Deliverable 5.6
– Capitalisation Plans

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Introduction

The MOBI project ('ProMOting Smart MoBIlity to Employees') will encourage employers and their employees to use energy efficient and sustainable transport modes for their commute and business travel journeys. Companies in various countries are participants within the From5To4 game; the experience and sustainability of the action of these different companies is an important aspect to include in the study and implementation.

Work package 5 "Gamification and Dissemination" addresses the project's communication during the project and possibilities afterwards. This is done to indicate the legacy of the action.

At the closing of the project games are being played (before summer 2016) in:

- Belgium
- The Netherlands
- UK
- Hungary
- New Zealand
- US

Some on small scale as a pilot, some on bigger scale as follow-up of earlier experience.

Task 5.5 Sustainability of the Action

The website – both on EU level (main information) and the 6 different country sites (contact information) – are visual attractive and user friendly for the target groups and will remain the major place for first contact. All Deliverables suited for broader audience will be available for at least 2 years after the completion of the project.

Also there's a demo account available for English version of the game.

The interactive website tool, as well as the smart phone applications are long term tools, which will be used to enlarge the number of users and useful information.

During the meeting (PGM 6) in Leuven all local sites have prepared ideas and plans for capitalisation of the results, tools and contacts beyond the project.

The report summarizes the common insights in the MOBI Capitalisation Plan(s).

Methodology

Based on the individual experiences we set up a workshop following the methodology of the Business Model Canvas (BM Canvas). The Business Model Canvas, is a strategic management and entrepreneurial tool. It allows to describe, design, challenge, invent, and pivot your business model. We used it to target the sales of F5T4 in different circumstances.

General approach

First we filled in the model based on the earlier approach in MOBI project and communicated earlier in the WP3 recruitment.

The input of this method is the picture below.
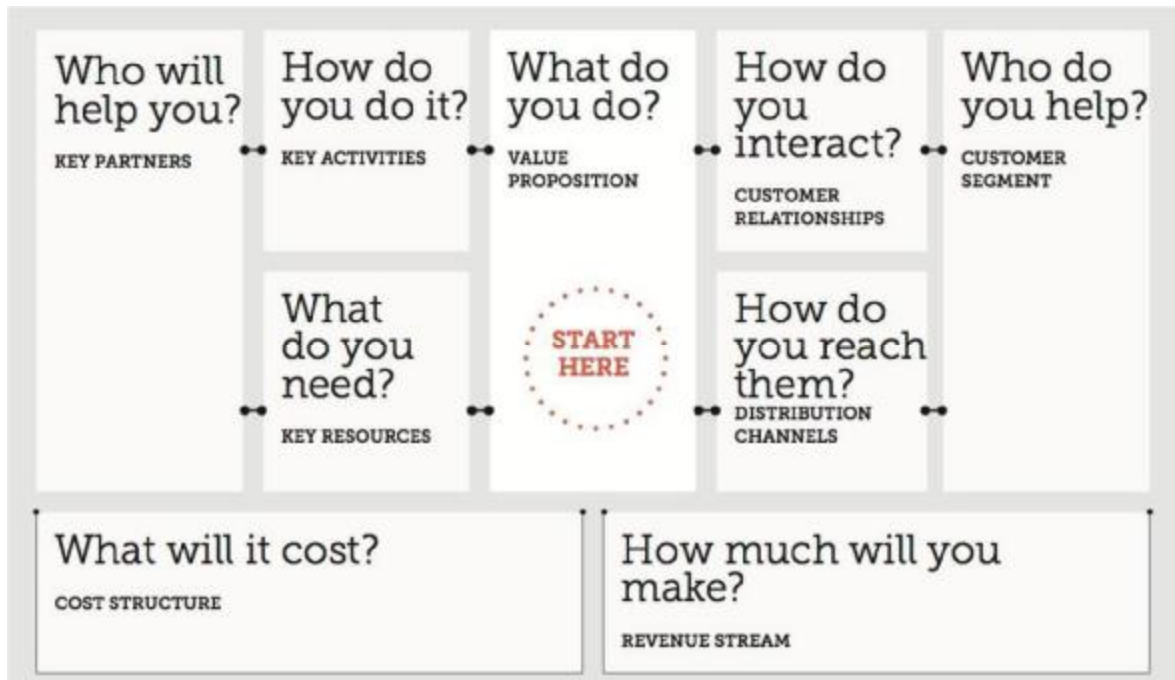
For more information about BM Canvas see: http://www.businessmodelgeneration.com/canvas/bmc

The objectives of this session were to get a solid legacy and exploitation plan that starts with a clear understanding of F5T4's business model combined with working session addressing:

- Analyse the current business model of F5T4
- Explore enhancements/alternatives
- Define next steps
- Customer validation
- Develop business case(s)
- Explore a model for distribution/cooperation

Working session input

What feedback received until now? Why did the companies decide to play?
- Joker: Image of being a sustainable employer, and want to keep up to that standard. Fits their image. Want to do pioneer travel agency in the world, and this wanting to do this first. Also had a personal contact in that organisation.
- Floordam: Health issue. Employees have an active job but suffering from obesity a bit. F5T4 encourages an active lifestyle.
- KBC: MOBI makes them execute their mobility plan. They invested in renewal (bike repair shop, showers, iron possibility...etc) but net yet used enough.
- PT: ANA: Internal and external social responsibility. Mostly internal. Interested in teambuilding, thinking about the culture.
- PT: NOKIA: Health and employee satisfaction. Satisfaction through contributing to something positive.
- PT: CTT: mostly social external responsibility.
- PT: Municipality Lisbon: giving the example for other organisations in the city on policy they are promoting.
- Carbon reporting tool. F5T4 tool to help them find this information.
- UK: NHS: Health perspective.

- UK: National Trust: Health, enjoy travelling to work
- RO: Siemens: Image. Employees are really interested in competition (good match for f5T4 on paper)
- Baseline questionnaire: 1 corporate social responsibility 2: health 3: link and promote other existing or new measures/ extend the results 4: reducing parking costs
- Reducing parking costs/ places is not a reason mentioned often.
- What do we know from potential customers?
    o Do not prioritize so not enough value. Do not think only MOBI by itself will not make a big difference.
    o Some companies not enough room for improvement. Thus rather not play to avoid bad results.
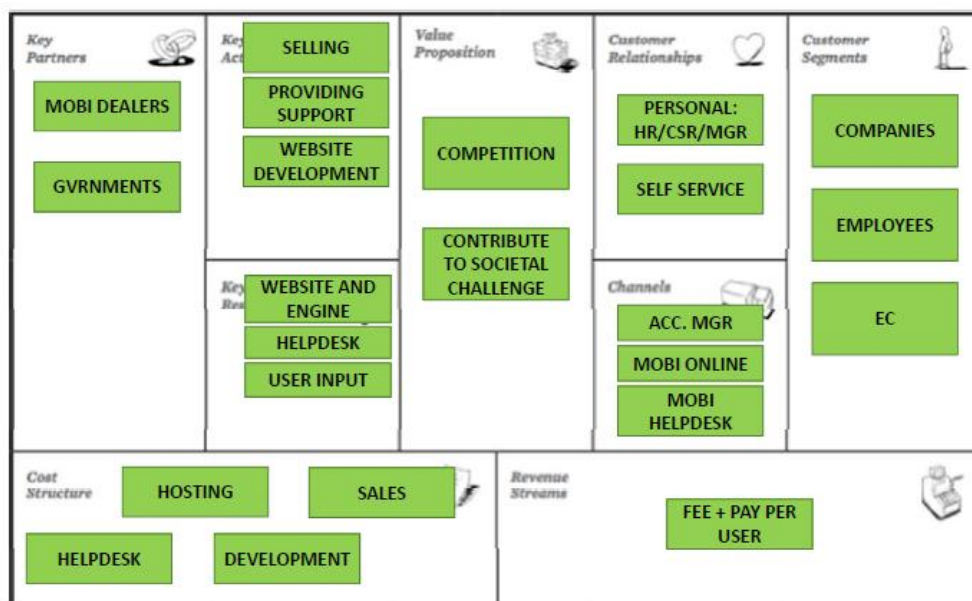

Based on this we gathered ideas to improve the business model for F5T4

- Use MOBI in combination with public initiatives. Hopefully finding a sponsor;
- Should we offer it for free, because people do not value things for free. Maybe have it part of mobility package, to support advice or changes. Still would get MOBI for free, but part of a package.
- Pick one value proposition, focus on 1 instead of more. Focused for example on data collection. Can be more able to sell then other proposition. Have a more easy cost structure.
- Apparently companies are not so willing to pay for current structure. So no revenues. Maybe see F5T4 as a travel plan booster. They are willing to pay for receiving a travel plan. Focus on more clear monitoring. In Brussels travel planning is compulsory, but then we need multilingual tool. In Flanders it is becoming a custom to have a travel plan.

Out of this session the two most promising models are:

1. **Mobility Plan Booster** – F5T4 integrated in the inventory, analysis and measurement selection of a mobility plan. Most intresting of course for countries or situations where Mobility Plans are mandatory;

2. **Travel Data Collector** – F5T4 as a stretched and fun survey to collect travel data as modal split, home-work distance, flexibility in choices for company as whole and segmented per different subgroups.
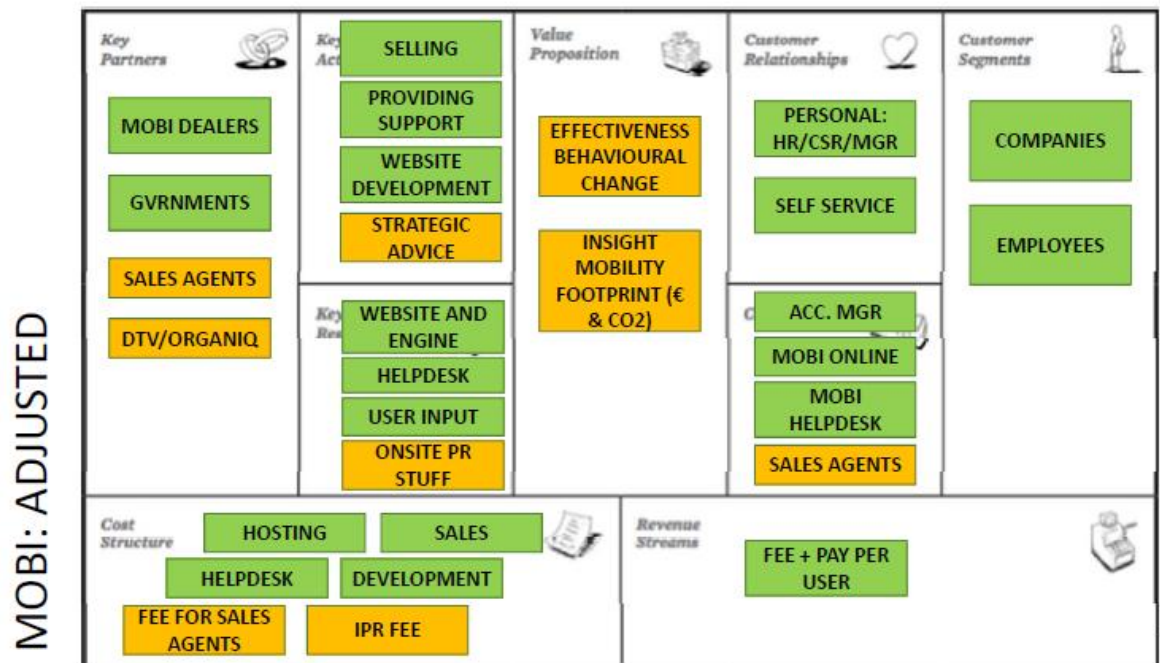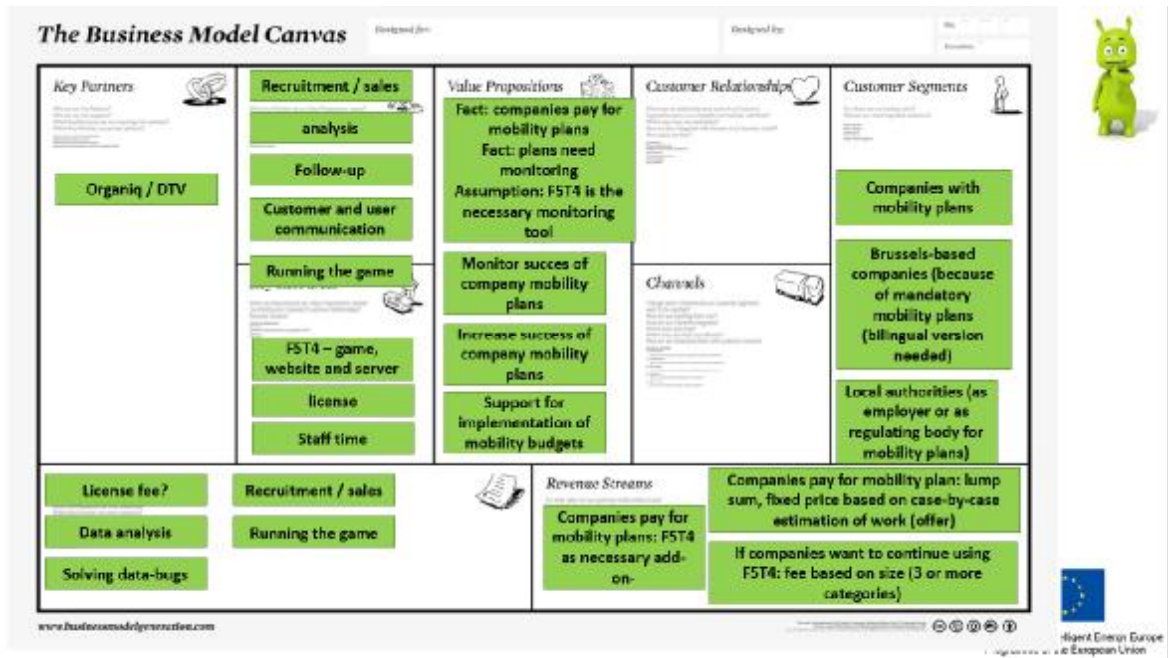

Outcome

The outcome of this session which is the basis for further recruitment and sales in the different countries and in the different contexts can be summarised as:

- Clearer value propositions
- Add data/monitoring based propositions
- Sales network
- National contact points ('premium distributors')
- Local networks of sales agents ('local resellers')

Approach Eastern and Southern Europe

Next to the change in sales pitch which we think are most suitable for the Northern/Western parts of Europe we changed the (possible) proposition or business case for countries in East and South Europe.

Eastern Europe approach:
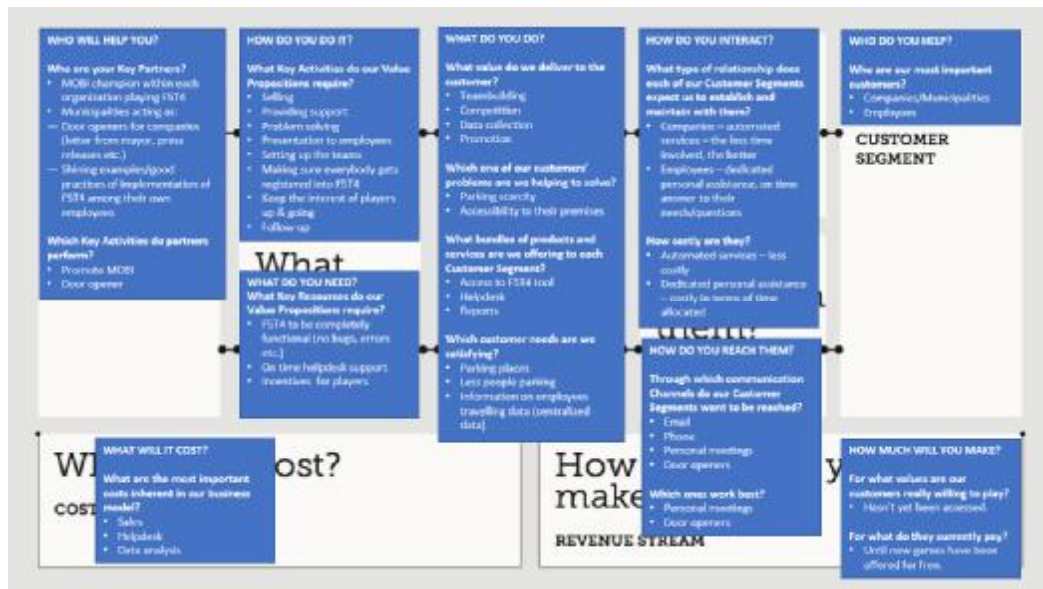
Southern Europe approach:

Future cost and benefit structure

Next to the different options for approaching companies a fundamental question related to the Capitalisation Plan for the period after the project is the costs and benefits structure. What does is cost?

In general 'the' costs are based on different elements including wishes and ambitions of the companies. To have a starting point the next 4 main cost categories were discussed by all partners.

The first two items are connected to the 'back office' and the companies who make the cost for running the software and do the basic reporting. With 100+ players there can be efficiency so the cost are in total, not per month. Supporting actions and sales are most likely done by the local resellers of the tool or maybe even free agents who sell the tool.

There has not been an official contract on this but all partners agreed to use this structure as a starting point.