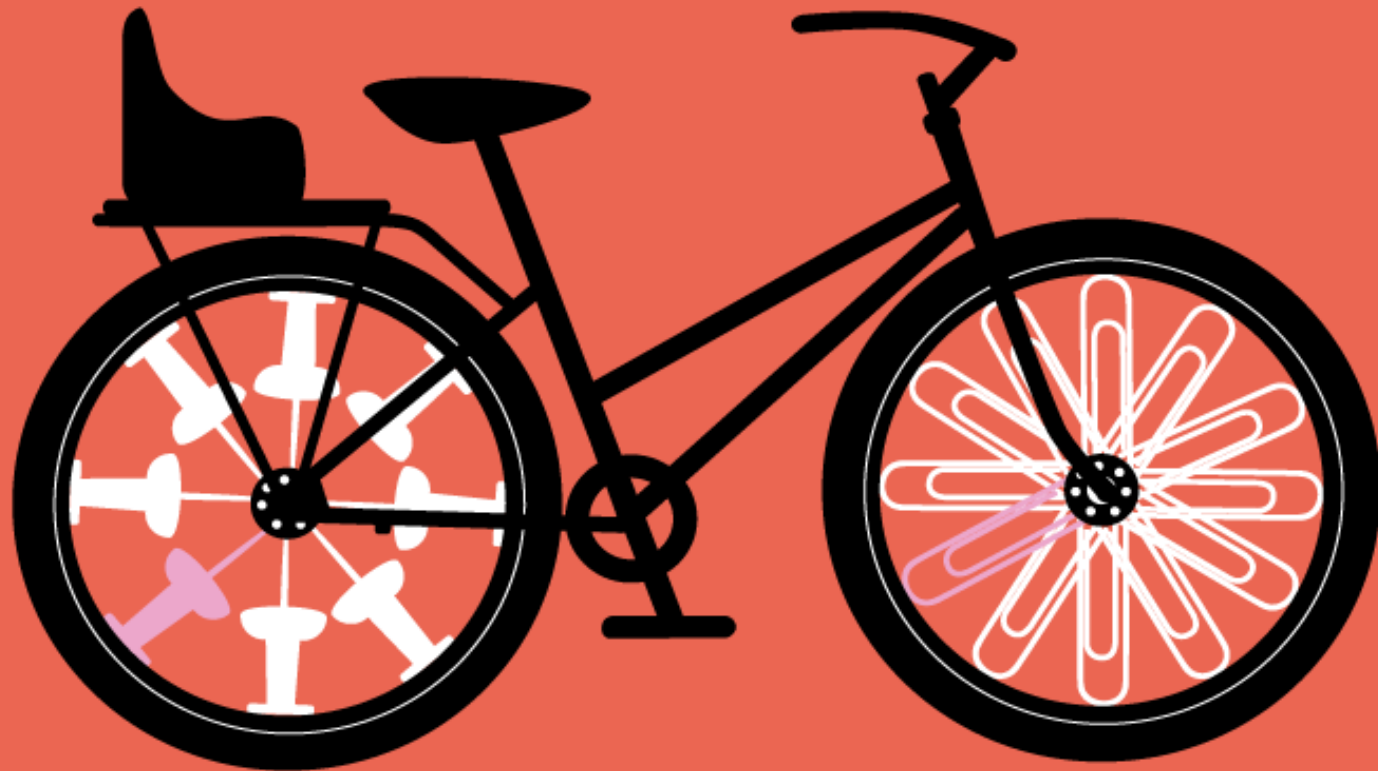


MEDIA

- Print ads in federal and military publications
- Listserv announcements – federal, military, and relocation audiences
- Welcome kit
- Online community bulletin boards
- Deep linking online ads
- Article in newsletter
- Value-add radio

BIKE TO WORK DAY 2014

FRIDAY MAY 16



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STRATEGY

Promote Bike to Work Day as an opportunity to consider bicycling as a viable alternate commute mode

- Use survey demos to better target BTWD audiences with media selection

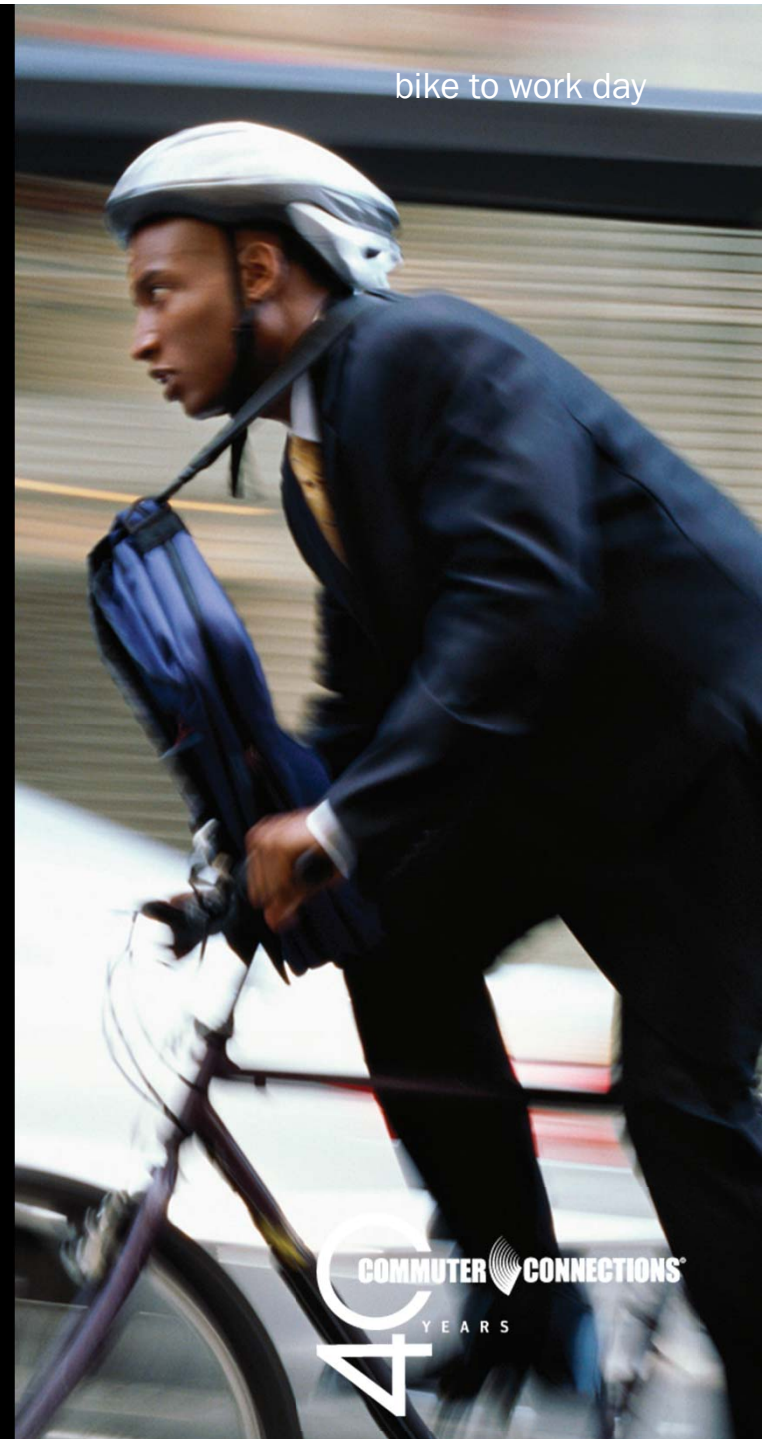
Continue to build regional participation:

- Growth of existing pit stops
- Expanding to include more pit stops

Encourage active engagement, participation, sponsorship by area employers and organizations

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bike to work day



SPONSORSHIP DRIVE

- Cash sponsorship total \$44,675
- In-kind sponsorship total: \$16,425



SPONSORS



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POSTER

BIKE TO WORK DAY 2014 FRIDAY MAY 16

COMMITTEE OF CONNECTIONS WASHINGTON AREA BICYCLIST ASSOCIATION **Marriott** **AREI** **ICF**
Bike Arlington **LOCAL MOTION** **capital bikeshare** **WHOLE FOODS**
TWINBROOK **BicycleSPACE**

ExpressLanes **AAA** **BicyclePASS** **BIKES@ROLL** **CAPITAL CRESCENT TRAIL** **CRYSTALIDE**
FAIR LAKES **KIMPTON** **BIKES@VIENNA** **ABUS** **BROMPTON**
ORNL **GREEN BUILT** **JAMIS** **knog** **ORTLIEB** **odw**

GET YOUR WORKOUT BEFORE YOU GET YOUR WORK IN.

Pre-Register by May 9 for free T-shirt* and bike raffles!
FREE FOOD, BEVERAGES and GIVEAWAYS at all LOCATIONS
 Over 75 Bike to Work Day pit stops located in D.C., Maryland and Virginia
 Visit biketoworkmetrodc.org for specific pit stop locations and times.

*T-shirts available at pit stops to first 14,000 who register.
 Bike to Work Day is also funded by the District of Columbia, Maryland, Virginia and U.S. Departments of Transportation.

Register at www.biketoworkmetrodc.org or call 800.745.7433

DÍA DE LA BICICLETA PARA IR AL TRABAJO 2014 VIERNES 16 DE MAYO

COMMITTEE OF CONNECTIONS WASHINGTON AREA BICYCLIST ASSOCIATION **Marriott** **AREI** **ICF**
Bike Arlington **LOCAL MOTION** **capital bikeshare** **WHOLE FOODS**
TWINBROOK **BicycleSPACE**

ExpressLanes **AAA** **BicyclePASS** **BIKES@ROLL** **CAPITAL CRESCENT TRAIL** **CRYSTALIDE**
FAIR LAKES **KIMPTON** **BIKES@VIENNA** **ABUS** **BROMPTON**
ORNL **GREEN BUILT** **JAMIS** **knog** **ORTLIEB** **odw**

HAZ TU EJERCICIO ANTES DE ENTRAR A TRABAJAR.

Regístrese previamente antes del 9 de Mayo para una camiseta gratis*, y el sorteo de bicicletas.

COMIDA GRATIS, BEBIDAS Y OBSEQUIOS PROMOCIONALES EN TODAS LAS UBICACIONES.

Más de 75 ubicaciones de salida para el día de la bicicleta para ir al trabajo situadas en DC, Maryland, y Virginia.

Visit biketoworkmetrodc.org para saber más detalladamente las ubicaciones de salida y los horarios.

*Camisetas disponibles en las ubicaciones de salida a los primeros 14,000 participantes que se registren.
 Día De La Bicicleta Para Ir Al Trabajo está financiado también por los Departamentos de transporte del Distrito de Columbia, Maryland, Virginia, y del gobierno federal.

Regístrese en www.biketoworkmetrodc.org o llame al 800.745.7433

bike to work day

T-SHIRT



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RACK CARD

BIKE TO WORK DAY 2014
FRIDAY MAY 16

Register at
www.BIKETOWORKMETRODC.org
or call 800.745.7433

Pre-Register by May 9
for free T-shirt* and
bike raffle!

**FREE FOOD, BEVERAGES and
GIVEAWAYS at all LOCATIONS**

Over 75 Bike to Work Day pit
stops located in D.C., Maryland
and Virginia

Visit www.biketoworkmetrodc.org
for specific pit stop locations
and times.

*T-shirts available at pit stops to
first 14,000 registrants.



**GET YOUR WORKOUT BEFORE
YOU GET YOUR WORK IN.**

4C COMMUTER CONNECTIONS

WASHINGTON AREA BICYCLE ASSOCIATION

Marriott

ARET

TWINBROOK

ICF

Bike Arlington

LEGATIONARY

capital bikeshare

WHOLE FOODS

BicycleSPACE

AAA

ExpressLanes

BicyclePASS

BIKE & ROLL

FAIR LAKES

KIMPTON
Hotels & restaurants

CRISTALIDE

BIKES@VIENNA

ABUS
Security Bell Company

BROMPTON

CRIGNE

BREXID BIKES

JAMIS

knob

ORTLIEB

pdw

Bike to Work Day is also funded
by the District of Columbia,
Maryland, Virginia and U.S.
Departments of Transportation.

© 2014 Commuter Connections

PIT STOP BANNER

**WOODBIDGE-
RIPPON LANDING**
VRE Station Parking Area
6:00am to 9:00am



COMMUTER CONNECTIONS
4 YEARS

WASHINGTON AREA BICYCLIST ASSOCIATION

Marriott.

REI

ICF INTERNATIONAL

LOCALITION
CITY OF ALEXANDRIA, VIRGINIA

BicycleSPACE

capital bikeshare

Bike Arlington

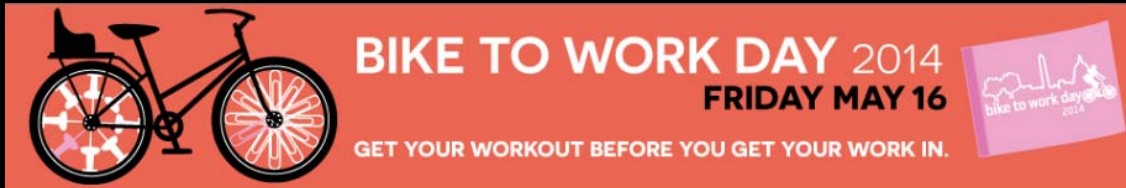
WHOLE FOODS MARKET

TWINBROOK
Urban by Nature

2014 BIKE TO WORK FRIDAY MAY 16

Register at www.BIKETOWORKMETRODC.org or call 800.745.7433






BIKE TO WORK DAY 2014
FRIDAY MAY 16
 GET YOUR WORKOUT BEFORE YOU GET YOUR WORK IN.



HOME EMPLOYER RESOURCES EVENT INFO FIRST TIME RIDER INFO REGISTRATION SPONSORS

Bike to Work Day

On Friday May 16, 2014 Commuter Connections and the Washington Area Bicyclist Association invites you to join over 10,000 area commuters for a celebration of bicycling as a clean, fun and healthy way to get to work. Attend one of 80 pit stops throughout D.C., Maryland, and Virginia to receive refreshments, and be entered into a raffle for a free bicycle! & free T-shirts available at pit stops to the first 14,000 who register.

[Free Registration Click Here](#)



Marriott.  

Pit Stops

Over seventy five pit stops will host Bike to Work Day events throughout D.C., Maryland and Virginia. Take a break at a pit stop on your way to work for lots of food, fun and prizes. Register now, it's free!
[Read More..](#)

Commuter Convoys

Bicycle commuter convoys are forming now for Bike to Work Day on May 16th. All bicyclists are welcome to join the free convoys and there's no need to sign up. Convoys are led by experienced bicycle commuters.
[Read More..](#)

Find a Ride Buddy

Use the Washington Area Bike Forum to find a ride buddy for Bike to Work Day or join an online discussion about bicycling in the Washington, D.C. area.
[Read More ..](#)

SOCIAL MEDIA

The image shows a screenshot of a Twitter profile for 'Commuter Connections' (@BikeToWorkDay). The profile header includes the organization's name, handle, and a bio: 'Commuter Connections is a regional network of transportation organizations coordinated by the Metropolitan Washington Council of Governments. Washington DC · biketoworkmetrodc.org'. The profile statistics show 109 tweets, 207 following, and 1,076 followers. A 'Follow' button is visible. The 'Tweets' section contains four tweets from the account, dated May 14, 15, 16, and 17, discussing Bike to Work Day 2014 pit stops, registration statistics, and the hashtag #BTWDC. A large red overlay on the left side of the screenshot contains a 'Sign up' form for 'Follow Commuter Connections'. The form fields are 'Full name', 'Email', and 'Password', with a 'Sign up' button below. The background of the screenshot features a large graphic with the text 'Y 2014 DAY MAY 16' and a bicycle wheel.

SOCIAL MEDIA

The image shows a screenshot of a Facebook page for 'Bike to Work Day'. The page header includes the Facebook logo, the name 'Bike to Work Day', a search icon, and the word 'facebook'. The main cover photo features a large black silhouette of a bicycle against a red background. The text 'BIKE TO WORK DAY' is written in large white letters at the top, with 'FRIDAY MAY 16 2014' below it. The bicycle's wheels are filled with a pattern of paper clips. To the left of the bicycle is a smaller version of the same graphic. Below the cover photo, the page name 'Bike to Work Day' is displayed with '1,067 likes · 3 talking about this'. Action buttons for 'Like', 'Follow', 'Message', and a settings icon are visible. The page is categorized as a 'Non-Profit Organization' with the text 'Registration for the Bike to Work Day 2014 event will begin March 4th.' Below this, there are links for 'About - Suggest an Edit', 'Photos', 'Likes' (showing 1,067), and 'Videos'. A small thumbnail image shows a group of people at an event.



Selection Committee Meeting
March 21, 2014

20 EMPLOYER
14 RECOGNITION
AWARDS

employer recognition awards

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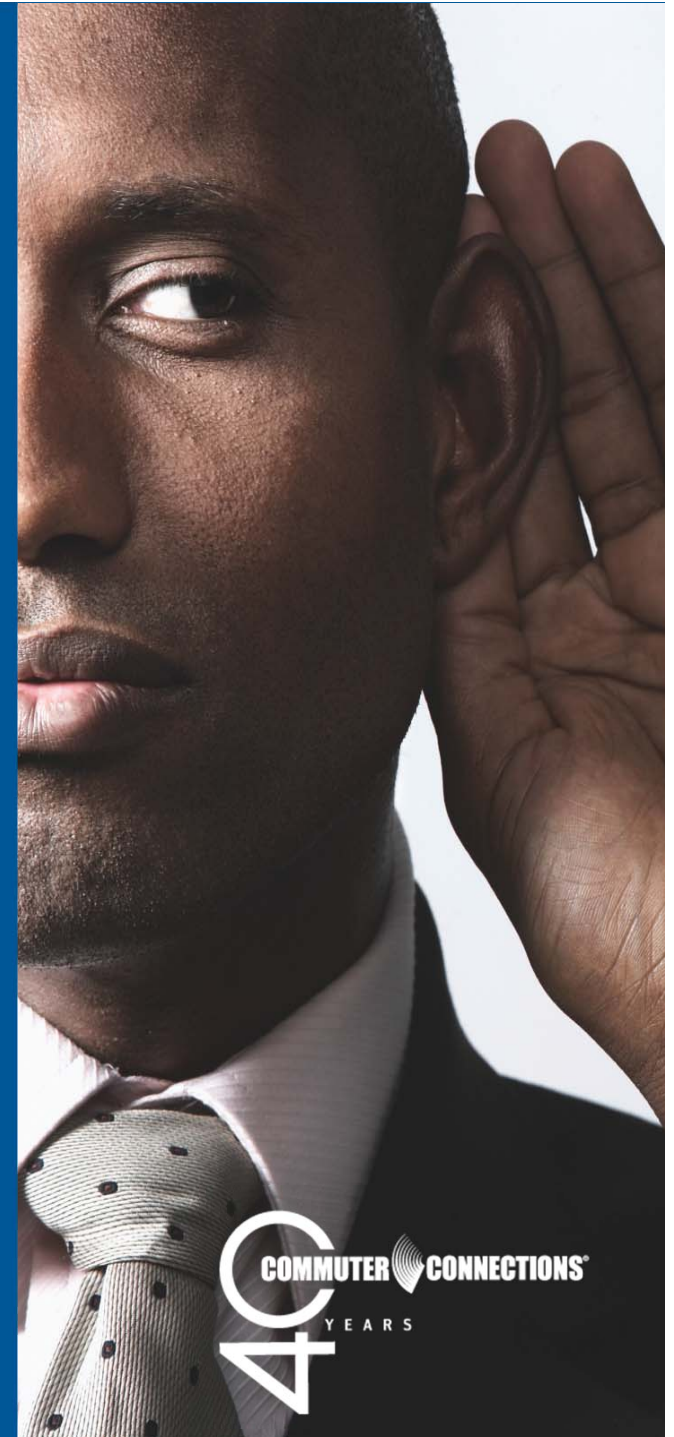
EMPLOYER RECOGNITION AWARDS STRATEGY

Engage with regional employers who deliver measurable commuter benefits

Increase recognition level of award and event

- ETC Newsletters
- Commuter Connections newsletter coverage
- Email blast to employer database
- Media outreach - print, radio, regional & trade publications
- Social media – online and blogger news, Facebook
- Awards ceremony will be held June 24 at the National Press Club

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NOMINEES

Incentives

Chevy Chase Land Co.
Cohn Reznick
HOK
MedImmune
The Cadmus Group

Marketing

Bethesda Urban
Partnership
FDA
MITRE Corp
Wellness Corp
Solutions, LLC

Telework

Europ Assistance USA
US Forest Service

INVITATION



20 EMPLOYER
RECOGNITION
14 AWARDS

20 EMPLOYER
RECOGNITION
14 AWARDS

CREATING A BUZZ.

20 EMPLOYER
RECOGNITION
14 AWARDS

Tuesday, June 24, 2014
8:30 a.m. - 10:00 a.m.
NATIONAL PRESS CLUB

Hosted by
The Metropolitan Washington Council of
Governments' National Capital Region
Transportation Planning Board

AWARDS are given for **INCENTIVES, MARKETING & TELEWORK.**

Directions
529 14th St. NW, Washington D.C. 20045
Corner of 14th & F • 13th Floor Ballroom
Metro Center • Exit onto 13th St.

RSVP
www.commuterconnections.org/rsvp
by JUNE 19, 2014. For questions contact Stacey Walker
swalker@mwcoag.org, 202.962.3327.

Congratulating employers in the Washington
metropolitan region that voluntarily initiate
programs encouraging the use of commuting
alternatives to employees.



NEWSLETTER

Issue 1, Volume 18 Winter 2014

WHAT'S INSIDE

COMMUTER CONNECTIONS
A SMARTER WAY TO WORK

The Commuter Information Source for Maryland, Virginia, and the District of Columbia

- 2 New Options for Carsharing
- 3 MODJ Launches New Bicycle Safety Campaign
- 4 Twinbrook Metro Station Adds Parking Garage
- 5 DMV/Trtle from Gaithersburg to D.C.
- 6 More Bus Service Comes to Nocterra/Harbor

PRE-TAX COMMUTER BENEFIT SLASHED

The \$245 per month pre-tax commuter benefit set in place in 2009 expired on January 1st, slashing the benefit to \$130.

In 2009, commuter tax benefits were initially raised to provide parity with the amount set for pre-tax parking benefits. This expired in 2011 however, under a fiscal cliff deal early last year when the commuter benefits were restored to the level of parking benefits, retroactive to 2012.

The reduced benefit was unwelcome news for transit agencies, which along with public transportation advocacy groups, have long argued that subsidies and pre-tax benefits help encourage commuters to leave their cars at home and take buses, trains and vanpools.



Continued on page 2

BIKE TO WORK DAY 2014 PLANNED FOR MAY 16

Participation in Bike to Work Day (BTWD) was big in 2012 with 12,500 riders, even bigger in 2013 with 14,500 riders, and may become the biggest this spring.



Began nationally in 1956 and locally in the Metropolitan Washington area in 2001, BTWD has grown into an international event with bicyclists taking to the streets in an effort to participate in a healthy and affordable alternative to driving alone.

BTWD has grown from a small gathering of a few hundred in its early beginnings to an event which draws the masses.

The benefits of employee bicycling to your organization are many; studies have shown that active transportation such as bicycling, can lower health care costs, decrease absenteeism, increase employee productivity, and reduce parking and maintenance costs.

Continued on page 4

FEDERAL ETC UPDATES

Employee Transportation Coordinator

TRANSERVE MAKES CHOOSING MASS TRANSIT EASIER



In an effort to both save money and make choosing mass transit easier for federal employees, TRANServe, a program of the U.S. Department of Transportation (DOT), is moving away from paper fare media to deliver the transit benefit electronically. The primary goal is to use a single fare media delivery system that offers enhanced internal controls and preserves the transit benefit by deterring fraud, waste, and abuse.

The transit benefit program encourages federal government employees to choose commuting options that improve air quality and reduce traffic congestion instead of driving single-occupant vehicles.

DOT expanded its launch of this new, cost-efficient way for federal employees to receive their monthly transit benefit in 2013. Through the new method, government employees are able to use a personalized Visa® debit card to purchase benefits from a ticket agent, online, or at a station kiosk, saving the federal government approximately \$270,000 annually in eliminated shipping, travel, and on-site distribution costs.

An estimated 20,000 employees in over 50 federal agencies in the Washington, D.C. area and other cities no longer need to stand in line or lose time away from their offices to obtain paper vouchers. Unused benefits were returned to the government,

which lead to additional government savings.

This new process also allows greater oversight through monthly reports detailing where benefits are purchased and used. Lost cards can be quickly canceled and easily replaced, further safeguarding government funds.

In the Washington area, the TRANServe debit card can be used on Amtrak, MARC, MTA Maryland, VRE, HRT, and with Marts and VPSI.

The U.S. Department of Transportation was one of the first government agencies to embrace the Transit Benefit Program. It began distributing transit benefits to employees in the early 1990s. The Department's program has evolved over the years to offer transit benefit distribution services to over 250,000 federal participants nationwide.

For more information on the TRANServe program, go to <http://www.transerve.dot.gov>.





what's next

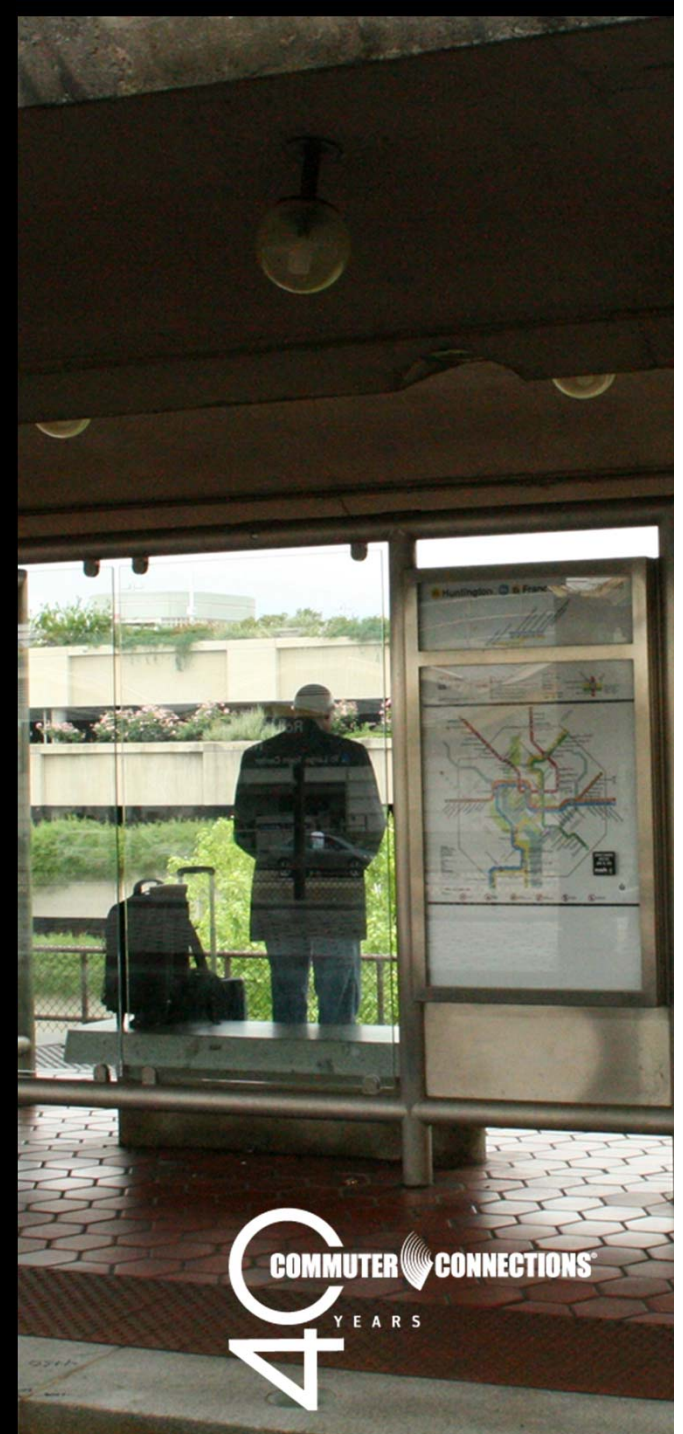
odonnellCOMPANY



LOOKING AHEAD

- Spring campaign Feb - Jun
- 40th year anniversary Feb - Jun
- Mobile website Mar
- 'Pool Rewards Mar - Apr
- Spring newsletter May
- Bike to Work Day May 16
- Employer Recognition Awards Jun 24

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Q&A

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