# The Edge: reducing rider casualties by raising customer expectations

Results from phase one – justification, design and implementation. Nich Brown, Research Manager, Motorcycle Industry Association of Great Britain Geoff Crowther, Director of Leisure Consumer Research, University of Huddersfield, England.

#### Overview

At first sight, the history of motorcycling in the UK suggests a product and market whose customers are so fickle that it is in terminal decline. The cyclical nature of the market in the immediate post-war period 1945-1960 is characterised by periods of strong growth followed by episodes of equally remarkable decline. Whatever indicator of activity is used - sales, road tax (VED, parc), vehicle census or casualty data - the successive peaks and troughs apparently describe a frequency distribution whose natural harmonic is one of steady decay [Chart1: trends in UK motorcycle activity 1945>].

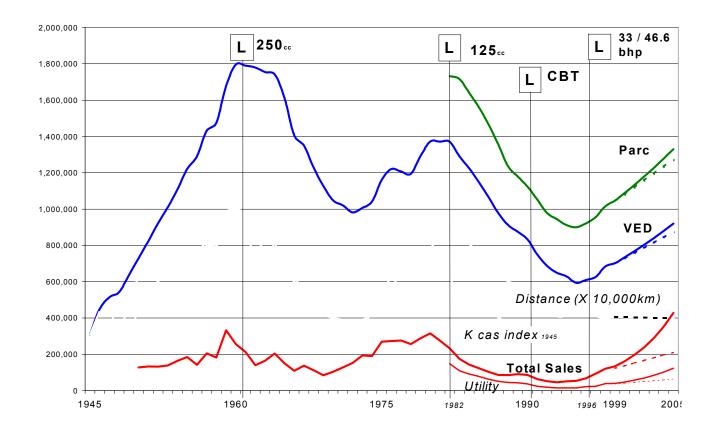
However, it is important to understand some of the background socio-economic influences before accepting that conclusion. Growth in activity appears to reflect periods where the relative affordability of motorcycling coincides with restrictions on the availability of transport alternatives; thus, in the immediate post-war period motorcycles were relatively cheaper and more plentiful than the car as a tool for both personal mobility and leisure – in 1960 the introduction of a 250cc engine size restriction for riders not fully-qualified to ride a motorcycle changed that balance at a time when the cost and availability of the motor-car had become much more favourable in any case. The current boom, dating back to 1993, reflects a more affluent customer choosing a bike as a second or third vehicle for a mixture of leisure use and congestion avoidance – cars may now be cheap and plentiful, but the availability of road-space has become the limiting factor.

Each peak and trough in activity can also be associated with factors such as prices and incomes, fuel supply as well as a series of restrictions on access to motorcycling through learner rider legislation. The closest recent correlation between these factors came with the introduction of regulations under the 1981 Transport Act. This sought to deal with rising casualties among young novice riders riding a new generation of more modern and powerful machinery, introducing a 125cc learner rider limit and the requirement to complete training and gain a full-licence within two-years of becoming a learner. At that time, the Motorcycle Industry Association of Great Britain was already working with government to support rider training for young people attending high school. Further restrictions and compulsory training requirements introduced through legislation in 1981 and after is widely regarded as leading to a significant reduction in casualties, but largely removed young novice riders from the road. Similar legislation for novice car drivers has not yet followed and young people, especially males, continue to appear in disproportionately high numbers in UK road casualty statistics as car drivers and passengers.

Table1: males road casualties: killed or seriously injured: GB 1981-85 average vs 1999

	1981-85 ave	1999		
<b>Total Casualties</b>	55,678		28,123	
Moped users	3212		257	
Motorcycle users	10,729		1,334	
•	13,941	25.0%	1,591	5.7%
Car users	8,481	15.2%	4,259	15.1%

**Chart 1:** trends in UK motorcycle activity 1945 >



Since 1993, when the fortunes of the UK motorcycle industry last took a positive turn, there have been significant new developments both in rider demographics and buying behaviour. Compared to the previous wave, riders are now older and more affluent; to a large extent, the same generation that was dissuaded from motorcycling in the early 1980's are now returning to motorcycling, and sometimes taking it up for the first time. They are more likely to choose a motorcycle for leisure activity, rather than have to use one for general transport; they enjoy greater personal transport choice twenty years on - as reflected in lower annual mileage, and the rise of informal group activity based-on summer and weekend rides to favourite gathering-places - where the attraction is not necessarily any organised event, such as a race, but simply that there are bound to be plenty of other riders on the road there. One of the key characteristics of the present situation is the presence of compulsory training for all riders at the basic level - and, more recently, for riders wishing to avoid power limits introduced for newly qualified riders in 1996. Motorcycle riders have become the most highly trained of all non-vocational road users in the UK, however, the intensity of the training process combined with the seasonality and infrequency of many UK motorcyclists' riding patterns means that they are often, paradoxically, among the least experienced in the use of their vehicle.

Currently there is widespread concern in the UK about a rise in casualties among mature riders. Whether recently qualified or returnees, these riders are often labelled "Born-Again Middle-Aged Bikers" (BAMBi's) and attract a good deal of media interest. Since 1993 they have formed the driving force behind the growth in UK motorcycling and have mostly opted for modern sportsbikes. More recently however, there has been a resurgence in other types of machine where the design emphasis is less focussed on high-speed performance, and this has become especially apparent in the growth of scooter sales - increasing on average by around 66% per annum in recent years and now accounting for around 40% of all new powered two-wheeler sales. These mainly small-engined utility machines are being chosen by a wide range of new customers, from style-conscious youngsters to mature car-drivers looking for an alternative to traffic congestion. There are also many riders who became motorcyclists years or decades ago, and have continued to use their bikes ever since. Whether born-again, mature novice or dyed-in-the-wool, all of these riders face common threats to their continuing enjoyment of their machines, namely; risk of injury - either from their own actions or those of other road users - risk of machine theft and, arising from both of these fundamental threats, affordability of insurance. Around 25,000 rider casualties and a higher number of machine thefts are reported each year.

# Responses to the current climate

Any potential future legislative interventions would be more difficult to target than in the past, as we are now dealing largely with mature, qualified, riders. However, both the UK and EU are looking at ways to encourage or possibly impose further training and testing in an effort to reduce casualties. The Driving Standards Agency (DSA) has a government remit to control training and testing for all classes of road user and, as we have seen, access to motorcycles in the UK is already heavily regulated before and after riders gain licence to ride. Given the commercial and legislative threats and restrictions faced by the UK motorcycle industry, MCI has taken a number of positive practical measures to respond to the current operating environment. At one end of the scale, familiarisation and attitudinal training has been re-introduced in partnership with schools, colleges and youth organisations. For those qualified riders described in detail above, MCI has looked for ways to support the subsequent development of their riding skills beyond the standard required to gain a licence to ride. This area of post-qualification rider development is currently unregulated in terms of the quality, accessibility, content and cost of rider training and assessment available.

The UK government is keen to work in partnership with members of the motorcycle community to bring about positive change, MCI has taken a highly pro-active stance. MCI's contribution is

to find ways of bringing the motorcycle community together with other actors and agencies, in pursuit of new government targets on road casualties and vehicle theft as an alternative to the imposition of further regulation. This requires partnership working and, fundamentally, public acceptance is key – both the motorcycling public and general public.

There are four widely accepted focal points for action to reduce injury and theft;

**Education** seeks to raise skill levels, understanding and awareness among motorcyclists, other road users, policy makers, etc. – requiring the identification and promotion of the most effective ways to achieve this.

**Engineering** improvements in vehicles, their ancillary equipment and the road environment itself can have a significant impact on both safety and security – indicating the need to find ways to focus finite research and production resources for greatest effect.

**Enforcement** of road traffic laws by police can be counterproductive where this leads to resentment and disaffection – initiatives to reduce confrontation through alternative measures have become desirable to many police forces.

**Encouragement** to seek further assistance in developing skills, not simply a question of education, is the area in which least progress has been made - we need to find ways to incentivise riders to adopt a culture of continual personal development in their motorcycle skills, rather than rely on their driving licence as a measure of their ability to get the most out of their bikes with no ill-effects.

MCI's overall strategy is to bring together the key actors and agencies needed to develop a multidisciplinary approach to integrating these four focal points. MCI's role is one of influence and persuasion among its members - manufacturers, distributors, service providers and riders groups with their customers, and with government and the various agencies influencing standards among other road-users and public services consumed by motorcyclists. MCI does not represent or regulate the motorcycle rider training industry but has been closely involved in its development over the last quarter of a century and has carried out extensive research in the field. MCI does have considerable experience in understanding the motorcycle market and organising major motorcycling events - including the annual International Motorcycle and Scooter Show, c200,000 visitors, whilst its members successfully market around 175,000 new machines each year. MCI and its members therefore have the resources and experience to help develop a strategy to enthuse and incentivise riders to seek out those in the training industry who can help them develop their motorcycling skills.

# Assessment design and delivery

The objective of the scheme is to create measurable outcomes via an assessment of individual rider's skills in six different aspects of everyday riding;

**Machine set-up:** tyre and suspension settings are often-critical factors in crash avoidance and enjoyment of riding.

**Systematic approach to riding:** adopting a proven system riding, such as that used by police patrol riders, allows the rider to adapt to changing circumstances and create time and space to react.

**Risk management skills:** combining awareness of different types of risk, continual recognition, assessment and prioritisation leads to a ride-plan that minimises risk.

**Group riding skills:** are rarely taught in the UK but have growing significance in patterns of spontaneous informal ride-outs, especially among the initial target audience of sport-bike riders.

**Scene of accident management:** based on reducing risk of further injury, summoning appropriate assistance and providing immediate aid to the injured.

**Theft avoidance, prevention and detection:** has potentially the greatest impact on insurance costs and affordability.

Individual rider's abilities will be measured not only by the initial assessment, but also at subsequent points where the rider adds to their abilities via other activities promoted by The Edge. Measured abilities will therefore be trackable. By relating a large population of rider's measured abilities to subsequent incidences of injury accident involvement and incidences of theft, it should also be possible to identify best practice in rider development techniques.

The project began in 1999 with a feasibility study and has been developed to launch status during 2000. The initial purpose of the study was to identify organisations currently delivering rider development packages who MCI could support and promote. However, it quickly became clear that it was not possible to identify any single body, or potential coalition of groups, with suitable infrastructure, range of expertise or profile to ensure the widespread success of the venture. MCI therefore decided to construct a scheme which all of the existing service providers could support.

The strategy to promote and develop voluntary post-test rider development opportunities had three elements:

To devise an effective method of **measuring** the development of rider ability, addressing current and future circumstances and capable of identifying best practice in the content and delivery of training for qualified riders,.

To promote appropriate rider development opportunities as **aspirational** activities, which riders can value for the benefits on offer, enhancing their enjoyment of motorcycling through tangible incentives and improved abilities, backed by an effective promotional campaign suggesting elite status.

To create the circumstances for **consumer-led** changes in riding culture and standards, to be achieved through:

- Generating consumer demand for post-test rider development training through offering an incentives and benefits package consisting of better deals, primarily on insurance but also material goods and other motorcycle related services.
- Offering unique opportunities including exclusive access to new products, activities and
  events one of the biggest biking events in the UK 2001 calendar is being planned as the
  biggest ever track-day event combined with a large scale festival including the return of
  banked-circuit motorcycle speed-trials to the UK.
- Targeted marketing and promotion focussed on at-risk user groups and emphasising the positive aspects of rider development to both users and the wider public.
- Validation of rider's abilities through an assessment process that riders will view as 'meaningful but fun', 'challenging but achievable' and, above all, credible.

This package approach is designed to create the conditions for widespread peer-pressure influences on rider attitudes and culture to the extent that incidents of both injury and theft will decline significantly.

An initial investment of £250,000 over 3 years, will create the administrative and promotional infrastructure for a not-for-profit assessment-based incentive programme to bring a further 20,000 riders per year through high-quality post-test training. The scheme will be operated through an independent operating company, The Rider Development Research Foundation. Access to the incentives package is gained by successfully completing an assessment conducted by off-duty (out of uniform) Police expert riders, so that the training industry is not compromised by having to assess its own success in developing the rider's skills and riders can have faith in the ability of their assessor. As higher-level civilian instructor and assessor accreditation courses become more widely available the assessor pool will be expanded to meet demand. There is no annual membership fee, but riders will have to pay £60.00 to take the assessment in addition to whatever they choose to spend with training providers to prepare for the assessment.

Initial enquiries and assessment bookings will be handled primarily through a call centre, but also via a web-site <a href="www.get-the-edge.co.uk">www.get-the-edge.co.uk</a> which, when fully commissioned, will combine information on the assessment content, benefits, incentives, choosing a training provider, training providers success rates with The Edge assessment and links to other sites offering appropriate rider development advice and discussion.

The creation of an new assessment scheme was not the original objective of the MCI intervention, rather the primary objective has been to expand opportunities for existing training providers some of which are based around other established assessment schemes. 'The Edge' was adopted as the name for the motorcycle assessment scheme because it encapsulates positive notions such as honing abilities and seeking new opportunities but also recognises more negative connotations associated the rider's failure to cope, such as 'the edge of oblivion'. A separate marketing programme to be known as 'The Buzz' will be introduced to scooter riders once The Edge has become established. Each initiative is designed to be inclusive and open to all potential partners, desirable and credible to any rider and offer a quality product with high-levels of customer service. NB: The choice of the name The Edge pre-dates the introduction into the UK of the Harley-Riding Academy initiative marketed as the Rider's Edge and the two initiatives have worked together to avoid confusion.

# Supporting research programme at Huddersfield University

In 1999, as part of the development of the research aspect of this initiative, MCI began to work the Leisure Consumer Research Centre at Huddersfield University to develop an initial three-year research programme to investigate rider attitudes and motivation, with an emphasis on developing riding abilities and opportunities through post-test rider training, with an emphasis on rider perceptions of development schemes including post-test rider training.

Motorcycle rider training represents a service to the motorcyclist that delivers a bundle of benefits ranging from fast riding skills for the race replica rider to peace of mind for the motorcyclist's partner. However participation in formal programmes of rider training remains at a low level despite rapidly increasing numbers of new motorcyclists. Whilst an absence of demand may indicate little need for rider training services the impact of insufficiently skilled super sports motorcycle riders on road casualty statistics is too apparent. It is the task of those designing, delivering and supporting formal rider development programmes to understand their market better and to position their services to meet the needs of their targeted customers.

Risk taking in middle age may serve the need for mastery and individuation. Mastery needs are frequently met by experimentation, which often involves testing limits and taking risks. Lupton (1999) contends that to engage in dangerous activities may demonstrate a man's control over the emotions of fear, vulnerability and anxiety, proving to others and himself the expanded limits of his control of self and the body. For women, socialised into risk avoidance, engagement in high-risk activities such as motorcycling affords an opportunity to overcome the straightjacket of traditional security focused femininity.

In the quest for authentic motorcycling experiences riders search out products, services and experiences that tell stories that resound with symbolism and express a variety of meanings. The world comes to us in the shape of narratives that represent a form that our perception imposes on the raw flux of reality. Stories are a way of re-drawing maps and finding new destinations serving to relate individual experience to the world around him and they help place understanding within the context of the particular individual's life history. The world of motorcycling is rich in narratives that in the UK focus mainly on motorcycle racing and heritage. Suppliers of

motorcycles and motorcycling services enjoy a key position in the generation and stimulation of narratives that involve their customers not only through media advertising but also through marketing activities at the point of delivery.

For the novice or born again biker entry into a new leisure arena necessarily involves not only the development of skills but also new roles to be learned and norms to be absorbed. As novices become immersed in motorcycling culture they rapidly accumulate beliefs and values relating to their pastime. Such narratives may originate informally through interaction with other motorcyclists and the abundant specialist media, or more formally through rider instruction courses. Many of the sports bikers in the UK meet regularly at venues such as pubs, cafes, dealerships or racetracks and exchange information and impressions about all matters linked to motorcycling. In the context of such discussions the group of riders develop derived service expectations based on the shared experiences and perceptions of group members.

The expectations of motorcycle riders play a critical role in their evaluation of training services, consequently marketers need to understand the factors that contribute and shape them. Inevitably many of the forces that affect the rider's expectations are beyond the control of the marketer. A key factor influencing motorcycle rider's perceptions and expectations in the training market has been their exposure to existing services and associated promotional activities. In the UK the motorcycle advanced training sector has been characterised until recently by numerous small suppliers and as a result, bikers have gained little awareness, interest or knowledge of available programmes.

# **Researching The Edge Concept**

Due to the high degree of personal involvement of motorcyclists in their chosen activity it is unlikely that structured, quantitative approaches alone would be adequate in the gathering of data. The methodology preferred begins with a detailed in-depth approach utilising qualitative techniques to elicit feelings and beliefs about risk, safety issues and rider development programmes. Depth interviews and focus groups have been employed together with projective techniques and motive laddering. Following on from the outcomes of this research more formalised quantitative approaches will be made to identify the patterns of perceptions, beliefs and attitudes held by motorcyclists and to track such variables over time. At the quantitative stage the research will analyse attitudes towards safety and risk taking behaviour in relation to motorcycling together with accident and injury occurrence within groups of motorcycle riders with varying participation levels in safety/rider development programmes.

During the initial qualitative stages the author undertook role taking and personal immersion in the motorcycling world. Participant observation is a field strategy that simultaneously combines document analysis, respondent and informant interviewing, direct participation, and observation and introspection. The researcher is able to see the world from the perspective of their subjects and in this respect, share the same assumptions about the "authenticity" of "experience." Through systematic, episodic participant observation access was gained to informants under investigation in the attempt to recognise the core narratives of the subculture.

## **Preliminary Results**

A prevailing belief held by many motorcyclists in the UK is that fulfilment in motorcycling derives from the assembly of fast riding experiences available only through the possession of a super-sports bike together with the racer look. Often this performance is enhanced by a regularly practised repertoire of stunting display. Inevitably this scenario is represented as an aspirational pathway for the newcomer to motorcycling subculture. High-speed performance is further

accentuated by media editorial and industry promotions featuring narratives that place emphasis upon racetrack contexts, top speeds and maximum power outputs. Into the buyer's penalty box marked loser are categorised the tourer and cruiser motorcycle, whilst the much hyped new arrivals from Japan and Italy with their race pedigree offer the cherished charisma of authenticity and individuality combined with perceived sexual attractiveness and the promise of success. Almost inevitably the wannabe biker is drawn to the imagery of products that offer to sustain existing and aspirational self-identities central to narrative biographies.

The novice eagerly consumes the advice proffered by the specialist media about rear wheel steering, guaranteed prowess when wheelying and getting the knee down, and features dealing with general advice mainly focused on riding fast motorcycles faster. Once introductory, compulsory tests are passed the newcomer turns to the accumulation of road riding experience to enable him or her to accelerate up the learning curve featuring not only skill acquisition but also the shared beliefs and narrativised experiences of biking sub-culture. Such "wisdom" passed around during visits to motorcycle venues indicates avenues of activity for accumulating motorcycling experience. The research results suggest that it is unlikely to include further rider training. So why bother with investing more time, further money, and risk personal ego too?

The purchase of a motorcycle and ancillary equipment represents a high-involvement decision for the leisure biker and a clear statement of self-identity. Reassurance is vital for the maintenance of harmony consequently motorcyclists engage in search activities that provide evidence of their authenticity. Assembling an image of authenticity as sports motorcycle rider is relatively straightforward, if rather demanding on the wallet. Naturally a key ingredient is the sports bike itself and the choice is wide though the specialist media have contributed to the elevation of a few machines as the most appropriate. As the aspirant climbs aboard such a machine at the dealership and becomes fuelled by emotion and the eagerly anticipated adrenaline rush, the fantasy super sports rider slips into a racer-like crouch behind the screen, eyes drawn to the dials that promise ballistic possibilities.

Motorcycles serve as frozen potential for performance inviting the potential rider to fantasise about future possibilities related to narratives with racetrack themes. The much-hyped new arrivals from Japan and Italy with their racetrack pedigree offer the cherished charisma of authenticity and individuality combined with perceived sexual attractiveness and promise of success. Almost inevitably the "wannabe" novice biker is drawn to the imagery of products that offer to sustain existing and aspirational self-identities.

Specialist clothing contributes to the desired authenticity as the sports rider becomes clad in body armour and sheathed in leathers fashioned in race replica style complete with velcroed titanium-impregnated knee-sliders, feet and hands encased in Kevlar reinforced protective gear, and wearing on his fully enclosed head a carbon strengthened helmet & iridium visor. The supersports motorcyclist buys his freedom of the road at the price of wearing a hi-tech suit of armour. With a carefully assembled assortment of bike and gear the rider is then at liberty to demonstrate prowess to himself/herself and watching audiences. Immersion in this evolving culture brings the rider a series of rewards if he/she maintain adherence to the norms and behaviour of the group. Keen scrutiny greets arrival at venues as, for instance, tyres of super sports bikes are examined for evidence of high speed scrubbing. Props, a vital part of the individual's performance, may become part of the consumer's self-extension as they are used to achieve control and mastery in the pursuit of the "heroic life".

A core narrative theme for the sports bike rider relates to Edgework; that is, the ability to maintain control over a situation that verges on complete chaos (Lyng, 1990). The research programme revealed this as an essential part of sports motorcycling offering opportunities for self-determination and authenticity. Moments of uninhibited behaviour and the emotional

outburst of spontaneous expression are experienced by motorcyclists and re-lived through narrative exchange. Bikers feel a powerful solidarity with one another based on the sharing of this Edgework and the equipment and circumstances that contribute to the delivery of such opportunities are eagerly discussed.

A popular narrative theme recounts visits to track days where the rider can enjoy the experience of taking his/her machine onto a racetrack and explore the performance envelope of themselves and their machine in a more controlled setting than the public road. The racetrack context represents the sacred ground of the racing motorcyclist; consequently exposure in this arena provides increased authenticity to narratives accumulated by the participating biker.

Survival capacity is sometimes claimed to derive from "innate abilities". The existence of a "sixth sense" is perceived to offer protection to the rider from physical threats whilst on the road. Further supernatural powers include the belief that the rider can exercise mental control over the motorcycle. The mystical relationship suggested by such beliefs derives in part from the high level of intimacy that many motorcyclists feel towards their motorcycle. In many respects this partnership mirrors the cowboy and faithful horse legend and it is perpetuated through narratives amongst bikers and in the media. As a consequence motorcycle riders may display an illusion of control reflecting a feeling that they possess the ability to control the uncontrollable.

The pursuit of motorcycle riding skills is a more difficult and complex task in comparison to the shopping activities when buying gear and equipment. Anxieties over the ability to successfully emerge as a sports biker are almost inevitable and this drives many bikers towards predictable courses of action that includes riding with friends, limiting riding to familiar roads and fair weather. Throughout the process of development as a rider the perceived value of personal sources of information and support is immense. External, formal sources are generally overlooked and held in poor esteem. Further, many motorcyclists admit to doubts over the claims of rider training programmes that their riding can be improved through participation in a formal programme. The reasons for rider doubts concerning outcomes of participation in formal rider development schemes are several. Preliminary research to support The Edge has identified a number of obstacles and negative consequences attached to participation in a rider-training programme that include:

- Perceived lack of credibility of suppliers
- Ego defence mechanism
- Confusion over outcomes
- Perceived cost of programme

## Perceived lack of credibility of supplier

A prime target group for The Edge programme in the UK is the sports bike rider. He/she is probably more demanding than other riders having greater sensitivity to, and higher expectations of rider training services. Riders of race-replica sports motorcycles recount stories of "kneedown" action as they attempt to emulate their racing heroes. They must be able to negotiate innovative on-the-spot strategy for maintaining control over the situation and are involved in a high degree of concentration in such scenarios. Possession of the "right stuff" is perceived to be vital this extends to those that take on the role of instructor. It is commonplace for instructors to use touring motorcycles that offer little connection to the sporting narratives held by the race rep rider.

#### Ego defence mechanism

The achievement of mastery is a prime motivator for involvement in sports motorcycling. Many riders become involved in aspirational overbuying reflected in the UK by high sales of Suzuki Hayabusas and, Yamaha R1s. Anxieties concerning ability to perform are assuages partly through products that can compensate for such concerns. The concept of an expert instructor undermining self-perceptions close to the rider's self concept is alarming. Many training schemes offer one-to-one scenarios that place the rider under the critical gaze of the "expert." Almost inevitably the rider's fear of failure will lead to concern about their ability to perform successfully under the critical gaze of the instructor. As a result motorcyclists will often protect their delicate egos through avoidance of such external threats.

#### **Confusion over Outcomes**

The motorcyclist's self perceived service role would influence the level of service received. Unfamiliarity with formal rider training has contributed to uncertain expectations with regard to how well they will perform their own roles as participants in rider training. Also there exists amongst many bikers in the UK a lack of consensus concerning content of advanced riding courses that leads to an absence of differentiation between suppliers. It was Al Ries and Jack Trout who coined the term positioning. They emphasised that; *Positioning is what you do to the mind of the prospect. That is, you position in the mind of the prospect.* Research findings have indicated that many motorcycle riders have a confused or negative image of rider development schemes.

## Perceived cost of programme

Motorcycling as a leisure pursuit is valued for its spontaneity. Involvement in formal programmes of instruction is perceived to be constraining to those who seek precious time on the road. However time is not the main obstacle admitted by riders to further training; it is the perceived cost. Riders who spend £300 on helmets, £500 on leathers and £200 on a set of tyres often express the view that the financial cost of a course is too high, and valuable riding time should be committed to personal pleasure outings on their motorcycles.

# **Implications for Rider Development Programmes**

The motivation of motorcycle riders to participate in development programmes is pulled largely by expectations of achieving desirable outcomes that include status, financial rewards, self-esteem and partner approval. Low levels of interest in advanced rider training courses underlines the importance to the marketer of adding value that will contribute to positive evaluation of the value of the outcomes. A carefully considered benefit package has been developed for those who complete The Edge programme providing additional value to symbolic and narrative outcomes. To successfully develop a marketing strategy a full understanding of the service encounter between the motorcycle rider and the service provider is crucial.

A key outcome of such an encounter between sports biker and instructor offers possibilities for narrative performance of authentic biographical experience. Service encounters between trainer and trainee serves to stimulate familiar narrative understandings; indeed the skills, engagement, emotions and dramatic sense of the trainer may prove vital for the success of a training programme. For the trainer to successfully communicate his/her understanding of the motorcyclist's needs requires close contact with the motorcyclist's sub-culture. This service encounter appears to have a feeling of relationship rather than merely an encounter; consequently it transcends commercial transaction boundaries. Self-identity and role congruence becomes especially important.

Successful service providers expend sustained emotional energy to orchestrate service encounter goals while still delivering functional outcomes. Role stress and role conflict may arise in such an affectively charged service encounter posing managerial challenges. Emphasis needs to be placed upon gaining perceived authenticity by the motorcycle rider under training that serves to liberate the sharing of narratives. This takes place when the motorcycle instructor's performance connects with the motorcyclist's life experiences. Consumer service expectations are dynamic and motorcyclists typically possess demands that fluctuate in focus and intensity. It is the task of providers to respond to changing patterns of demand through the manipulation of process dimensions that include, service responsiveness, assurance, empathy, and the signs, symbols and artefacts of delivery.

Motorcycling is an activity valued for it's multi-sensory, emotive, narrative and ritualistic meanings and training staff must respond appropriately. The existential question of self-identity is linked to the fragile nature of the biography, which the individual supplies about them. A motorcyclist's identity relies on the capacity to keep a particular narrative going. Sustaining the story line of a sports biker through skill development is a key value premise of The Edge programme. "We'll show you how good you really are" exhorts the advertising using language that provokes the rider into action that will reinforce stories of mastery.

Marketing training to motorcycle riders requires an awareness of the differentiated marketplace as well as a sound appreciation of the multiple tools available from the sophisticated marketer's armoury. Precise targeting is a key ingredient of successful positioning and this depends upon a full understanding of the dynamics of the motorcycle marketplace. In the UK the sports motorcycle dominates the market but it is beginning to lose ground to the scooter, which now accounts for over 25% of powered two wheeler sales.

#### **Summary**

Motorcyclists form beliefs about training programme performance based on prior experience with such services and the communications about the service that imply a certain level of quality. Their actual satisfaction depends on the degree to which performance is consistent with these expectations. An improved understanding of motorcyclist's expectations and perceptions concerning training issues involved in motorcycling will contribute to an enhanced portfolio of rider development schemes with better targeting & communication of rider safety programmes. Further it is anticipated that the identification and exploitation of patterns of personal influence amongst bikers will result in higher levels of interest and participation in formal rider development programmes. Through the identification and establishment of pathways for the cultivation of skills and commitment to safety fewer motorcycling casualties will result together with an improved public image for motorcycling, motorcyclists & the motorcycle industry.

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# APPENDIX – The Edge Assessment Matrix

This matrix combines the rider guidance and marking system for the assessment.

There are six sections to be assessed, covering themes from bike set-up and riding through scene of accident management and anti-theft.

At the end of the assessment, the assessor indicates the description within the scale of competence which best describes the overall performance of the rider during the assessment.

To successfully complete the assessment, riders must score an average of 4 or above on the Scale of Competence – averaging is carried out **WITHIN** each section, points cannot be carried over from one section to another.

Riders scoring at scale 1 or 2 at any point are not considered to have demonstrated sufficient ability or understanding and are automatically referred to re-assessment.

Those sections concerned with riding ability are assessed by observation, assessment of non-riding ability is assessed through discussion – a series of multi-choice questions are used to verify the assessment.

SECTION	ITEM	Information for riders	taking the assessment			ors markir LE OF COMPETI		and metho	•	REMENT	ITEM	SECTION
		What you need to know, and why	What do you know now?	5	4	3	2	1	Observed Oral	Paper		
Bike: minimum 16 points	Set-up and maintenance	you. Pay attention to the basics; make sure the bike is serviced correctly using the correct lubricants and parts. In between services, regularly check cables, chain, fluid levels, tyres, brakes, etc. that are likely to need adjusting. Each of these affect the bike's performance, how much it costs to run and how long it lasts before serious		Demonstrates comprehensive and service intervals, full types, checking and adjustment procedures	Demonstrates good awareness of service intervals, fluid types, checking and adjustment procedures	Demonstrates essential awareness of service intervals, fluid types, checking and adjustment procedures		r Demonstrates little or no awareness of basic service d intervals, fluid types,	*	_	Set-up and maintenance	<u>Bike;</u> minimum 16 points
	Tyres	contained weight and speed your bless carrying, her load surface and your riding style are all translated through the tyres to determine how well your bike will do what you want, ie; go in the direction you point it. You need tyres that hold the road and give you enough feedback so	motorcycle tyre to be legal and safe? 3. What pressures should	Demonstrates comprehensive awareness of full range of tyre care and adjustment procedures	Demonstrates good awareness of tyre care and adjustment procedure			r Demonstrates little or no awareness of tyre care and adjustment procedures	*	* *	Tyres	
	Suspension	Suspension is all about keeping the tyres on the road, to get drive from the back wheel and steering from the front, without losing your fillings or being bounced out of the seat. Most suspension is adjustable to cope with different weight combinations of rider, pillion and lugage as well as different kinds of riding style, some basic or older bikes only allow the rear suspension to be adjusted for heavier or lighter loads, better equipped bikes allow both front and rear suspension to be adjusted both for weight and response to bumps in the road. Badly performing suspension can be disastrous and it's worth remembering that on chain-drive bikes the rear suspension may be restricted by a chain that's too tight - make sure it's adjusted correctly.	1.What suspension settings are adjustable on your bike? 2.How should those adjustments be made? 3.What sort of effects could those adjustments have on handling? THE OWNERS HANDBOOK OR MANUAL SHOULD GIVE FULL DETAILS	Demonstrates comprehensive awareness of full range of suspension settings and adjustment procedures	Demonstrates good awareness of suspension settings and adjustment procedures	Demonstrates essential awareness of suspension settings and adjustment procedures		Demonstrates little or no awareness of basic suspension settings and adjustment procedures	*	* *	Suspension	
	Brakes	Brakes work in extreme circumstances, from small adjustments at low speed to high speed emergency stops. To be effective they need to let you loose speed as quickly as possible, in all weather conditions, without losing control of the bike. Whether your brakes are operated by hydraulic, cable or rod linkages, they should be adjustable to work smoothly and efficiently.	efficiency? THE OWNERS HANDBOOK OR MANUAL SHOULD	Demonstrates apparently comprehensive understanding of full range of brake care and adjustment procedures		Demonstrates essential awareness of brake care and adjustment procedures		r Demonstrates little or no awareness of brake care and adjustment procedures	*	*	Brakes	

You can ride your bike dodging from one near miss to the next, surviving on adrenaline, wits and reflexes OR adopt a proven system of motorcycle control based on spotting potential problems giving a more fluid ride. It's your choice: get the most out of your bike by staying in control of all the variables or wear out your nerves, your bike and eventually your luck.  1. When riding, do you gather and make full-use of all the available information about what's going on around you and let other road users know what you intend to do by signalling and positioning your bike effectively? 2.Do you change your position in the road in order to equalise and reduce the different hazards around you, whilst ensuring the bilties stability and getting the best view of the road ahead? 3.Do you ride at the most appropriate speed depending on the hazards present, the capabilities of you and your bike and using a gear that's flexible enough to cope with changing circumstances?	fine decision-making decision-making based on all available based on available information information	planning, machine decision-making based on availa	or A A	General Systematic Riding: minimum 16 points
Around seven out of every ten bike accidents happen at or near a junction, mostly in built-up areas and generally where the rider has right of way. Now that you know that, you can do something about much group are to the sizuation ahead and around you, look for hazards both immediate and potential, consider how much risk is attached to each hazard and use the speed and position of your bike to balance those risks giving you enough time and space to react.  1.Do you think about what other road users around you are likely to do, and what might they do unexpectedly? 2.Do you always use signals and road position to communicate to others around you, look for hazards both immediate and potential, consider how much risk is attached to each hazard and use the speed and position of your bike to balance those risks giving you enough time and space to react.	consistently high- level information information gathering gathering and giving, and giving, optimal positioning positioning, speed,	Demonstrates Demonstrates Demonstrates generally inconsistent generally inconsistent generally poor gathering and giving, positioning, speed, gears and exit positioning, speed, gears and exit positioning, speed, gears and exit but recognises need for further training	ring A	Junctions
Overtaking traffic is about using all the manoeuvrability and agility advantages a motorcycle has to offer - so other people's driving doesn't get in your way - without ever having to 'chance it'. Overtaking that you can't see? 2.Before moving-up into position to begin overtaking, do you follow far enough behind the vehicle ahead and in a position to give you time and space to see what's happening ahead, while obtaining ahead, while obtaining ahead, while obtaining ahead, while overtake, do you always know what's ahead and remember to take into account what could be ahead and remember to take into account what could be ahead overtaking, do you follow far enough behind the vehicle ahead and in a position to give you time and space to see what's happening ahead, while obtaining ahead, while obtaining ahead, while overtake, do you always know what's ahead and remember to take into account what could be	consistently high- level information gathering and giving, optimal positioning ea and use of speed throughout, correct use of gears, smooth	g gathering and giving, positioning, speed, gears, execution and gears, execution and giving, positioning, speed, positioning,	ring * *	Overtaking
There are few things in life better than getting the flow through a bend, or better still a series of bends, absolutely spot-on. Reading the road ahead, getting the entry speed and position right, balancing the throttle and ahead, getting the entry speed and position right, balancing the throttle and appear to the speed and position right, balancing the throttle and ahead, getting the entry speed and position right, balancing the throttle that that inevitable grin even wider as the horizon straightens out and you get that final drive out. But for a growing number of riders (about one in five of all casualties), even simple comers can prove disastrous because underdeveloped riding skills lead to mistakes in road positioning, too high an entry speed and mid-bend panic. If you can read the road accurately, even a complex series of bends shouldn't catch you out.  See the series of bends series of bends shouldn't catch you out.  See the series of bends and the clues to how the road bend, to with threatening you safety, or other you cat	gathering and giving, and giving, optimal positioning positioning, speed, and speed throughout, correct use of gears and exit smooth exit	g gathering and giving, information gathering information gath positioning, speed, and giving, and giving,	ring ad,	Comering

Hazard Awareness	The skills and thrills of biking mean riders need to be more in tune with their vehicle and the environment than other road users - if you drive a car as well as riding a bike you're probably a more warre driver as a car as well as riding a bike you're probably a more warre driver as a car as well as riding a bike you're probably a more warre driver as a car as well as riding a bike you're probably a more warre driver as a car as well as riding to the car as well as riding to the state of the car as well as riding to the real dangers drawn to specify the state of the car as well as riding to the real dangers distractions and know how to avoid the result in the state of the car and recognise the difference between real threats and mere distractions. Trouble rarely appears out of nowhere if you keep scanning or early signs, so keep changing where you look ahead close-up, to left, to right, ahead far-off, mirrors. Keep scanning so your sub-conscious can build-up a picture of the changing circumstances before they become nasty suprises. If you regularly find yourself looking at your handlebars, the road surface immediately head of your front wheel or back of the vehicle in front, try lifting your head to see further up the road for early signs of hazards or obstructions so you can plan to avoid them by changing speed or position easily.	among all the no 2.How quickly can h on different road easuring it for yourself? deal with immediate become hazardous to n risks you face and the I how you can reduce	/ high-consistently effective ess and awareness and onse to appropriate response rough to hazards through riding plan and	Demonstrates effective awareness and appropriate response to hazards through riding plan and machine control for further	onsistent generally poor is and awareness and hazards response to hazards ses need	*	*	Hazard Awareness Risk Management: minimum 16 points
Human	There are two kinds of people who can get in your way or put you in danger, you and everybody else! You are in control of your bike but you share the road with a lot of other people, from the very young to the very old, some in vehicles some not, all with varying levels of wareness or experience, so you need to be sure your riding is appropriate to the conditions and environment. Look-out for people crossing or wandering into the road- it can happen almost any time, but be especially vigilant around crossings, crowded shopping areas and parked vehicles and in residential areas where children can be playing. Mornings and afternoons mean children travelling to and from school and commuters who may not be at their brightest, look for erratic driving on Sundays and Bank Holidays not forgetting the possibility of drunk drivers and pedestrians (especially around chucking-out time) on any day of the week.	road? 2.Do you create to you by using your spetting pushed around by ve behaviour (let them ed-up further on)? 3.Ever and can't remember a scary 'how did I get idde thinkina a bout the	r high- ess and awareness and onse to appropriate response tzard to human hazard the riding factors through riding achine plan and machine	Demonstrates perfective awareness and appropriate response to human hazard factors through riding plan and machine control	onsistent generally poor is and awareness and it human response to human tors but hazard factors need for	*	*	Human
Vehicle	Although cars pose most of the hazards you'll face, different vehicle types create different problems; Lorries use more space, take longer to pass, cut-comers and swing-out when turning. Cyclists, pedestrians and animals can be slower, more vulnerable and erratic. Give anything by to the size of a car as much space as you would a car, anything bigger gets more respect - look for brake lights, indicators, eves in rear view mirrors and body language suggesting a possible sudden change of direction. Aim to keep at least a two-second gap when following another vehicle (the two-second rule). The rider's advantages of better view and agility come with a downside no protective bodywork, only one set of wheels to keep you upright on stippery or uneven roads, and can be more difficult to spot. The extra weight of luggage or passengers means handling can suffer, so don't get caught out by an insecure and badly positioned load (extra weight belongs as close to the centre of gravity as possible) or a pillion who can't relax and get into the flow of the ride (practice steering, accelerati	ey often take-up space in, can slow-down, pull- e around, may drop their drivers? 2.How can speed around large ide or underneath? ot hat its stability and handling characteristics	r high- ness of awareness of own icle ucs and characteristics and appropriate response to potential hazards from other vehicles through riding plan to essential processors to potential hazards from other vehicles through riding plan	Demonstrates effective awareness of own vehicle characteristics and pypropriate response to potential hazards from other vehicles through riding plan and machine control	onsistent generally poor of own awareness of own le vehicle lics and potential potential mother from other vehicles to the components of t	*	*	Vehicle
Environment	You need to ride even more defensively when weather and road surface conditions get bad - ride slower, signal early and position to create more manoeuvring and stopping space (extend the usual two second following distance to three or four seconds), stay relaxed, keep a light grip on the controls and look where you want to go (especially if gaps between buildings or walls threaten sudden sidewinds). Wind, rain and ice are common hazards, but you'll find diesel slicks, worn-out, rutted and pot-holed roads, raised metal covers and slippery road markings on sunny days tool. The amount of road-grip rises and falls with changing temperatures, but extremes of heat and cold also affect a riders alertness, temper and reactions, so dress for the conditions. Whatever the surface conditions, tyres need plenty of tread and the correct pressures to give the best grip - but give them extra time to warm-up on cold days.	Il plates, loose gravel, idde well away from them, and with the wheel wet, slippery or windy arily before changing pace around you by ben you and the vehicle te for buildings, street r presence from other	r high consistently effective essen and awareness and onse to response to effect of road road uniface, sther and conditions through riding plan and a	Demonstrates Demonstrates generally inc avarenes effect of road surface, weather and light conditions and machine control	onsistent generally poor so and awareness an effect of response to effect of face, road surface, ad light weather and light so but conditions	*	*	Environment

Around 25,000 bikes are stolen every year, it's the biggest single cause of rising insurance premiums and there's plenty that you can do to save yourself the misery of losing your bike or having it trashed - as keeping it secure. Wherever and whenever you park your bike, take keeping it secure. Wherever and whenever you park your bike, take to restet them to make it much harder for a thief to get away with it - the longer it takes them, the more noise and disturbance they're forced to create, the more they are likely to be disturbed or noticed by others. Also, there's plenty you can do to help get your bike back, or at least trace the low-life who took it. Finally, it pays to advertise the flact your bike is rolled by the stickers warning that the bike is locked, alarmed and traceable. Just remember 'Three, 'No, One's 'Three ways to protect what's yours; Deterrence, Delay, Detection. Two types of theft; Opportunist and Planned. One type of thief, Scumbag.	get awareness of effects of theft and of theft and awareness of theft and awareness of theft avoidance options	s essential awareness of of effects of theft and awareness of theft awareness of theft awareness of theft	* *	Awareness
Using the steering lock isn't enough. Additional locks are needed to stop the wheels turning and, ideally, secure the bike to an immovable object - perhaps at a designated motorcycle parking bay with built-in rail, post or hoop and a ground anchor at home. Some ignition series aren't difficult to by-pass, so consider an electronic immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the engine being started, or an alarm to alert immobiliser to prevent the park year. Altern that might make one type more useful to you than anot 2. Thinking about the places you park your blke, what object - perhaps at a designated motorcycle park in them that might make one type more useful to you than anot 2. Thinking about the places you park your blke, what without causing an obstruction to other people? 3.What are the differences between them that might make one type more useful to you than anot 2. Thinking about the places you park your blke, what what are the differences between them that might make one type more useful to y	een understanding of us understanding of us and characteristics of locks, immobilisers and anchors	e essential no understanding of no understanding of understanding of use use and use and	* *	Immobilise / Secure
Fitting an alarm to your bike and garage may frighten-off a would-be thief, but don't rely on it - you'll still need to secure the bike (see all posses). Some alarms have a pager to alert you even if you're out of earshot. Planned theft and 'theft to order relies on there being both earshot. Planned theft and 'theft to order relies on there being both earshot. Planned theft and 'theft to order relies on there being both out where and when particular types of bike are parked, so watch-out of prepote who take an interest in your bike or vehicles following you around, they could be sussing-out your regular security arrangements at home or work. Second, don't ever help to generate demand for stolen bikes and parts through buying anything you aren't sure is 100% legitimate.	awareness of use and characteristics of alarms	essential awareness no awareness of use no awareness of use	* *	Alarn / Alert
If all else fails, make it difficult for a thief to go undetected by marking, tagging or otherwise identifying all the major parts of your bike.  By the phone number of the system provider handy so you be identify sour bike as stolen even if dismantled or disguised. You could consider a home-security camera to help identify and prosecution, or lift a tracker device to home-in on the bike, or post a reward for information leading to recovery and/or conviction.  1. If your bike is fitted with a tracking / tagging system, do you have keep the 'phone number of the system provider handy so you be as stolen even if dismantled or disguised. You could consider a home-security camera to help identify and prosecution, or lift a tracker device to home-in on the bike, or post a reward for information leading to recovery and/or conviction.	comprehensive awareness of uset awareness of uset awareness of use tracking, tracing and detection systems detection systems	essential awareness on awareness of no awareness of of tracking, tracing and tracking, tracing and	* *	Tracking / Detection

Theft avoidance: minimum 16 points