

## Deliverable 3.1

### Local implementation plans

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Project coordinator: Mr. Sander Buningh & Mrs. Renske Martijnse, DTV Consultants Breda, The Netherlands			
Author: Renske Martijnse, DTV Consultants			
Co-Author: Sander Buningh, DTV Consultants / Joao Bernardino, TIS / Sarah Wixey, WYG / Jan Christiaens, Mobiel21			
Quality check by: Sander Buningh, DTV Consultants / Joao Bernardino, TIS / Sarah Wixey, WYG / Jan Christiaens, Mobiel21			



Co-funded by the Intelligent Energy Europe  
Programme of the European Union

# MOBI

**PROMOTING  
SMART  
MOBILITY  
TO  
EMPLOYEES**

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# 1 Introduction

From5To4 is web-based tool which combines personal and group incentives for employees into an attractive game. It aims for a reduction of the energy impact of commuter and business trips through the provision of a 'Commuter Challenge' competition. F5T4 is a game-changer, introducing new trends in social media and gamification into the field of mobility management.

Gamification describes the broad trend of employing game mechanics to non-game environments such as innovation, social change and transport. The game offers a challenging gaming environment but also offers employers a sound and detailed overview of the company's modal split and travel behavior of its employees. Moreover, it benchmarks not only within a company, but also companies and even regions or countries. Every day an employee is playing the game, information about his or her trips is gathered. The collected information can easily be investigated and monitored by the F5T4 tool. The constant need for information, especially about trips, modal choice, etc can be analysed by each company or municipality that joins the game. All data is treated in confidence and is not shared with any third parties. Large questionnaires aren't needed anymore to find out the results of players actions. And if additional questions appear, they are easily asked to the right target group via the game-tool.

From5To4 encourages employees to change their travel behaviour and use sustainable modes for at least 20% of their travel to work trips. This is possible if they work and travel smart. A digital coach, the personal obligation to fill in travel choices and team coherence are strong incentives. Peer pressure, competition and small awards help to stay motivated. Recent implementations in 10 sites reaching over 1.000 employees show an average drop in car-use during rush-hour of 21%. In one specific case (Municipality of Eindhoven, 60 contestants), the participants reduced car trips by 27%, biked 5,8 km more per week per average participant and drove 6,25 km per week less.

## Purpose of this plan

**The local implementation plans are meant to be a helpful instrument for the partners to outline their recruitment strategy throughout the project and to keep a clear view on the key actors in their respective countries. Identifying and engaging the target group from the start of the project is essential to ensure that the project tools are widely implemented, used and recommended to multipliers to create a snowball effect. The involvement of large cities and highly visible employees will create the leverage needed to involve the targeted 117 organisations (or 24.000 players).**

**More general information on the project's target groups, messages and communication strategy can be found in Deliverable 5.1, the Communication and Dissemination Plan.**

This plan was reviewed and updated in Spring 2015, with one more MOBI year to go.



## 2 The Netherlands

The Version 1.0 of the From5To4 game was already successfully implemented in the Netherlands in 2012 and generated quite some (media) attention. Not in the least because it won the Smart Mobility Award at the Intertraffic Conference in the Netherlands in 2012 (the largest Traffic & Transport fair in the country). DTV Consultants can build on existing contacts but also needs to reach out to completely new organisations.

### 2.1 Target groups

During the first campaign DTV is looking for companies with more than 200 employees who are dealing with mobility problems (accessibility, parking) and/or already have giving the intention to work on CSR goals but have not addressed implementation measurements regarding commuting. DTV has contacts with various large municipalities (e.g. Amsterdam, Rotterdam) who have already indicated an interest. In addition, DTV will try to link the F5T4 implementation to existing national mobility schemes: smart mobility and gamification is a “hot topic” in the Netherlands; the National Ministry of Infrastructure and Environment is stimulating municipalities to work on their accessibility and sustainability.

### 2.2 Key actors and multipliers

In the Netherlands the game is increasingly known. DTV Consultants is in close contact with several networks via which we can reach employers. DTV Consultants intends to do this via municipalities and employer groups. For over 25 years DTV Consultants works for almost all the local and regional governments. Via them, local companies can be approached. Furthermore the companies can be reached via the Chambers of Commerce and the Smart Mobility program of the National Ministry. A third approach is via the national platform called ‘Slim werken Slim reizen’, which means “working and travelling in a smarter way”. This platform offers information regarding smart working and travelling for companies. At least 50 large companies are joined together in this platform to contribute to getting people to work and travel smarter. These companies are a role model for other companies. DTV Consultants will start by contacting these companies.

### 2.3 Recruitment strategy

The National stimulation programme ‘Beter Benutten’ in the Netherlands is very suited to reach companies. The programme is initiated by the Ministry of Infrastructure and the Environment and consists of different measures to influence the travel behaviour of commuters via the regions in the Netherlands. Companies are involved in the implementation of these measures. DTV Consultants is in close contact with almost all the regions in the Netherlands. Via these regions we can reach the companies because they already signed up with an intention to work on sustainable mobility. During the campaigns, various additional activities can be combined with the game with mutual benefits with regard to promotion and monitoring. For example workshops promoting cycling (try-out an e-bike) or public transport or drawing attention to the benefits of carpooling.



## Review of Local Implementation Plan – Spring 2015

Country:

The Netherlands

Progression of the plan:

We have 3 companies played the game and a list of 23 leads to follow up.

We have carried out various promotional actions

- High-quality mailing to all SME companies
- Personal contacts
- Press release
- city wide promotion

Deviations:

Since the first version of the implementation plan we've found out that promotion via one particular city (Rotterdam) doesn't get the results we expected.

**Therefore we've changed our strategy and are now targeting companies on a much broader scale. We also look at 'editions' where multiple companies take part in one game.**

How to proceed:

We will proceed with promoting MOBI on brother level and through the 'edition' version mostly. Also we use the (good) experiences of the first users to attract others.

5 scenarios relevant to the Netherlands:

1. Healthier employees – less absenteeism
2. Cost reduction
3. Corporate Social responsibility
4. Data collection and insight in travel behaviour of employees
5. Playing at other companies

High-quality mailing to companies with description of 5 scenarios (in Dutch together with Mobiel21).

**MOBI** PROMOTING SMART MOBILITY TO EMPLOYEES

Vijf redenen voor jouw organisatie om mee te doen!

No Stress | Werknemers die naar het werk fietsen zijn beter gezind. Ze zijn productiever, stressvrijer en energiejker. Wie met de auto naar het werk gaat, heeft meer last van stress, uitputting en slaapproblemen. Je wordt alleen maar vrolijker en energiejker van deelnemen aan VanSnaar4.

Vooruit is beter dan genezen | Werknemers die te voet of met de fiets naar het werk komen zijn gezonder. Ze hebben beduidend minder last van overgewicht, hoge vetstofgehalte in het bloed, verhoogde bloeddruk, diabetes en andere alarmerende voor de gezondheid. Ze zijn minder vaak ziek en afwezig op het werk. Wie elke dag in de file staat, heeft meer kans op overgewicht en als ze lang verbleven in zware verkeersdruk hebben ze een hogere bloeddruk. VanSnaar4 bezorgt u gezondere werknemers.

Money money money | Mobiel is een grote kostenpost op de begroting van uw onderneming. Denk daarbij niet enkel aan directe kosten, onkostenvergoedingen, parkeertickets, etc., ook de indirecte kosten zijn vaak hoger dan je denkt: productiviteitsverlies door files en lange reistijden, onderhoud of huur van parkeerplaatsen, etc. Alleen al vanwege deze, vaak hoge, kosten loont het om hier werk van te maken. VanSnaar4 helpt u besparen!

Maatschappelijk verantwoord ondernemen | Heeft u doelstellingen op het gebied van duurzaamheid? Hoe staat het met de ecologische voetafdruk van uw onderneming? Mobiel21 zorgt al snel voor 40% van de totale CO<sub>2</sub>-uitstoot van een organisatie. VanSnaar4 zorgt voor een besparing van 20%!

Big data | Geen allelengte en saae vragenlijsten meer. Op een plezante manier vullen uw werknemers de data die u nodig heeft in. Alle informatie over het verplaatsingsgedrag van uw werknemers is met VanSnaar4 op een makkelijk verpakt.

Wat betekende VanSnaar4 voor Raai, Samira, Frank en Diane?

- Raai wandelde 126 km, ongeveer van Brussel naar Rijpel. Die trappen gaan alweer zonder in ademnood te komen.
- Diane verzamelde 960 carpoolkilometers en heeft er een paar carpoolmaatsjes bij.
- Frank werkt regelmatig van thuis uit en spaarde zo 4800km. Hij kan nu de kinderen zelf naar school brengen en nog op tijd aan zijn bureau zitten.
- Samira behaalde de prijs van Ikon Biker! Ze fietste 608 km en geniet 's ochtens nog steeds van de zon over de velden.

Meer weten?

In Mobi wat voor jouw organisatie? Bel of e-mail ons en we werken samen aan VanSnaar4 op maat van jouw organisatie.

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**MOBI** PROMOTING SMART MOBILITY TO EMPLOYEES

VanSnaar4

Wat? VanSnaar4 is een online mobiliteitsuitdaging voor bedrijven.

De uitdaging: Mobi, een personal coach die je elke dag begeleidt bij jouw verplaatsingen van en naar het werk.

De uitdaging: De ecologische impact van onze woonwerkverplaatsingen met 20% laten dalen.

De verplaatsingen. Van elke vijf werkdagen verplaatsen werknemers zich één dag duurzamer: een dag thuiswerken of spitsuren vermijden, carpoolen, de bus nemen, fietsen of wandelen naar het werk. Je houdt je verplaatsingen bij op een website. De website staat vol suggesties hoe je jouw verplaatsingsgedrag kan aanpassen.

De Mobi-battle. Teams nemen het op tegen medewerkers van andere departementen of werkplaatsen. Hoe slimmer je je verplaatst gedurende drie maanden, hoe meer punten en prijzen je verzamelt voor jezelf en je team.

De tijd: 1 minuut per dag of 5 minuten per week. Zolang duurt het om je gegevens in te voeren. De website geeft een overzicht van de resultaten en de effecten.

Pioniers! Verschillende bedrijven en organisaties in Nederland en Vlaanderen gingen je al voor: De Rotterdamse management school, Erasmus Universiteit, Capgemini, etc. Ze zorgden voor een vermindering van 328 ton CO<sub>2</sub>-uitstoot en verbranden meer dan 120.000 calorieën gewoon door zich meer duurzaam te verplaatsen.

Doe mee met VanSnaar4 en vermbeter mee de ochtend- en de avondspits, je vervoerskosten en de CO<sub>2</sub>-uitstoot.



## 3 Belgium

M21 was part of the frontrunners group that tested the 1.0 version of the F5T4 game in the Flemish context. Therefore M21 is well acquainted with the ins and outs of the game, its benefits and unique selling points.

### 3.1 Target groups

The market segments to be addressed by the project are:

- employers from the services sector with employees having good access to computer and internet;
- employers seeking a variety of solutions for their employees (with a multimodal focus but also including options as teleworking-comprised working week, etc.)
- employers that currently have a high share of solo car use in daily commuting among their employees)
- employers that favour a strong cooperation with the local government

The necessary support consists of

- easy to use campaign and communication tools causing a small administrative work load and an output that is easy to extract
- very appealing materials
- guidance on solutions that are tailored to their specific problems and needs

### 3.2 Key actors and multipliers

In Belgium employers will be reached via local authorities, existing networks such as the chambers of commerce, the regional mobility info points from the government (limited for companies), unizo, etc.

### 3.3 Recruitment strategy

Employers are motivated to use the game as a campaign on sustainable mobility to change or at least influence the behaviour of their employees. Direct benefits they see are: saving money (e.g. less car parking), better health (e.g. by walking, cycling more often), positive atmosphere at the company, contributing to a better climate. Next to that, employers can also use the dataset that is generated through the game to uphold their applications for regional funding schemes such as the Pendelfonds or use the data as input for the mandatory national commuter traffic survey.

In Belgium M21 will contact companies directly that have shown an interest in the past to cooperate in comparable campaigns. Next to that companies will be recruited via cities (e.g. the city of Sint Truiden has already signed a letter of intent) and also via chambers of commerce (e.g. the chamber of commerce in Leuven is interested to be involved in the project and recruit different companies from their region by supporting them in the implementation).



## Review of Local Implementation Plan – Spring 2015

Country:

Belgium / Flanders

Progression of the plan:

We have now a lead-list of 39 leads and 2 confirmed players: Floordam (nursery home) and Joker/Karavaan/Anders Reizen (travel agency).

We have carried out various promotional actions

- MOBI is part of Car Free Day Action Package
- High-quality mailing to all Flemish cities and towns
- Digital mailing to 150 companies
- Personal contacts
- Press release
- Newsletter (X2)
- Ads on websites of Flemish Chamber of Commerce, Association for Climate-Neutrality

Deviations:

Since the first version of the implementation plan we've found out that promotion via cities of Sint-Truiden and Antwerp and the Chamber of Commerce doesn't get the results we expected. Therefore we've changed our strategy and are now targeting companies on a much broader scale. We also investigating whether the development of French version of the game could help us convincing some big players in the Brussels Region.

How to proceed:

We will proceed with promoting MOBI. We have developed 5 scenarios or arguments with which we think companies better understand the use of Mobi and could be convinced to enter the campaign. Next to that, we are planning to get the most out of our 2 confirmed players and use their examples as a showcase for other interested companies.

Next to that we are planning to launch an online competition "Convince your boss". Players can win a prize if they are able to convince their manager to play F5T4.

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### 5 scenarios relevant to Belgium:

1. Stress reduction
2. Healthier employees – less absenteeism
3. Cost reduction
4. Corporate Social responsibility
5. Data collection and insight in travel behaviour of employees

For the table below: we are not targeting national or regional umbrella organisations anymore since it doesn't deliver the results we want. We are targeting the companies directly. One exception is the XiMMO, mobility budget card which is used in Belgium by a



few companies to support the use of a mobility budget. We have been in contact with the sales department in order to see if we could combine our promotional messages. We are also planning to check the Flemish GIPOD-database for those spots which are affected by major road or construction works. Companies in these areas might be receptive to messages about accessibility and use of alternatives.

Level	Target group	Scenario	Link to scenario
National			
Regional			
City			

High-quality mailing to companies with description of 5 scenarios (in Dutch)

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## 4 United Kingdom

### 4.1 Target groups

WYG will contact the human resources managers, corporate social responsibility teams, transport managers or facilities managers within each organisation to raise awareness of the MOBI project and recruit them as participating organisations. Information relating to the benefits to the organisation of participating in the project will be provided and this will be re-examined at the end of the project.

### 4.2 Key actors and multipliers

As the MOBI game is new to the UK, efforts will be made to recruit employers within the key target area in the first instance to trial the game including the adaptability of the tools for the UK market.

Once the game has been played in the target area, existing multipliers will be contacted including:

- i) ACT Travelwise (public and private sector organisations);
- ii) Business in the Community (BITC);
- iii) local business forums;
- iv) organisations within Business Improvement District (BID) areas;
- v) University forums; and
- vi) NHS network groups.

The UK partner has strong links with these different organisations and is well connected to local authorities in the UK who have already expressed an interest to participate in the game. Social networking sites (Facebook, LinkedIn and Twitter) and traditional media tools (i.e. trade newspapers, conferences, events, websites etc) will be used to promote the game to encourage more organisations to participate.

### 4.3 Recruitment strategy

WYG has approached various local authorities and regional transport organisations in the UK about participating in the project. These organisations have recommended the commuter challenge game to the businesses in their local areas. They in turn are keen to be involved because the game offers a great way of encouraging employees to re-consider the modes of transport they are using to travel to work. In addition to the fun element, the analysis of the results can also help them to better understand the impacts of their travel decisions. Important messages about energy, climate change, health, physically active lifestyles and social networking can be communicated in a unique and fun way.

The UK's annual 'National Commute Smart Week' takes place in November and participating organisations design marketing campaigns and initiatives to encourage employees to change their



travel behaviour. Efforts between different organisations lack co-ordination and as such the results are often difficult to monitor and assess. Benefits of the MOBI project include:

- the opportunity for many different organisations to participate in the game at the same time;
- monitoring data can be collected using one tool and the results can be easily analysed and shared across the different participating organisations;
- ongoing marketing and awareness raising information can be communicated to the participants on a regular basis during the campaign to inform them about their progress;
- participants can provide feedback to each other via the message board and incentivise each other to maintain their sustainable trips;
- the final impacts can easily be assessed.

## Review of Local Implementation Plan – Spring 2016

Country:

UK

Progression of the plan:

A total of 110 potential player organisations were contacted during the course of the project. Individuals within these organisations were contacted by WYG staff either face-to-face (e.g. presentations at meetings, 1-2-1 conversations at events), direct emails or via conference telephone calls. In addition to these direct contacts, other organisations were indirectly contacted via marketing opportunities provided by third party organisations (e.g. emails, adverts and features in newsletters to their membership base, websites and events). It is not possible to say how many organisations were reached using the indirect marketing method. For example, one organisation (Bucks Business First) circulated details of the MOBI project to their membership base of over 250 readers.

From the list of direct contacts, the following organisations requested further information and/or face-to-face meetings with the MOBI team to discuss the project in more detail: Aegon (2,000 employees), Brand-Rex Ltd (300 employees), British Heart Foundation, Buckinghamshire Council (12,800 employees), Cupid (25 employees), Edinburgh University (9,100), Essential Edinburgh (BID) (12 staff but represent businesses located in Edinburgh City Centre), Midlothian Council (4,000 employees), NHS Fife, NHS Scotland (represents 160,000 employees), National Trust Scotland (1,290 full time and seasonal workers), Nottingham City Council, Skyscanner (600 staff across 9 global offices), Surrey County Council (23,000 employees) and West Sussex County Council (6,000 employees). Most of these organisations were in the public or charity sectors and were interested in using the project to promote healthy lifestyles amongst their employees or to support the organisation's carbon reporting requirements. The project received little interest directly from the private sector. In addition to these organisations, ACT TravelWise, Bucks Business First, Essential Edinburgh (BID), First Scotland, and Nottingham City Council publicised information about the project to their wider networks and members.

WYG arranged for organisations such as Edinburgh University, National Trust Scotland, NHS Scotland and Nottingham City Council to trial the game for a couple of weeks to better understand how it works before rolling it out across their organisation in a



competitive situation. Apart from Nottingham City Council, all the other organisations decided not to proceed with the game beyond the trial. Their reasons for not continuing included: i) this isn't the right time for our organisation; ii) the reporting function doesn't meet our requirements; iii) although we had buy in from our senior managers, we didn't get enough interest from employees; and iv) there are not enough alternative options available for people to make a modal shift.

Nottingham City Council has confirmed its willingness to publicise the MOBI tools to business parks in Nottingham. There are plans to organise a MOBI competition in the summer of 2016. At this stage, it is not confirmed how many organisations will participate but one large company (2,500 employees) has already expressed an interest to take part.

#### Deviations:

At the time of writing the project proposal, the concept of Gamification in travel behaviour projects was very new. Lots of interest was shown in the project from a wide range of organisations who wanted to trial the new online tool. Since then, the range of mobile phone apps and other Gamification products available has made it harder to encourage organisations to use the From5to4 tools and take part in the MOBI game.

Many of the organisations who did not want to participate in the game from the outset told us that they did not see any benefit to their employees from adopting the From5to4 tools. They felt there were no reliable alternatives to the use of a car and it was not practicable to car share.

Many of the organisations who showed an initial interest in the game were from a health background and this meant the initial communication messages had to change from a mobility and carbon reduction campaign to one that focused on health and air quality benefits.

A couple of organisations (NHS Scotland and Edinburgh University) wanted to make changes to the F5to4 tool, including a new method of calculating the carbon savings and improvements to the accessibility of the site for disabled persons. It was not possible to make bespoke structural changes to the tool for a small number of organisations.

Facebook, Twitter and LinkedIn social media posts did not prove to be that effective with regards to recruiting new organisations.

The recruitment targets set within MOBI have not been reached during the timescales of the project. MOBI trials have taken place in the UK but none of the organisations decided to play the game in full. It is hoped that the business parks in Nottingham will decide to proceed with the campaign in the summer (2016) and this can be used to positively publicise the campaign and incentivise others to follow.

#### How to proceed:

The original plan was to try and recruit large (private sector) organisations with workforces above 100 employees and focus on their Corporate Social Responsibility benefits. The initial approach involved cold-calling via direct phone calls, emails, attendance at



conferences, events and face-to-face meetings. Support from network organisations was provided at the beginning of the project and businesses were reached through their communications channels. However, overall, this approach was not as successful as originally planned.

Going forward, individuals and organisations that are tasked with supporting local authorities and Business Improvement Districts to implement smarter travel plan, healthy action and air quality initiatives should be contacted to find out if they would be willing to enter into a partnership agreement. Individuals working in these types of organisations have existing relationships and therefore levels of trust that the businesses need to get on board.

During the course of the project we targeted organisations that we thought would be ideal 'early adopter' candidates to trial and play the game. In practice, these organisations did not want to participate and most interest was shown by public sector and charity organisations. As soon as one organisation has decided to play the game in full it will be much easier to recruit others as the benefits and results can be widely publicised.

Until now we find the following 5 scenarios (reasons that organisations will play the game) as particularly promising in a UK context:

1. Improving health of employees by promoting active travel to and from work
2. Improving local air quality by reducing NO<sub>x</sub> and PM emissions
3. Implementing Corporate Social Responsibility Plans
4. Promoting a better social environment within the workplace
5. Reducing congestion in the local area

They are relevant to the following target groups and scenarios:

Level	Target group	Scenario	Link to scenario
National organisation / Company / Charity / NGO	British Heart Foundation, NHS Fife, NHS Scotland, Midlothian Council	<b>1. Improving health of employees by promoting active travel to and from work</b>	Organisations in this target group are responsible for improving the lives of others by encouraging active health and promoting healthy lifestyles more generally.
	Buckinghamshire Council, Edinburgh University	2. Improving air quality by reducing NO <sub>x</sub> and PM emissions	Organisations in this group have air quality and carbon reduction targets get need to meet – either for themselves or on behalf of the region they represent
	Aegon, Brand-Rex Ltd, National Trust Scotland, Skyscanner	<b>3. Implementing Corporate Social Responsibility</b>	Organisations in this group have a Corporate Social Responsibility. They have publicly declared their commitment to reducing negative social impacts and improving the local environment

		Plans	
Regional	Nottingham City Council, Surrey County Council	5. Reduce congestion	Organisations in this group are tasked with reducing congestion in their areas
City	Cupid, Edinburgh, Sussex Council Essential West County	4. Promoting a better social environment in the workplace	Organisations in this group aim to improve the lives of their employees by promoting a better social environment in the workplace



## 5 Bulgaria

### 5.1 Target groups

EAP plans to continuously recruit participants from various corporate backgrounds in the MOBI game. First, EAP will focus on large-size companies and institutions with the capacity to participate and will explore their interest to get involved in MOBI game to sustainably promote and implement (though playing the game) its principles. Second, EAP will support small and medium-sized companies to participate and will set up initiatives to attract everyday customers of the transport services as well. Extracting the lessons learned, EAP draws a profile of other potential participants.

The list of potential target group participants may include the businesses and industries sector, local authorities, local schools and universities, customers of the public transport, small and medium-sized companies. The target groups with various backgrounds will facilitate good cross-section of different businesses and employee mobility profiles, thus making it possible to adapt, multiply and disseminate the concept to more participants.

### 5.2 Key actors and multipliers

EAP will use its know-how and knowledge on the mobility demands of employers and employees to shape appropriate existing tools and communication materials in order to recruit, support and raise awareness among potential participants (e.g. guidelines for implementing mobility management solutions, booklets for the benefits of the alternative means of transport, brochures and articles on the sustainable transportation). EAP will contact established partner companies with the proposal to participate and cooperate. Furthermore, EAP will attract continuously new employers so that the MOBI competition is facilitated.

### 5.3 Recruitment strategy

The Factory for non-ferrous metals (FNM) will be the first one to try out the MOBI game in Bulgaria. FNM pioneered in 2012 as the first corporation in Bulgaria to adopt a Plan for Transport and Mobility Improvement developed by EAP. Their participation in the game is part of their commitment to the plan. FNM encourages its commuting employees through measures and actions to get an insight into their travel pattern and offer them alternative means of transport, develop customer aware choice of sustainable transport, optimise trips and manage parking space and develop green areas, save costs from maintenance and fuel and reduce environmental pollutants, improve the air quality and sustain its corporate social and green image. Lessons learned from FNM will lead the recruitment of other companies and employees to participate in MOBI.



## Review of Local Implementation Plan – Spring 2015

Country:

Bulgaria

Progression of the plan:

Three teams:

- Uzana Eco Festival – 1 big team (113 participants)
- Eco Schools Network – 3 teams (11+14+12 participants)
- Bike Club Zarata – 1 team (5 participants)

**TOTAL:**

07.2014 – 113 players

03-04.2015 – 42 players

Deviations:

- Validation of the game takes time
- Bugs need to be fixed *on the go*
- Communication with potential stakeholders takes time – internal target: one company per day, incl. email + phone interview; active participation is not guaranteed
- Difficulty negating duration of the game, number of players, etc. Companies want to the game to be customized to their demands, but customisation

How to proceed:

- keep the communication with potential stakeholders
- keep the scope of potential players broad – companies, organizations, associations, university, networks
- keep the “doors open” to those companies who hesitate to participate
- go on with the potential companies list
- keep focused on the companies with “green” profile and CSR-plan
- try to stick MOBI to some initiative or event
- keep a few companies playing while negotiating with other companies; it is difficult to follow-up many players at a time

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### 5 scenarios relevant to Bulgaria:

#### Scenario 1

Companies with CSR plan would like to participate for short time, because they are afraid employees will not be attracted to the game for 6 months

#### Scenario 2

Organizations, dedicated to the green policies and activism, would not like to participate, because their employees travel by car and if this is put to paper, then their green image will be damaged



**Scenario 3**

Companies with more than 300 employees, outside the city, are obliged to provide transport options to their employees, i.e. buses, train tickets, etc. This makes it impossible for employees to change their commuter habits, so the company sees no benefit of participation

**Scenario 4**

Organisations or clubs/associations that are a bit more green- or sport-oriented are willing to participate and test out the game. They are open-minded, willing to experiment and happy to collaborate. However, they are small in size, they do not have centralised management, etc. One should rely on their own willingness to cooperate and participate; there is no “manager” to organize them

**Scenario 5**

Companies or organizations that are already using a tool for reporting their trips and they are satisfied with it.

Level	Target group	Scenario	Link to scenario
National	Big companies with CSR	Scenario 1	From5To4 is a measure to add to the organization’s activities to improve their social responsibility profile
	Associations/ organizations with green-oriented activities	Scenario 2, 4, 5	From5To4 can make employees happy by playing a fun game which will engage them with colleagues, provide them useful information and make them feel that they are doing something good for the community. It will also improve their health and mood by promoting physical activity.
City / Municipal-level	Bike clubs, Sports clubs, etc.	<b>Scenario 4</b>	
	Local mobility and sports events	<b>Scenario 4</b>	
	Medium-sized companies	Scenario 3, 5	From5To4 can make employees happy by playing a fun game which will engage them with colleagues, provide them useful information and make them feel that they are doing something good for the community. It will also improve their health and mood by promoting physical activity.



## 6 Romania

### 6.1 Target groups

There are several large companies that activate in the Braşov area in heavy industry sector (wood processing, automotive industry etc.). The employees of these companies have to commute to work and ABMEE plans to approach the employers and offer the tools of the MOBI project, promote the concepts and help implement them as a corporate responsibility action. Furthermore ABMEE plans to have MOBI implemented in the Braşov municipality as well as other municipalities in Romania and have the public sector act as motivator for other companies and the public.

### 6.2 Key actors and multipliers

ABMEE plans to reach municipalities through the OER – Romanian Energy Cities Network (32 member municipalities that are active in the field of energy efficiency and sustainable planning) and attract companies from other regions of Romania. The municipalities that are interested will disseminate and promote the concept to the private sector in their region. For Braşov, ABMEE plans to involve the Chamber of Commerce with which we are successfully collaborating.

### 6.3 Recruitment strategy

The companies that we have envisaged for the MOBI process are active in the industry sector and located outside the city, so therefore their employees commute to work. Some of these are very active in corporate social responsibility initiatives, due to the nature of their work (wood processing, automotive industry).

Also MOBI will be promoted and presented to the Brasov municipality and other municipalities in Romania and have the join the project and motivate companies and citizens. There are no mobility plans for the municipality. We plan on recruiting companies based on their motivation for joining, number of measures that they are willing to implement and the facilities that they will provide for employees.



## Review of Local Implementation Plan – Spring 2015

Country:

ROMANIA

Progression of the plan:

2 companies (IT), 2 municipalities, 2 NGOs and 1 university were approached:

- Siemens Romania and King.com Bucharest Studio (IT companies) - agreed to participate.
- Brasov municipality - declined to participate; will be reproached.
- Timisoara municipality - interested to participate.
- Fundatia Comunitara Mures (NGO) and Asociatia Undaverde (NGO) - interested to participate.
- Transylvania University of Brasov – implemented the tool in 3 faculties for one month (10.11 – 08.12.2014), with 230 students.

Deviations:

MOBI was delayed in Romania due to the fact that F5T4 tool was not finalized according to the initial schedule.

After testing the tool internally there are still bugs and errors, even though the bulk of the translation and localization was performed. Therefore Siemens Romania and King.com Bucharest Studio, companies that agreed to participate already in spring 2014, were put on hold until the tool is ready.

In order to not lose possible prospects ABMEE decided to engage companies only after the finalization of the tool, but continued its efforts to promote F5T4:

- July 2014 – interviews in the local media (TV, newspapers and on-line)
- Sept. 2014 – agreement with RAT Brasov (public transport company) to promote MOBI

- Nov. – Dec. 2014 – implementation of F5T4 at Transylvania University with students  
Following local communication campaign (July 2014) there was no feedback from companies.

Following implementation of F5T4 at Transylvania University it turned out that students are not really enthusiastic and eager to use F5T4.

During recruitment it was found that:

- Large companies already operate transport services for their employees (regular buses that transport workers to and from workplace).
- Smaller companies are not required to have their own transport plan.
- There is a certain profile of the player – employee with access to computer/internet which narrows the pool of players.

How to proceed:

It is crucial to have F5T4 completely functional (no bugs or errors).  
Changes in the initial target group of companies are needed, which means going from the initial target group of large companies in heavy industry located outside the city, to the current target group of smaller companies (not necessarily industry) located within the city.



Given the delays with F5T4 tool, changes in duration of implementation is also needed, which means going from a 3-6 months implementation of F5T4/company to 1-3 month implementation of F5T4/company.

**5 scenarios relevant to Romania:**

1. Parking problems
2. Cost reduction
3. Corporate Social Responsibility (CSR)
4. Healthier employees – less absenteeism
5. Data collection and insight in travel behaviour of employees

Level	Target group	Scenario	Link to scenario
National	IT companies, banks (Siemens, King.com Bucharest Studio, Raiffeisen Bank)	1, 3, 4, 5	Usually located within the city facing parking problems. Already having CSR programs, but looking for something new/different. IT/banks employees often facing health problems due to their work. IT/banks already handle big data. Why not communicate travel data in a fun and interactive way to employees?
Regional	NGOs (Fundatia Comunitara Mures, Asociatia Undaverde)	3	Already interested in CSR and committed to the environment.
City	Municipalities (Brasov, Timisoara)	1, 2, 5	Usually located in the center of the city facing important parking problems in terms of space and costs. Data collection and travel behavior of employees could help showing the municipality as an example.
	Universities (Transylvania University)	1	It is important that the share of students using car (10% in Transylvania University) will not increase (parking problems).



## 7 Portugal

### 7.1 Target groups

The main target is companies, although municipalities and universities could also be approached.

We wish to firstly target companies with a high chance of success in the implementation and in behaviour change. The criteria that will be used in the selection of the companies to involve will be:

- their location – places with high potential for sustainable mobility shifts, considering available supply of alternatives modes:
- the dominant social groups of the employees – featuring target employees with a high potential for behaviour change and transfer to other social segments, particularly younger and medium/high class people:
- the size of the organization – which should have a sufficient size for generating significant impacts
- the prior background of the organizations on social responsibility and employee satisfaction issues

### 7.2 Key actors and multipliers

The local strategy is to make From5To4 gain wide public recognition after being used by a few companies with a high profile on social responsibility and human resources policy. After a successful application in such high profile companies, we hope it will be easier to convince other organizations of the benefits of applying From5To4.

We expect the initiative will have some attention by generalized and specific media. Through our local dissemination, we will attempt to trigger news about the first From5To4 applications.

More organizations will be reached at the follower search stage via umbrella organizations, energy and environment agencies or other intermediaries linked to the business community. We might also engage with other organizations interested in promoting sustainable mobility behaviour within other employers (e.g. public transport operators seeking additional demand for their services).

### 7.3 Recruitment strategy

The employers motivations that will be addressed will be the social responsibility perspective – as a way to improve the image of the organization – and employee satisfaction goals – by engaging them in a fun game and by enabling them to use more satisfying and less costly ways to transport themselves to work. TIS will select a set of companies and directly invite them for participation. As mentioned above, in the first stage we will give priority to high profile organizations which can set the example to others.



## Review of Local Implementation Plan – Spring 2015

Country:

Portugal

Progression of the plan:

35 potential player organizations contacted (17 presentation meetings held). Most of these organizations were companies, which has been chosen as the main target in Portugal (+500 employees, high car use, at least 2 reasonable alternative mobility options). 7 network organizations with potential interest to spread the game to their associates / clients were also contacted (5 presentations held)

Currently the game is being played in ANA Aeroportos de Portugal (1200 employees), the manager of the 5 most important airports in the country. There are 50 players spread through all the 5 cities (Lisbon, Porto, Faro, Funchal, Ponta Delgada).

Two other companies have confirmed their willingness to use the game. They are Nokia (2000 employees) and CTT (in an office with about 1500 employees). No start dates are yet scheduled as both of these companies are waiting for the completion of some mobility management measures (respectively in the scope of cycling and carpooling) to start the game. The urban cycling association MUBi is now officially calling for teams (formed by its associates and based on their own workplaces) for a game to start until the end of this month, but it is not clear yet if this call will be successful and enough participants will be attracted.

Several other companies stated that they would be interested in starting the game in the future but were not concrete in relation to the timing of their interest.

Deviations:

It has been hard to get organizations start playing the game. In Portugal, mobility management in the scope of organizations is not a developed concept. Companies get interested in playing the game mostly for external and internal social responsibility. But several of them do not see it as being aligned with their policy or feel that they are not yet in the position to ask employees to change their behaviour as the organization hasn't taken sufficient measures to facilitate the utilization of sustainable modes of transport.

The recruitment targets set within MOBI are not being met, but it is believed that the MOBI approach will with time be successful as the market for mobility management in Portugal gets more mature and as the value proposition of the From5To4 game application becomes better adjusted to the needs of companies.

How to proceed:

The previous approach has been to make bilateral contacts with organizations. We will still promote them with selected organizations, but now that we have the game running in at least one organization, we intend to use that dynamics to promote the game and will be doing so in other ways:

- Through press releases with news regarding the game developments



- Through the national Facebook page ([www.facebook.com/de5para4](http://www.facebook.com/de5para4))
- Through a national event where the ongoing cases will be presented (foreseen for the mobility week 2015). We aim that this event will be a trigger to a wider adoption of From5To4 towards the end of the project.

The initial main target group has been large companies in the Lisbon region. We intend to enlarge the scope of targets, particularly trying to engage with municipalities.

The accumulated experience in MOBI in presenting and discussing the approach with organizations is valuable from the point of view of understanding their needs and how the game can be proposed in terms that will be recognized as valuable by the companies. We believe that a higher rate of success can be achieved in the future.

Until now we find the following 5 scenarios (reasons that organizations will play the game) as particularly promising in Portuguese context:

1. Organizational culture and employee productivity: promoting employees satisfaction, health and productivity and valuing the organization's internal social responsibility profile
2. External social responsibility: reporting of environmental achievements
3. Parking costs and/or scarcity
4. Instrument of external communication
5. Instrument to reduce local traffic

They are relevant to the following target groups and scenarios:

Level	Target group	Scenario	Link to scenario
National	Company	1. Organizational culture and employee productivity	From5To4 can make employees happy by playing a fun game which will engage them with colleagues, provide them useful information and make them feel that they are doing something good for the community. It will also improve their health and mood by promoting physical activity.
	Company	2. External social responsibility	<b>From5To4 is a measure to add to the organization's activities to improve their social responsibility profile</b>
	Company	3. Parking costs and/or scarcity	Company needs to reduce car use because of high parking costs/scarcity. At the same time it wants to promote the adoption of mobility management measures that it has already put in (like carpooling services or bicycle facilities)
Regional	Local or regional authority	5. Reduce local traffic	Regional or local authority is interested in promoting the game to local organizations as a means to improve the traffic and environmental performance in the region



City	Municipalities	External communication	The application of From5To4 game allows the municipality to lead by example and add an additional measure to their mobility management policy
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