



# SMARTA2

SUSTAINABLE RURAL MOBILITY

## A TOOLKIT

## FOR SHARED RURAL MOBILITY





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With the contribution of **Brian Leslie Masson**  
Transport expert

### FIND OUT MORE

**VISIT** [ruralsharedmobility.eu](http://ruralsharedmobility.eu) **CONTACT US** [s2info@qplan-intl.gr](mailto:s2info@qplan-intl.gr)



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# SMARTA 2 Toolkit

## PREFACE

The European Union is transitioning towards a more environmentally friendly, sustainable and just future. To build this future, a change in the mobility paradigm is essential. Such a change is already well underway in European cities that are becoming increasingly connected and multimodal following the Mobility as a Service (MaaS) paradigm. However, the same change is less visible in European rural areas where lack of digital infrastructure, investments and know-how are putting a new mobility paradigm and new forms of smart mobility on stall.

To leave no single place behind, it is time to act for rural mobility. With this idea in mind, we have designed a Toolkit for shared rural mobility. The Toolkit has been designed with the practitioner in mind – it packs in a simple and practical way all the steps that a practitioner has to take to design a holistic mobility solution that works. To this end, the Toolkit draws heavily from our experience from the SMARTA and SMARTA 2 projects on what works on the ground. In the Toolkit, you will find practical tools and Tips and Tricks from rural areas that are implementing solutions on the ground. In addition, you will find further resources that can help you refine your ideas and take them to the next level.

This Toolkit is not prescriptive. Quite the contrary. It demonstrates that there are no right or wrong ways to determine a mobility solution that works. Rural areas differ from region to region and from country to country and thus often call for different solutions. Our aim then is not to provide a magic bullet. Rather, our aim is to provide frameworks that can help practitioners understand the key ingredients that are necessary to develop a smart and sustainable shared mobility solution. Our experience has shown that amongst these ingredients, working together with local communities and stakeholders can make a difference between a solution that works and one that does not. Therefore, a big part of our Toolkit is dedicated on ways in which the local community can come together and think about its mobility future.

While this, as any other Toolkit, cannot offer a magic bullet to all the mobility problems, we hope that it becomes handy in providing you with the appropriate framework to address them.

# ABOUT SMARTA 2

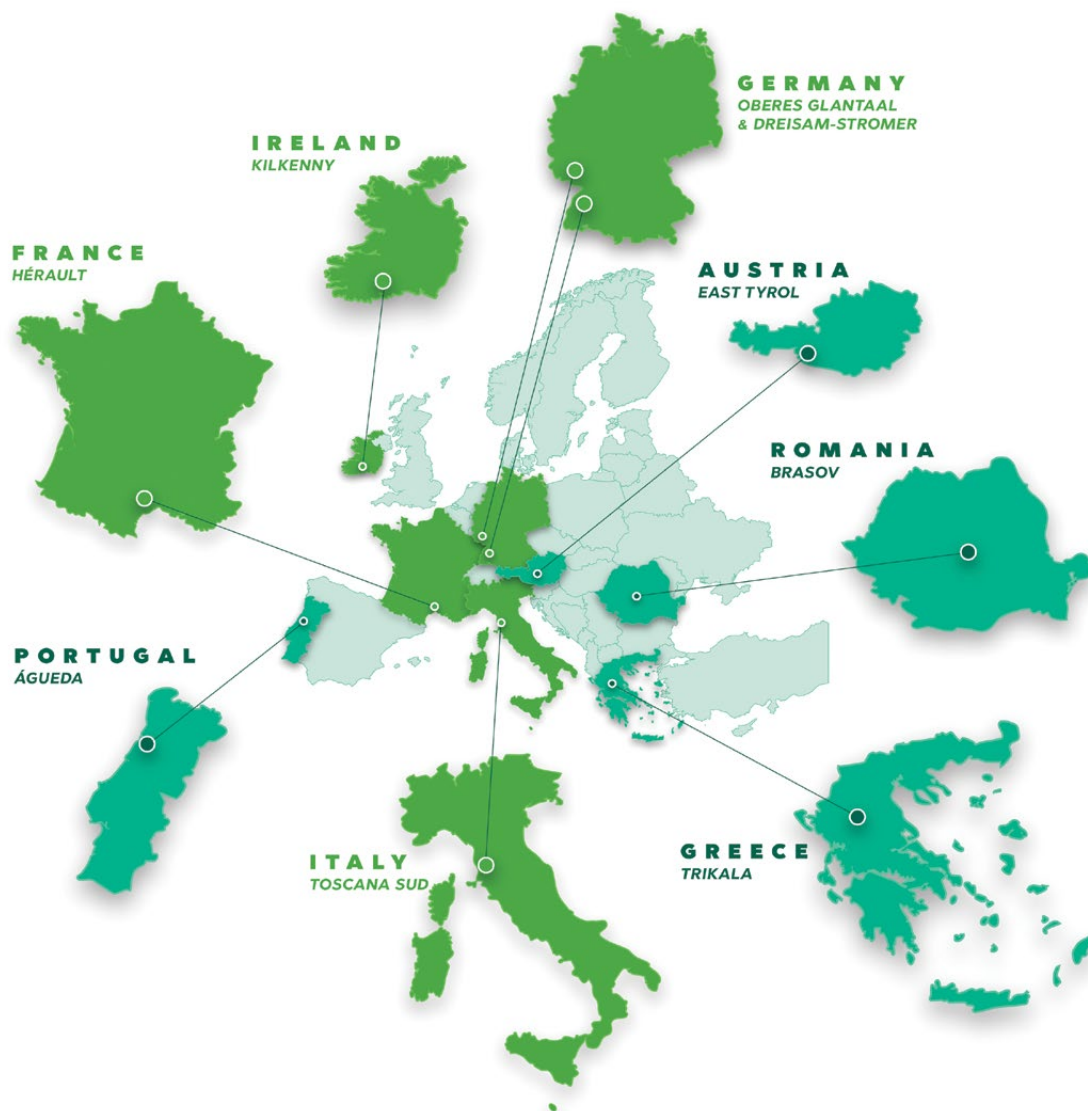
SMARTA 2 is a journey testing, piloting and evaluating shared mobility services interconnected with public transport in four European rural areas: East Tyrol (Austria), Trikala (Greece), Águeda (Portugal) and Brasov (Romania). This journey first begun with another project, called SMARTA. SMARTA has set the stage for European Rural Mobility by identifying best practices of shared mobility solutions across Europe and designing an evaluation framework that can inspire and help rural areas plan their mobility future. In turn, SMARTA 2 has put these solutions and the evaluation framework into practice.

## SMARTA Pilot sites

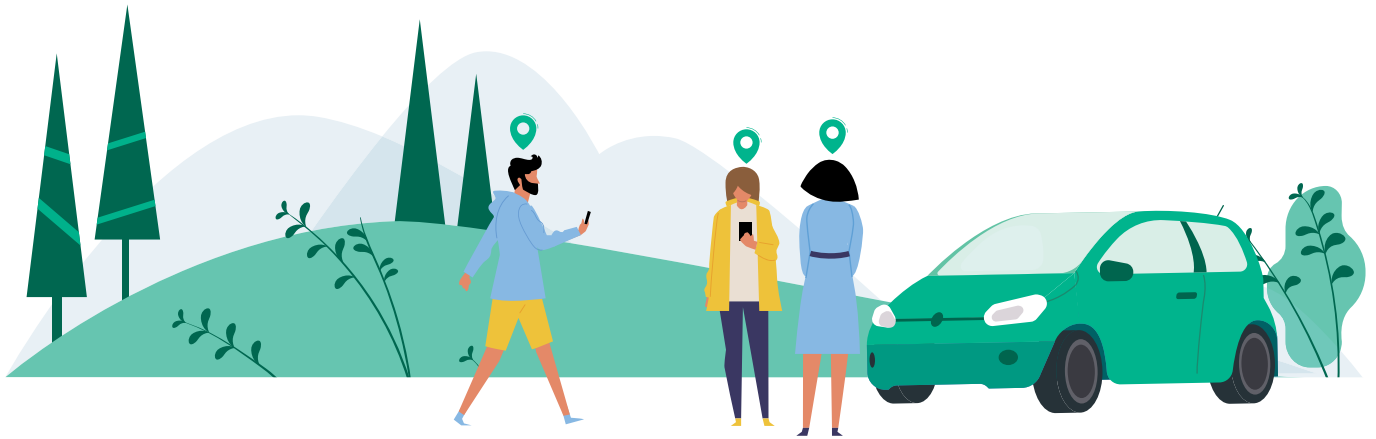
- Ring a Link, Kilkenny, Ireland, DRT service and RTPI
- School bus and ITS, Toscana Sud, Italy, AVL Digital Solution
- RezoPouce, Hérault, France, Hitchhiling
- Bürgerbus Oberes Glantal, Germany, Ride sharing service
- Bürgerbus Dreisam-Stromer, Germany, Feeder community service

## SMARTA2 Pilot sites

- East Tyrol, Austria, Car-sharing
- Municipality of Trikala, Greece, Smart Digital Platform
- Municipality of Águeda, Portugal, E-bike sharing
- Brasov Metropolitan Area, Romania, Car pooling







The SMARTA 2 and SMARTA rural areas are diverse. They have different social and cultural norms and share different geography and climate conditions – all of these affecting mobility in their own merit. At the same time, they share characteristics that are common amongst rural areas in Europe:

- Low population density,
- High car ownership,
- Poor infrastructure,
- Increasing elderly population,
- Centralization of services such as health, education and employment in rural areas and others.

Therefore, our areas serve as the ideal testbed for a broad range of shared mobility solutions that can inspire areas sharing similar properties. These include collective forms of transport ranging from e-bike sharing and e-carsharing to e-hitchhiking and carpooling services. The common denominator in these services was the wish to offer to rural residents the same opportunities with their counterparts living in cities. While these services are the most common in SMARTA 2 and SMARTA, if they do not appeal to you, you do not need to worry. You will find plenty of others in our Toolkit. But, before that, want to know our rural areas' key facts?



## FIND OUT MORE

To keep this Toolkit short and simple, we have only included the most relevant information from our experience in SMARTA 2 and SMARTA. However, if you feel that something is missing, there is a whole universe of resources that is available at our website. There, we have gathered information about the rural mobility framework across all Europe and third countries, insight papers on smart mobility solutions, news about our pilot sides and other material that can [guide you in your smart mobility journey](#).

# A TOOLKIT FOR SHARED MOBILITY IN EUROPEAN RURAL AREAS

Mobility and transport matter to us all. They have an intrinsically economic and social dimension. We move from one place to another to find employment, execute transactions, or simply, socialise. While this is true, the way we currently move exerts significant pressure to our planet. Road transport accounts for a significant proportion of emissions of all air pollutants (with the exception of SO<sub>x</sub>) and is the most widespread cause of environmental noise pollution. To mitigate climate change, we have to move sustainably.

For rural areas, enabling people to move sustainably is ever more important. There is a lot at stake. Rapid urbanisation in rural areas has a chain-effect on public transport demand. Public transport operators often have to decrease or halt their services. In turn, this hinders the access of people to different aspects of economic and social life, leads to further urbanisation and fuels economic inequalities.

But where to start? Designing smart and sustainable shared mobility solutions in rural areas appears like opening the Pandora's Box. At SMARTA 2, we share the sentiment but think that the bottle is rather half-full. For this reason, we have brought together in this document the experiences of our nine pilot sites and the legacy of the SMARTA project in an A-Z Toolkit that can enable mobility practitioners and civil society organisations to create solutions that correspond to their local settings. We called this endeavour the SMARTA 2 Toolkit.

## Toolkit at a glance

Whether you are reading this from an Alpine or a Mediterranean village, there are three essential steps in designing smart and shared mobility solutions. While you might find yourself confident that you can skip some of these steps, we would advise you not to. Each of them is essential in designing a mobility solution that works, unless, of course, you want to play snake and ladders.



## PART 1

# Understand the existing situation

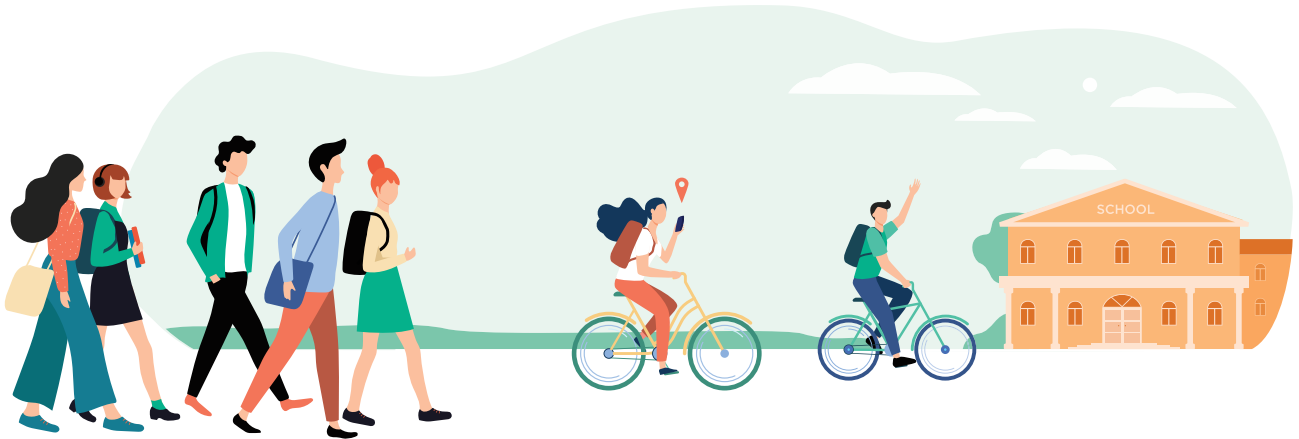
The foundation of designing any mobility solution that works, is understanding the existing situation. Here, we suggest following Socrates approach: I know that I know nothing. Although some mobility issues in your area may appear obvious and important for you, this does not mean that your fellow citizens feel the same way. If you ask a hundred people about their everyday mobility hurdles and their ideas on how mobility should look like, you are likely to get a hundred different answers. Therefore, before committing to any project, it is important to bring together the different stakeholders in your community and fully understand the range of mobility issues. Not doing so may result in a mobility solution that does not correspond to your community needs and thus does not enjoy public acceptance. In addition, keep in mind that what works in one area might not work in another. Often, social and cultural conditions as well as local regulations can make an otherwise perfect idea, incompatible to a certain rural area.

## Talk to your local community

To understand the existing situation, the first thing to do is talk with your local community. This is the cornerstone of any mobility solution. But where to begin with and who to talk to? We believe that talking to your local community has three essential dimensions. And we cover each of them in short.







## Target Audience

Let us start with the who, i.e. your target audience. Here, note that mobility patterns across different target groups, such as students, working individuals and the elderly, are often different. As if that were not enough, mobility patterns also differ from area to area and season to season. Urban hinterlands, urban areas and rural areas have different types of jobs and thus travel patterns and these often vary according to season. Some rural areas might have completely different travel patterns each season based on their local economy. For example, in some rural communities farming demands will be in the spring and summer and in some tourist areas demands may differ from walking to skiing at different times of the year.

Therefore, the first thing to do, is to look within your local community and decide whether you would like to improve the mobility of all the different target groups or rather focus your project to a certain target group. In other words, who is your target audience? Here, remember that choosing to benefit one target group does not have to come to the disadvantage of another. For example, in Águeda, while the main target group initially was students, this later extended to the general public and visitors.

Not sure about your target audience?

I. We believe that a great way to set the stage is to consult the following target groups:

1. High-school students
2. University students
3. Working individuals
4. Elderly
5. Socially vulnerable groups
6. Tourists

II. After you have made up your mind, the next thing to do is to reach out to those target groups. In this Toolkit we present several ways through which you can do so. However, often you do not need to think long and hard. Simple options work. Below, you can find some of them.

1. Schools
2. Universities
3. Businesses – Workers associations
4. Elderly care services
5. Public sector venues
6. Word of mouth
7. Local media
8. Social media
9. Hotels
10. Places that are frequented by tourists e.g., open markets

## PILOT STORIES



### KILKENNY

In Kilkenny, the Demand-Responsive-Travel (DRT) services have two target groups: local users and visitors. Local users are primarily people who do not own a car but seek to travel to Kilkenny or other regional urban centres.

> Local users include teenagers and low-wage workers who would otherwise rely on their family or neighbours for a lift.

> In turn, visitors refer to the high number of tourists who visit Kilkenny throughout the year, many without car, who are looking to explore the archaeological and cultural heritage of the county.

Through the DRT service, Kilkenny can cater for both target groups.



### DID YOU KNOW ?

Working individuals are not a uniform category. Full-time and part-time employees as well as employees working indoors (for example, in offices) and outdoors (for example, in the agricultural sector) often have different mobility needs. The same applies to seasonal employees who typically work in tourism or agriculture. Therefore, it is important that you consult these groups to create mobility solutions that can correspond to everyone's needs within your community.



## What to ask

You have identified your target audience and the potential ways through which you can reach them. Now, what to ask? While there are no hard and fast rules, we believe that a sound basis to begin with, is to perform a needs assessment or simply put, to answer the question: what are the most relevant mobility issues in my rural community and what does my community think of as a solution to them?

To do this, your analysis can focus on the following pillars:



**MOBILITY PATTERNS**



**PRACTICAL ISSUES**



**BEHAVIOURAL ISSUES**

DRIVERS | BARRIERS





## Select your engagement method

To perform a needs assessment, communicating with your local community is essential. Consider getting in touch with your local community groups (for example, organisations such as schools, unions, social-service groups) that are embedded in the local culture of your area, as these can help you mobilise people as well as design and deploy your solution. Start by approaching such groups through existing channels to trigger interest and disseminate your project and its various activities (for example, workshops, surveys, demonstrations). Then, once you secure buy-in from your local community, a practical way to go about your needs assessment would be to administer a survey, conduct a number of workshops or go for both options. Below, we present the pros and cons of each option, and then we move on to provide a practical guide on how you can use them to design your project.

### PROS AND CONS

By and large, a workshop can help you get in-depth insights about the mobility issues in your area and understand better the drivers and barriers of the different target groups in your local community towards shared mobility. However, a workshop typically includes a handful of people and may not accurately represent your whole community's views. Conversely, a survey by its nature cannot generate in-depth insights but can help you get a good quantitative outlook on the main drivers and barriers in your community. Each option then comes with its strengths and limitations and ultimately the choice will be dependent on the time and resources available. If you have the necessary resources, combining both methods is bound to yield the best results. Below there is a way on how you could do that. However, note that you can also go the other way around.



#### SURVEY

Use a survey to get a quantitative outlook of the main mobility patterns, drivers, and barriers in your community.



#### WORKSHOP

Use a workshop to find out the reasons behind these patterns, drivers and barriers and peoples' opinions on how you can best address them.



## SURVEY

Administering an survey to perform a needs assessment can be particularly handy. A survey can help you reach multiple target groups simultaneously in a short amount of time, and if performed online it will involve almost zero costs. In this Toolkit, we provide a simple step-by-step guide and tips on how you can use a survey to better understand the needs in your local community. Whether digitally savvy or not, our step-by-step guide will help you organise your survey. The guide also applies for an offline survey, using pen-and-paper.

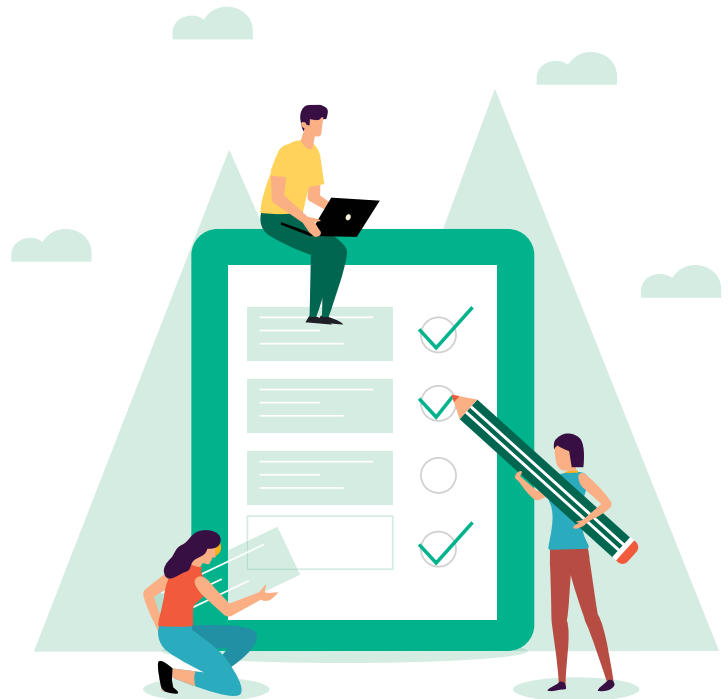
### STEP 1 Select your target audience

The first thing to consider in a survey is your target audience. If you want to tailor a mobility solution to people aged 15 to 24 years-old, then the best option would be to visit schools and universities. Conversely, if you want to tailor your mobility solution to people aged 60 years or older, the best option would be to visit elderly care centers or places that are otherwise frequented by this target group such as local commerce or open markets. Finally, if you want to fully understand the perspectives of your whole community, you can reach out to all the different target groups. This shall need additional time and resources but it is definitely worthy.

### STEP 2 Select your sample

Surveys are a useful tool to start building your project. In surveying small communities in which random sampling techniques are expensive or otherwise impractical to carry out, a good rule of thumb to follow is the more the merrier. In practice, to generate meaningful insights, you would need at least 200 responses. However, this can vary depending on the size of your community.

In designing your survey, you might also want to consider using a quota sample or in simple words, collect a certain number of responses from different target groups. For example, thirty men and thirty women per each age group category. This will allow you to check whether different preferences between different target groups exist and help you tailor your solution.



### STEP 3

#### Design your survey

The next step in the process is to design the survey questionnaire. In the section “What to ask” we have provided the basic pillars that can help you get appropriate insights and inform a mobility solution that corresponds to the needs of your local community. Nonetheless, please note that our pillars are suggestive and by no means binding. If you can think alternative or additional questions or issues that can help you design your solution, do not hesitate to include them. However, if you do so, there are a few tips and tricks that you might want to use. From those, we think that the most important one is to keep your survey short and simple. While it is always tempting to ask more, keep in mind that even a few questions can generate useful insights and that more data do not necessarily mean better data. A good rule of thumb is to keep your survey completion time between five and ten minutes. In this way, people will be more likely to complete it.



Not sure if people are paying attention to your survey? Consider adding trick questions. Trick questions can help you exclude from your dataset answers that are random. An example of a trick question would be asking your survey participants the colour of a tomato. If your participants indicate a colour other than red, then perhaps they were not paying as much attention as they should to your survey. Want to find out more tips to design the perfect survey? Then look into the [OECD's Good Practices Guide](#) in survey design. At SMARTA 2, we have found it particularly handy for our own surveys.



#### FIND OUT MORE

Short of inspiration in relation to your survey? Then have a look at the SMARTA 2 surveys in our pilot areas. While these were mostly about getting a feeling about drivers and barriers at each pilot area, you might find of their questions handy for your needs assessment. The survey questionnaire and their results are available at our website.

<https://ruralsharedmobility.eu/smarta-2/>

## STEP 4

### Survey administration

In case of online survey, we recommend administering it using the [EU Survey Platform](#). If you have little or no prior experience in setting up an online survey, you do not need to worry. The platform comes with a [tutorial](#), it is easy to navigate, free to use and can be translated in all EU languages. In addition, the platform comes with handy options that can allow you to speed up data collection and monitor the survey's progress simultaneously with your fellow colleagues. However, if you have prior experience with other survey platforms, do not hesitate to use them.

Before you launch the survey, make sure that the survey is in full compliance with the EU's General Data Protection Regulation (GDPR).

To do that, you need to make sure that you tick at least the following boxes:

- ☐ **Voluntary participation**
- ☐ **Data privacy notice**

Once your survey is set up, you are ready to disseminate it. You can do so either through online or offline channels. Here, to get as many responses as possible, get a head start by using your local community groups (for example, student or workers unions) and channels (for example, your local newsletter). In addition, you might want to consider using fieldworkers who can survey people on the street face-to-face.

## PILOT STORIES



### EAST TYROL

East Tyrol has partnered with local commerce to incentivise people participate in a survey and share their email to receive news on local mobility projects. People sharing their email would get in a lottery for three 100-euro voucher from local shops. In a week's time, this has led nearly to 400 responses. Now, that is what we call a win-win situation.

Want to see more about East Tyrol's and other areas surveys and their findings? Check the SMARTA 2 Resources section at our website.



**GIFT  
VOUCHER** €100

## PART 2

# Select the best mobility option

Once you know the main issues that hinder mobility in your community, it is time to come up with the best mobility option. Contrary to intuition, rural shared mobility options do not have to be expensive. More often than not, being creative and leveraging local assets can help you design shared mobility options that can perfectly address the mobility issues of your community and respond to existing needs, without having to spend a fortune. Maximising use of existing resources such as vehicles and venues as well as involving people who want to contribute to your local community might be all you need for your project. At SMARTA and SMARTA 2 we have piloted a number of demand-responsive solutions that can inspire you to design your own idea:

- a** (E)-carsharing service
- b** (E)-carpooling service
- c** (E)-bike sharing service
- d** (E)-hitchhiking service
- e** Community-driven transport  
(i.e., transport using community's assets such as school buses etc.)



## Bring together all stakeholders in co-creation activities

### Start from the basics

After identifying the main mobility issues in your area, it is essential to sit together with your community members and choose a mobility option that can work for everyone. Not so many years ago, when the church was the focal point of rural communities, people would meet there to discuss their everyday issues. Since then, things have changed. Nowadays, co-creation workshops can serve as an excellent occasion to bring the local community together.

In a co-creation workshop, you can discuss the challenges and opportunities in your area and how different mobility options compare through a participatory, bottom-up approach. Such an approach is essential as it gives ownership and empowers the people in your local community to bring about change. Overlooking the community and transferring solutions from one context to another or following a top-down approach in which citizens do not have their say risks wasting resources in options that have low public acceptance.

Organising a co-creation workshop can in fact be a simple, easy-to-implement and fun process. In such a workshop, it is useful to have three things in mind:



## 1. FIND A LOCAL CHAMPION

A local champion is an organisation or a person that can coordinate your smart and sustainable mobility project. In SMARTA 2 and SMARTA projects, the local champion was often the local government or the local transport authority. However, if these are not available, there are a handful of other organisations that can help. These can range from university departments to civil society organisations and charities. Such organisations, and especially university departments, can offer to you an excellent pool of resources to get your project going.

### PILOT STORIES

#### HÉRAULT

Before you organise a co-creation workshop and more broadly, a project, make sure to build a team of committed and like-minded individuals. Want to know how such a team would look like?

Consider Hérault. There, the Hérault Department was the initiator, financier and manager of the local shared mobility system, along with a handful of good allies on its side: the federation of municipalities, the RezoPouce organisation (providing the know-how), a public agency called Cerema (supporting project-evaluation) and a public-private partner called France Mobilités (promoting and co-financing the project).



## 2. KNOW YOUR STAKEHOLDERS

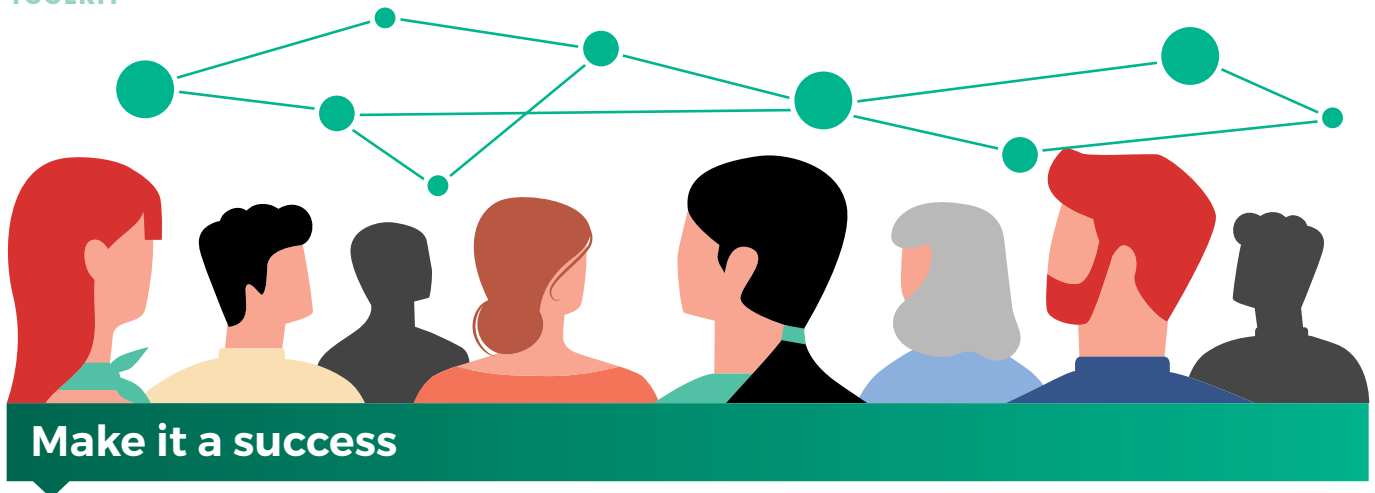
Even though it is likely that some mobility options will be already on the table prior to the workshop, engaging and consulting the whole range of stakeholders in your community can still be particularly useful. Each stakeholder group might have its different priorities and objectives and it is crucial to reconcile those. At the very least, you will validate existing ideas. At best, you can come up with innovative and novel ideas and solutions.

The stakeholder groups are never set in stone, as each rural is different. Nonetheless, some examples of stakeholder categories that you can use as a baseline are the following:

- Community members (general public)
- Local authorities
- Transport operators
- Educational institutions (e.g., schools, universities)
- Health and social services providers
- Civil Society Organisations
- Environmental associations
- Local commerce
- Hoteliers

## 3. BRING STAKEHOLDERS TOGETHER

Bring your stakeholders together in a venue that is easily accessible. Here, you do not need to think long and hard. Most often, public venues such as village/church halls, municipal agencies, schools or universities can provide an excellent space to meet. To ensure wide participation, you can publish the workshop on online and offline press. Media are always keen on local news. Then, once everything is set in place, work with your stakeholders to lower the barriers of suspiciousness and work towards a common vision.



## Make it a success

Before start thinking creatively, setting some ground rules is another necessary precondition to make your workshop a success. In this context, we thought that it would be useful to share some principles, to help you guide your discussion.

### 1. ENGAGE. LISTEN. PROPOSE

For some, opening up to people with whom they have little or no prior acquaintance might be frightening. Make sure that all your participants have an equal voice, invite constructive feedback, and eliminate negative criticism. Rather, you should focus on finding solutions. Being critical can make people withhold ideas that would otherwise be particularly useful for the development of mobility solutions.

### 2. PROMOTE IDEAS THAT ARE PRACTICAL

While a co-creation workshop is about generating several ideas, eventually you will need to conclude on some that appear more attainable. To this end, encourage people to build on each other's ideas and think in terms that are practical. Here, a good rule of thumb is to think your solution in terms of costs, and identify needs, and not wants. In principle, some people would like a bus every 5 minutes. However, in rural areas with low population density and high dispersion, this is expensive and difficult to provide.

### 3. KEEP IT INTERACTIVE

Co-creation is all about bringing people together and having them interact. Use appropriate methods that foster collaboration amongst participants such as World Café Methods or Live Voting to stimulate the interest of your participants.



#### DID YOU KNOW ?

Talking with your local stakeholders matters and at SMARTA2 and SMARTA, local areas have run a number of workshops to identify the mobility solutions in their areas and design solutions that respond to their needs.

In Águeda's workshop, students had the idea that placing e-bike stations next to the train stations would help them commute to their school, rely less on their parents and therefore become more independent. In Trikala it was the stakeholders and not the project working team that pointed out the two rural pilot areas at a very early stage of the project via a co-creation activity.

## Into the action

There is not a magical prescription for a co-creation workshop. Typically, you can mix and match a number of creative methods to stimulate a lively discussion and these will be largely dependent on your local community and the resources you have available. Nonetheless, at your co-creation workshop, it is useful to think at least of the three following aspects.



**BREAK THE ICE**



**BRAINSTORM**



**SELECT IDEAS**



Delivering a co-creation summary may look like a daunting task for anyone who has never heard of, let alone used the previous co-creation methods. If you or your group need assistance with this aspect, you can ask your local public or transport authority, or even local college and university, who will in most cases be glad to help. You will be surprised with the range of skills that are available in your community and find people with the necessary skills to help you with the task.



## FIND OUT MORE

Not sure about how to inform your co-creation agenda? Do not worry. Visit our website and have a look at the agenda items of our webinar series to get inspiration from our own workshops. Finally, remember that having a successful workshop will not only help you generate useful ideas, but also create a precedent. Chances are that the more successful your workshop is, the more people will be willing to participate or share the news about future events.



Want to learn more about creative ways that can help you sail through co-creation and design solutions that work? Then, have a look at the [Citizen Mobility Toolkit](#) of the Cities 4 People Project. The Toolkit provides a list of creative ways that you can mix-and-match depending on your local social and cultural norms. Whether you are looking for ideas to break the ice, brainstorm or select ideas, this is the resource to use. Tried and tested.

## Create together with your local community



Alright, let us assume that everyone is around. Now, what to discuss, and how? In this part of our Toolkit, we share part of the discussions that took place in our own pilots, to give you some inspiration on how you can go about your workshop.

### THINK CREATIVELY ABOUT SOLUTIONS

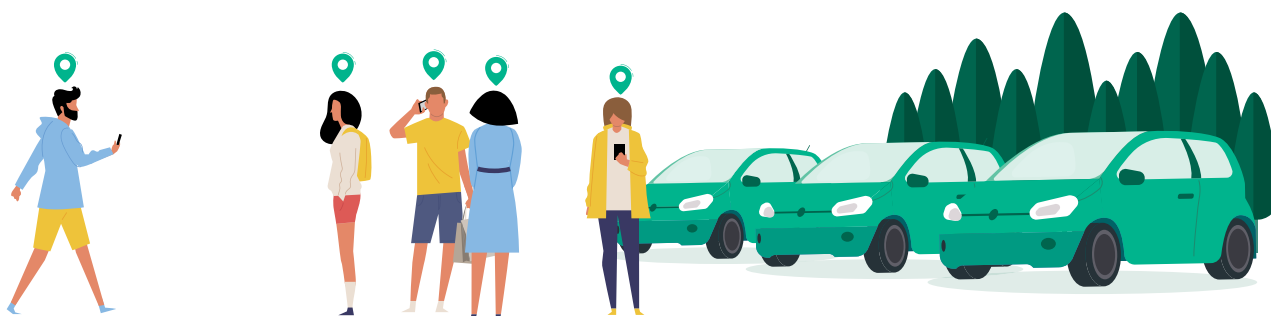
While your rural area might not have the same transport demand, financial resources and (digital) infrastructure as in a city, this does not mean that you have to spend a fortune to come up with a solution that works. Discussing with your local community can generate ideas that can be surprisingly effective and cost-efficient. Below, we present a number of those that can serve as your springboard.

#### Think creatively about resources

Think with your local community what type of infrastructure you need, where you need it and when. In rural areas with high population dispersion, it is often difficult or otherwise not financially sound to build expensive infrastructure. However, there are a handful of options that you can consider. We show some of these below.







## 1. CONSIDER USING EXISTING VEHICLES, INFRASTRUCTURE AND IDEAS

In rural areas, there are typically school buses, post buses or other vehicles that are underutilised for most of the time. How about using these vehicles to build a shared mobility solution? In addition, rural areas often have some sort of existing infrastructure that can be put into use. Existing spaces and abandoned facilities can be transformed into modern hubs. For instance, village halls, school playgrounds, churchyards or farmyards can serve as facilities for the storage and maintenance of vehicles or bikes/e-bikes. Finally, some ideas might already be in place and it is always helpful to build on what is already there. For example, Trikala have used the results of co-creation workshops that took place in a previous mobility project, called Cities-4-People, to speed-up the design of their mobility solution.

### PILOT STORIES

#### TRIKALA

In the context of SMARTA2, Trikala have developed an application that provides carpooling services and real-time information for citizens in two rural villages, Megarchi and Megala Kalyvia. This application also integrates a booking system for services that have been developed through previous projects. These services include storage lockers, wheelchair scooters and bicycles that are offered at the city's main square. In this way, Trikala has everything in a box!



## 2. CONSIDER MOBILISING LOCAL ENERGY PROVIDERS

To pave the way towards a more sustainable future, you can also work with your local energy providers to innovate and find common grounds to promote shared mobility using renewable energy. In some rural areas, renewable electricity is produced locally using solar, wind or hydropower. Using that electricity to power shared mobility solutions can be an optimal path to make your rural area self-dependent and more resilient. In our own East Tyrol, a local energy provider is working with geothermal. Who knows? In the future, East Tyrol's e-carsharing system might be running with locally produced energy.

### PILOT STORIES



#### DREISAM-STROMER

The Bürgerbus community-based service in Dreisam-Stromer was initiated through the local energy provider. The provider (EWK) launched a competition amongst citizens of the local community to gather ideas that could help improve the local environment. Guess what: the Bürgerbus community-based service was one of them. The idea was first put into practice in 2015. Six years later, EWK is still the main sponsor of Bürgerbus.



### 3. USE MULTIPLIERS

Multipliers are people or organisations that can help normalise the solution in your area. Here, you can think of two types of multipliers: ones that can take part actively in your solution, for example volunteers who would be willing give some of their time to drive a vehicle for the community or ones who can help you spread the word, such as local media or people who are influential.

#### PILOT STORIES



#### EAST TYROL

In East Tyrol, we found that having role models such as mayors or CEOs of companies use the services can be a great way to normalise them and convince people to give them a go. This is consistent with findings in behavioural science that tell us that we are heavily influenced by who communicates information. Short of mayors or CEOs? Try to use other role models such as athletes, school teachers or, influencers to spread the word.

In Hérault, RezoPouce is largely run by volunteers who are willing to give a lift to others. Similarly, Bürgerbus in Oberes Glantal and Dreisam Stromer is run by volunteers, amongst which, ex-mayors and members of the parliament who support shared mobility in practice. In all of these areas, the main incentive is to build solidarity and increase the resilience of the local communities.



## 4. UNDERSTAND BEHAVIOUR

One of the major barriers to shared mobility is trust. People are reluctant to share a service with individuals who they do not know. This is particularly true in light of the COVID-19 pandemic. In your co-creation workshop, you can think about ways of bringing people together and breaking down these barriers. Here, a suggestion would be to identify and build on things that unite people. Does your local community have target groups that have the same mobility behaviour and personal interests? If this is the case, how can you bring these different target groups together and help them share?

### PILOT STORIES

#### OBERES GLANTAAL

In rural areas that are small, strong social ties and trust within people can make the difference. For example, in Oberes Glantal, the Bürgerbus project, the community-driven demand responsive transport using a shuttle service is run by a group of volunteers who have strong links with the local community and the local authorities. The Bürgerbus drivers and members of the call center are all volunteers also. The same applies for the project's coordinator, who is the retired Mayor of one of the village communities.







In rural areas where the main employment activity takes place outside of the communities, you might want to identify employees travelling to the same place and encourage them to share their car.

For example, to promote its carpooling service, Brasov Metropolitan Area has identified construction workers who need to travel to and from job sites in which public transport is not available. Representatives from Brasov Metropolitan Area have visited these sites inspire workers to use the carpooling solution that was powered by SMARTA 2. Something that can help in this respect is getting in touch with employers, as these might be interested to give potential benefits to their employees willing to use shared mobility services.

## 5. GO LOCAL

Local commerce can play a great role in supporting community-driven shared mobility solutions. Anything from vouchers to small discounts for users of the shared services can make a difference between trying them out or not. For instance, consider approaching a local café and asking it to give small discounts to the users of the service wanting to buy a coffee. Here, you can also gamify the process: the more people use shared services and public transport, the more discounts or offers they can have access to. Such initiatives will benefit the people, the local commerce, and the community as a whole.



## 6. CONSIDER INTEGRATION

If you are up for designing a new service from scratch, such as carsharing, e-bike sharing or any other type of demand-responsive transport, consider integrating it to your existing public transport system or other services. This can provide more flexibility to your local community and encourage people to share. In this way, people might hope-on a bike, ride it to the nearest bus or train station and continue their journey. To promote this, you can use multistakeholder business models that can provide incentives to use smart shared services interconnected with public transport.

### PILOT STORIES



#### TOSCANA SUD

In Toscana Sud, Italy, the local public transport operator piloted CELSO – A Fleet and Service Monitoring System. CELSO is easy-to-use and is less complex and expensive than conventional automated vehicle monitoring systems. It includes a central software as well as a user and a driver application.

CELSO was piloted in the rural areas of Massa Marittima, Monterotondo Marittimo, Civitella Paganico, Montieri, Campiglia Marittima and Piombino. In these areas, the system was piloted as a service integrator of different transport service schemes, coordinating, managing, monitoring and assessing conventional bus service but also Demand Responsive Transport.





## 7. CONSIDER DATA

While not mandatory for simple solutions, data can be a powerful tool to make a business case and move your idea to the next level. Data can help uncover where, when, and how often people move. This can help you optimise your services. For example, if you would like to reduce demand on the peak-hours, you might want to use incentives to people to travel off-peak hours. By the same token, if you see that there is high-demand for a particular e-bike or car-sharing station, you might want to re-allocate more e-bikes or cars to that station. In addition, data can help you unpack the economic, environmental and social impact of your service and perform a sound cost-benefit and cost-effectiveness analysis. Here, you also need to think about the impact of not providing a service. This is particularly true for remote rural areas, where not providing mobility solutions reinforces urbanisation and fuels the risk of social exclusion for those left behind.

### PILOT STORIES

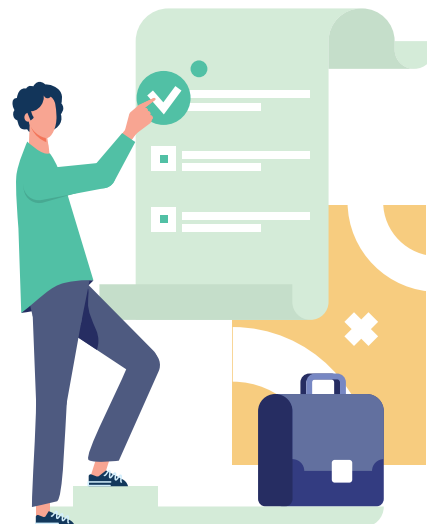
#### ÁGUEDA

Águeda's e-bike sharing system has a platform gathering all sorts of data about the e-bikes and the stations. This includes data on the demand of e-bikes in each station (showing whether there is a need to reallocate e-bikes from a less busy to a busy station). In addition, this includes data on the travel patterns of the e-bikes (showing when, where, and how long they travel) and their condition (showing, for example, whether there is a need to repair an e-bike that is not charging). Through collecting and using this data, Águeda is continuously improving its services thus making them more attractive to its citizens and visitors.



#### TAKE-AWAY

Contrary to intuition, rural shared mobility does not have to come with a huge bill. As long as you talk with your local community, keep things simple, use existing resources, and when applicable, the necessary technology, you can deliver high-quality and cost-effective solutions.



## Deal with practicalities

Practicalities are a necessary evil. While few of us enjoy them, dealing with them is necessary to take your idea forward. Luckily, we have a few tips that can ease your burden.

Essentially, you need to put your ideas on paper. This consists mainly of two parts. A feasibility study, and a business model. Completing these will not only help you to identify gaps in your project, but also demonstrate to funding organisations that you have identified the issues and costs to take it forward.


### Conduct a feasibility study

A feasibility analysis, as the name suggests, essentially tries to answer two questions:

- 1 Does your project make sense financially?
- 2 How does your project compare to other projects that could serve the same purpose?

In practice, answering these questions constitutes what is technically called a cost-benefit or cost-effectiveness analysis. To this end, it is useful to take the following steps:

- 1 Describe the project and its expected economic, environmental and social impact.
- 2 Estimate the benefits that the project will bring in each of these categories.
- 3 Estimate the costs that the project will bring in each of these categories.
- 4 Compare: how does the project perform in comparison to other options?



Try to use indicators that are SMART in your feasibility study (Specific, Measurable, Attainable, Realistic, Time-bound). Such indicators are typically quantitative in nature, easy-to-measure and always sound better to potential financiers. When this is not possible, think of qualitative indicators. In any case, you need not start from scratch. Over the course of the years, several EU projects have developed a bunch of resources that can help guide your feasibility studies. We have gathered all of these resources to our [website](#). Finally, if you are still struggling, consider getting in touch with your public transport operator or your local universities, as these will surely have the necessary means in place to guide this process.



## Define a business model

Regardless of whether you are planning to make a profit out of your mobility solution or not, you will need to ensure a service that is sustainable. In this context, a business model is essential. You can think about it in the following terms: How can you ensure that the services that you provide will meet a high-quality threshold and will keep running in the future? If you answer that question, you essentially have a business model in place.

The crucial part of your business model then is to define the financial and human resources that you plan to use to sustain your solution. More often than not, you will not need significant resources. For instance, some SMARTA 2 and SMARTA areas are using local assets and volunteers to provide their services. However, you might need to define a pricing model for your mobility solution that can help you cover your operational costs such as personnel, maintenance and others. In smart mobility, there are two prominent models of pricing: pay-as-you-go models or subscription models. You can use either of them, or both.

In pay-as-you-go models, users pay a one-time fee each time they use a service. This fee can be either fixed or dependent on parameters such as the length of the trip (in kilometers) or the amount of time users use a service. This is a great option because it does not require a huge commitment on behalf of the user. People can simply use the service whenever they need it, with no strings attached. At the same time, this option brings a better cost-per-use for you. Be all that as it may, keep in mind that when selecting a pay-as-you-go pricing model, it can be more difficult to retain customers and to predict the revenue inflow.

Subscription models are based on a recurring fee paid by users on a consistent basis (weekly, monthly, yearly) to get access to the product or the service. Subscriptions can help you create a constant relationship with customers and have peace of mind when it comes to revenue prediction. The tricky part in subscriptions is that your solution must constantly provide value in order to retain consumers.

In selecting which model to go for, remember that the focus should be on the sustainability of your solution and user retention. To be able to achieve both, make sure to estimate correctly how much money your mobility solution will require to be up and running and listen to what your local community thinks of as an appropriate model.

Finally, consider providing different fees to different target groups (for example, students) and especially the elderly and the disabled ones, to ensure that every part of your local community can benefit from your solution. Once again, engage with your local commerce to see if they would like to participate in your business model by providing small discounts or other incentives to users of your service.



## PART 3

# Take your idea forward

### Find the money



Everything written so far seems (hopefully) good. But who is going to pay for it? Well, with a feasibility study and a business model in place, you should not fall short of options. Below, we present some of them that can help you launch your solution.

#### CALLS FOR PROJECTS OR GRANTS

Calls for projects or grants can provide you the necessary technical or financial assistance to kick start or expand your idea. The European Union and often the national, regional and local governments have several calls for projects and grants. For example, have a look at the Leader, Interreg Europe programmes or the different initiatives of the European Investment Bank such as Jaspers and Elena. These are easy to navigate and, in some cases, have national contact points that can help you find out the best solution for your idea.

After you spot an appropriate opportunity, carefully read the selection criteria and fill in your application. Typically, this will require a mission statement in which you will showcase your vision and the ways in which you plan to spend the money to achieve it. Not every application you make is going to be successful. However, every new application you make is going to be better than the previous one. And eventually, it will get you there.

#### CROWDFUNDING

Crowdfunding is essentially a way to ask people who support or like your idea to chip in. Have you ever seen in a café a piggy bank for tips? Well, consider crowdfunding as an online piggy bank. In this, people from all over the world can donate to you anything from just a few cents to hundreds of euros to help you realise your idea. In crowdfunding, it is the purpose that matters and often people do not get something in return of their donation. However, you might want to think about giving incentives to your donors such as shares or premium memberships to your mobility solution. To kick-off your crowdfunding campaign, all you need to do is find a platform on the internet, and have a clear vision: how is what you are proposing transformative for the people of your community, and why people should fund it?



## PUBLIC - PRIVATE PARTNERSHIPS

Private investors are always looking for opportunities to invest their money in and might be a good alternative to a traditional bank loan. This is particularly true if you do not want to borrow money and pay an interest on it. If you go for this option, keep in mind that while investors might be easier to convince than a bank, typically they will require a big return on their investment, usually in the form of equity. This is not necessarily bad. However, it might be problematic if you want to keep full control over your mobility solution. In order to find a private investor, make sure to have a sound business plan in place. This should include at the very minimum a market analysis and a sales projection.

## LEASING

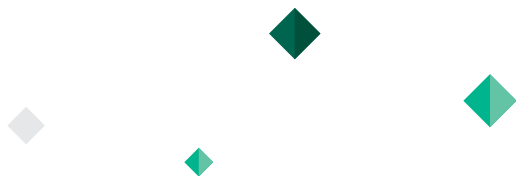
If you cannot afford to buy brand-new equipment for your mobility solution, leasing might be right into your way. Leasing can help you get the equipment you need to implement your solution (for example, used e-cars or e-bikes) and significantly reduce your investment costs. However, as with the other options, make sure to have in advance a business model and carefully consider your leasing options: no one wants to end up in an inflexible long-term agreement that is not financially viable and difficult to terminate.

## Marketing

Marketing is important to make your solution popular in the local community. But what should your marketing look like? In what follows, we present a number of options that you can use to shape your marketing approach to make your solution attractive.

### How to promote the service

While driving-alone has a series of negative outcomes both for individuals and their communities, people across Europe are still buying more cars than before. The question then is why? The answer here can be twofold. On the one hand, there are practical barriers such as lack of infrastructure. On the other hand, however, there are also behavioural barriers. And these are often equally hard to surmount as the physical ones. Luckily, below we have some tips through which you can address behavioural barriers in your community and bring about change.



## Go EAST

A good framework that can help you achieve behavioural change is the EAST Framework. According to this, to encourage behavioural change, you need to make it Easy, Attractive, Social and Timely. Below, you can find some ways to do so, using behavioural insights. While these ways are illustrative and by no means exhaustive, we believe that they can serve as a good starting basis to change behaviour in your community.

### > Easy

More often than not, small, seemingly irrelevant details can make an action appear effortful and put off someone from doing it – often, indefinitely. Therefore, in designing your shared mobility solution, consider how you can make it easy for people. You can find some ways on how to do this below.



### DID YOU KNOW ?

In most of our pilot areas, the registration process can be completed within a few minutes. In Trikala and Águeda, users simply have to download the relevant application, and they are ready to go within 5 minutes. In addition, all of the SMARTA 2 areas have developed brochures including a simple step-by-step guide to reduce the hassle of registering to the process. These brochures were made available both in local languages and English, to help spread the word to visitors such as tourists. As with a bunch of other material, these are available at our [website](#).

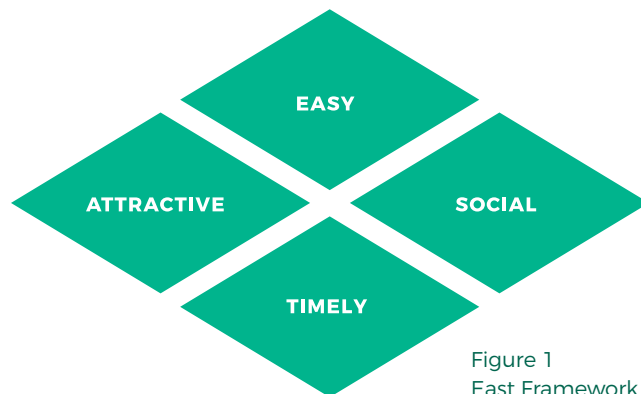


Figure 1  
East Framework

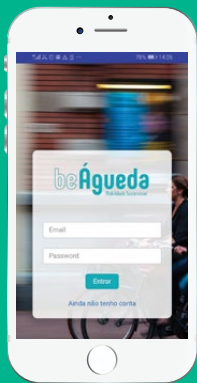
### Reduce the hassle factor of taking up a service

From learning how to sign-up to selecting a payment method, a new service can appear like a daunting experience to potential users.

To illustrate the point, consider yourself in a scenario where you do not own a car, but you have an important appointment to attend and there is traffic. Would you pick up a phone and order a taxi or register and unlock an e-bike? Chances are that you would go for the first option, even if it would take you longer to arrive at your appointment and cost you more money. But why? Well, because it is the simplest thing to do. So, what can we learn from that story?

- ① Make your registration process easy
- ② Focus your communication efforts in showing how easy it is to register and use the service
- ③ Provide step-by-step guides to your local community

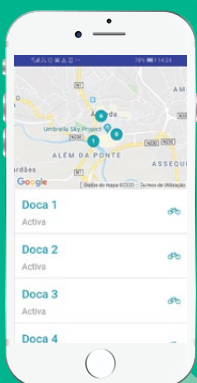
# HOW TO USE THE E-BIKES IN ÁGUEDA?



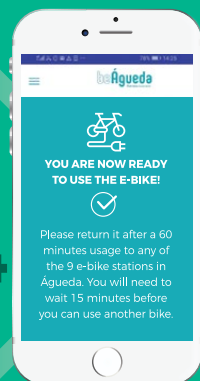
**1** DOWNLOAD THE APP FROM GOOGLE PLAY AND SIGN UP TO BECOME A BEÁGUEDA USER. YOU CAN CHOOSE BETWEEN A DAILY, MONTHLY OR A YEARLY PASS.



**2** IN THE DASHBOARD, YOU CAN EDIT YOUR PROFILE, CHECK THE AVAILABILITY OF E-BIKES, SEE YOUR TRAVEL HISTORY AND FIND USEFUL CONTACTS.



**3** BY CLICKING 'INÍCIO' YOU CAN SEE ALL E-BIKE STATIONS ON A MAP, TOGETHER WITH THEIR STATUS. THEN SIMPLY GO TO A STATION AND PICK UP AN E-BIKE FROM AN AVAILABLE SLOT (MARKED IN GREEN).



**4** YOU ARE NOW READY TO USE THE E-BIKE! PLEASE RETURN IT AFTER A 60 MINUTES USAGE TO ANY OF THE 14 E-BIKE STATIONS IN ÁGUEDA. YOU WILL NEED TO WAIT 15 MINUTES BEFORE YOU CAN USE ANOTHER BIKE.

DO YOU PREFER TO USE A CARD INSTEAD? GO TO THE CITY HALL, TOURISM OFFICE OR LIBRARY DURING THEIR RESPECTIVE WORKING HOURS AND GET ONE!

## > Attractive

For decades, the car industry has found ways to make cars attractive and associate them with a positive self-image. Everyone wants to be the person in the sports car. Catalin Frangulea, our partner from Brasov Metropolitan Area tells us that historically in his area, purchasing a car was a symbol of status, something of a success factor. We are pretty sure that this is not exclusive to the Brasov Metropolitan Area. So, what we can do to make shared mobility attractive?

## Attract attention

People nowadays are overloaded with information. A current edition of the New York Times may contain more information than the average person in 17th century England would have been exposed to in their life course. Of course, people cannot process this whole universe of information. Rather, they tend to filter out superfluous information and focus only on information that is crucial. For this reason, the way that you present your information is crucial. Here are a few tips that have proven to be successful in different settings:

- ① Keep your key messages short and simple
- ② Highlight losses rather than gains in your communication
- ③ Make salient the long-term consequences of using shared mobility services



People tend to focus on the present and neglect the long-term consequences of the future. Think of it. Does telling you that you can save up to 5 Euros a day by using shared mobility services sound the same as telling you that you can save up to two thousand euros in a year? Probably not. Therefore, in your communications, whether it is time, money or the environment that you want to put forward as your message, try to steer the attention towards the present.



### **Design rewards and sanctions for maximum effect**

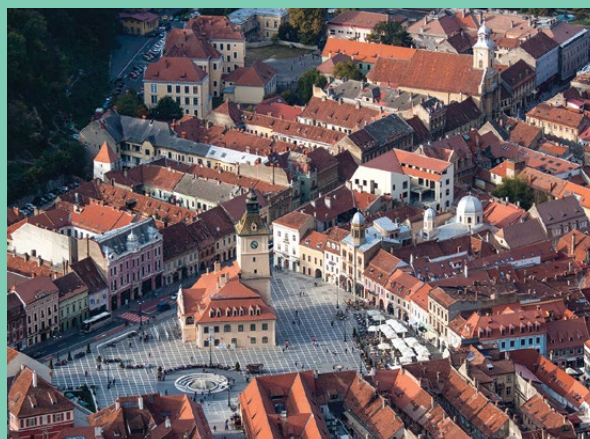
#### **Gamify the process using local commerce**

Get in touch with your local commerce and see what types of incentives they can bring into your project. Anything, from small discounts in cafés and retail shops to free-passes or premium subscriptions at public and private gyms, swimming pools or other relevant business can make a difference. Here, you can use the power of networks (we will see more about this later). Once you get to convince a couple of shops in your area, others will follow naturally.

## **PILOT STORIES**

### **BRASOV**

Following a community-based approach, Brasov Metropolitan Area has found in local workshops that citizens would be more willing to use shared mobility services if they could enjoy benefits from local businesses or forget the stress of finding a parking spot in the center of Brasov. As a result, Brasov geared its efforts towards providing incentives and free parking spaces, with the help of local commerce.







## > Social

What others think, expect and do influences our preferences and decisions. Unlike computers, humans are social animals.

### Show that most people perform the desired behaviour

In order to promote your shared mobility service, try to harness the power of norms. Think of putting across messages such as *“most people in our community are using our shared mobility services”* or equivalent ones, showing that most people perform the desired behaviour. In the user feedback surveys that we have run in the SMARTA 2 pilot areas, we have found that having friends, family and acquaintances using the shared mobility services would impact greatly their willingness to use the services as well. These peer-effects were particularly prominent amongst young people.



To normalise your shared mobility service, consider using the power of networks. Are there any organisations such as schools, unions, or perhaps businesses with many employees that can act as frontrunners and help you make popular your service within the community?

## > Timely

### Consider the immediate effects and benefits

As we have seen previously, people tend to focus on what is happening on the present instead of what is happening to the future, especially when it comes to costs and benefits. In the language of behavioural science, this is called present bias. To harness this, you should consider immediate benefits to your solution. Here, if you are using a pricing model, a free trial would be a great option. In turn, if you are using an incentive-model, an immediate incentive such as a small discount in a retail shop would also do the work. Finally, bringing long-term costs that people would not otherwise think of, into the present, can also be a good way to steer behaviour. An example of this has been shown earlier.

### Help people plan their response to events

While citizens in your local community might have the best of intentions to sit together and design a smart and sustainable mobility solution, intentions and actions often differ in practice. To help people bridge the gap between those, help them plan their response to events. If you are organising a co-creation workshop in which you want to encourage the participation of a certain target group, try to think about the problems that the target group might encounter to join that workshop. Does your target group have long working hours, child rearing or other obligation that might hinder its participation? Then try to address those either by choosing a suitable time and venue or asking them (through a poll) about the time that is more convenient to them. A good tactic here would be to advertise your workshops or other events well in advance, to allow people plan their time. In addition, if you are working with a stakeholder database (for instance, members of a union, school) or a population register, consider sending reminders, as these can highly increase your show-up rates.

## Use Nudges

In a busy world where people often have to think long and hard about making decisions, the use of nudges can be a good ally to promote your mobility solution. Nudges are essentially strategies using behavioural insights as the ones that we have previously seen to steer peoples' behaviour. The reason you should be interested to them is that for the most part, these strategies are easy to implement, do not cost a fortune, and, unlike legislation, they do not try to force a behaviour.

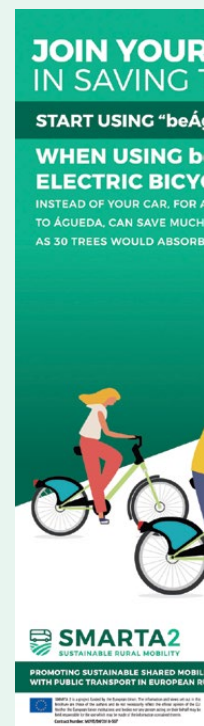
To design a nudge, you need to think about three essential steps.

### 1. Identify the behaviour that you want to address.

Here, you simply need to answer the question: What is the behaviour that you would like to change? Would you like to increase the number of people willing to share their car or perhaps the number of people giving it up for your smart mobility project? Would you like to convince more people to travel off-peak times or incentivise businesses to join your project?

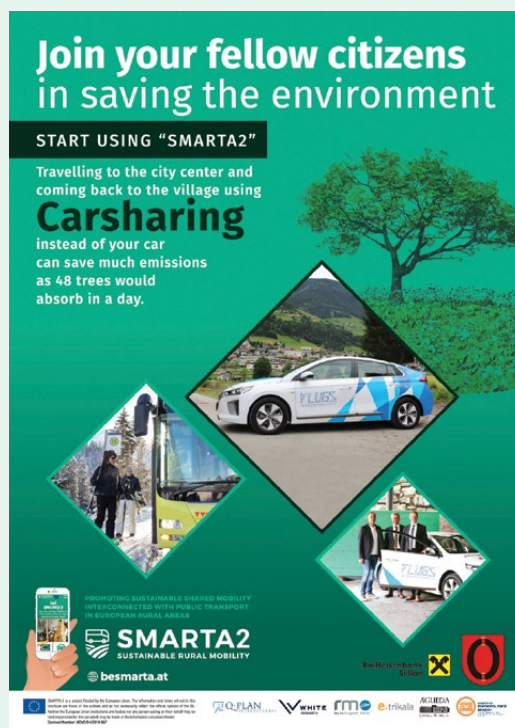
### 2. Understand what might be influencing that behaviour.

Answering the first question will lead you in this step. Here, you need to look within your community and understand the reasons that are influencing the behaviour that you are trying to change. While you should not neglect practical barriers, here you will need to focus on behavioural ones. What are the barriers stopping people from performing the desired behaviour? Is it that people think your shared mobility solutions will not be timely, reliable, or cost-effective?



### 3. Think about solutions using behavioural insights.

Once you lay out the barriers that make people reluctant to use your services, use the EAST Framework to select the best behavioural insights that can help you address them. Here, remember that you can always combine different behavioural insights. For example, you can make the sign-up option both easy (through providing a step-by-step guide) and attractive (highlighting in a short text with colours, the benefits of using the service). Want to get some inspiration? Then have a look at the posters that we have used in the SMARTA 2 pilot sites. In these, we used the sense of community and an environmental message to nudge people towards our services. If you liked the idea, you can download our posters from our [website](#).



## FIND OUT MORE

If you are looking for more inspiration on how you can use behavioural insights to design creative solutions, make sure to look at our reference list. There, you will find a bunch of relevant publications that can help you immerse in the world of behavioural science and get you acquainted with everything that you need to design your own solutions. Finally, if you want to check whether your solutions work or not, note that except before-after comparisons, nowadays there are a number of more sophisticated ways of evaluation. A good starting point to check those would be the Behavioural Insights Team: [Test, Learn, Adapt](#)<sup>12</sup>.

## Making sure that everyone is happy

Having a service up and running is important. However, make sure to occasionally check how the service is performing against your expectations. Measuring user-satisfaction is important, as it can reveal the extent to which users are happy with the service. If you are using a mobile application, inserting a user-friendly button through which people can rate the service can be an easy win. To get some ideas on the questions that you could ask, you can always check the SMARTA 2 surveys at the SMARTA 2 Resources section of our website. These combine questions related to needs assessment and user-satisfaction.

## Monitoring & Evaluation: The SMARTA Framework

Last but not least in your mobility journey comes monitoring and evaluation. This essentially tries to answer the question: What am I trying to achieve and how can I know that my solution works? If this question is not part of your design right from the beginning, it is unlikely that you will get a good answer. The best advice we could then give is to monitor and evaluate by design. While this might sound daunting, it will help you attract funding, remain accountable and know whether your solution works or not in the real world. Also, and importantly, you are not alone in this task.

The team of SMARTA has brought together the legacy of numerous European projects that have developed over the course of the past decades to develop an Evaluation Framework that can help you think about how to best respond to the questions seen previously, namely:

- ① **What am I trying to achieve?**
- ② **How can I know that my solution works?**



To help you answer these questions, the SMARTA Evaluation Framework suggests focusing on four layers:

- ① **Understanding the enabling factors for change**
- ② **Measuring the impact on mobility and accessibility of the community**
- ③ **Understanding the implementation process of the new services**
- ④ **Understanding the important aspects for feasibility of implementation and strategies**

Finding this troublesome? Perhaps look at our summary figure below.



## Scope of the SMARTA Evaluation Framework

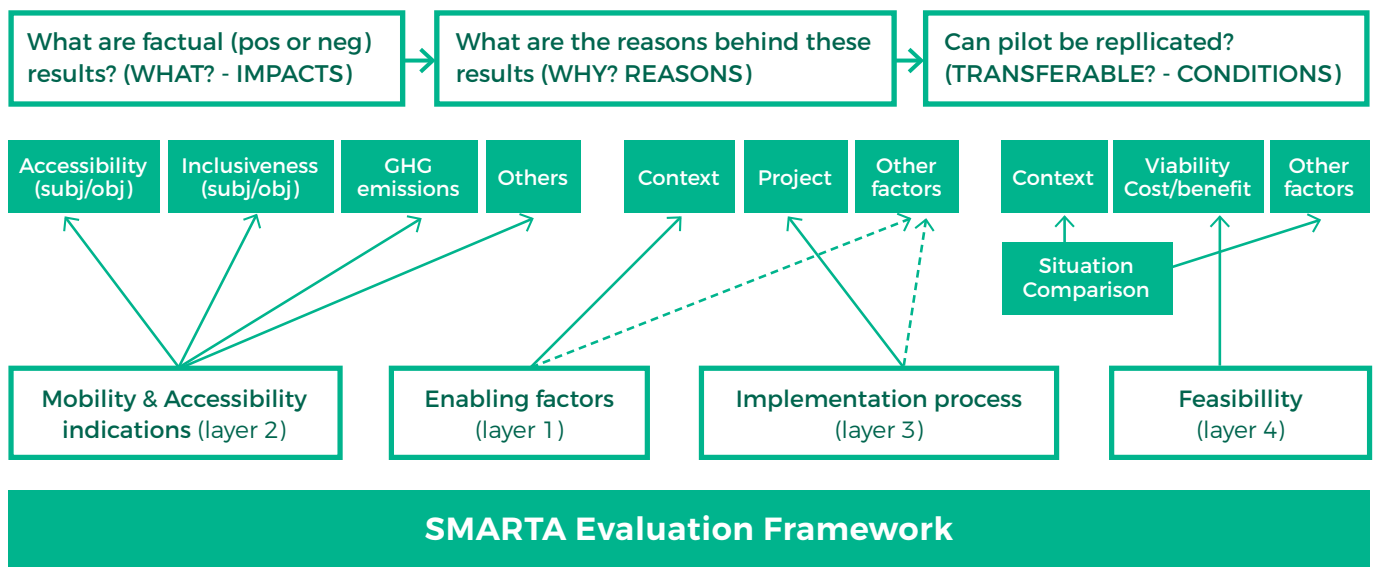


Figure 2  
SMARTA Evaluation Framework



### FIND OUT MORE

As its name suggests, the SMARTA Evaluation Framework is a way of thinking about monitoring and evaluation. Ultimately, the precise data collection and key-performance-indicators (KPIs) will depend on the mobility solution that you would like to implement and the resources you have available. Nonetheless, keep in mind that you do not have to start from scratch. In the past decades

in the European Union, numerous mobility projects have developed resources (including KPIs for evaluation) that can help you design a framework that works for your case. We have found it useful to stand in the shoulders of these giants, and we are confident, that you will too. To find out more, visit the External Resources section of our website.



- 1 COM/2020/789 final. COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS. Sustainable and Smart Mobility Strategy – putting European transport on track for the future
- 2 COM/2020/789 final. COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS. Sustainable and Smart Mobility Strategy – putting European transport on track for the future
- 3 European Environmental Agency. Emissions of air pollutants from transport. Retrieved from: <https://www.eea.europa.eu/data-and-maps/indicators/transport-emissions-of-air-pollutants-8/transport-emissions-of-air-pollutants-8> Last access: 10/05/2021.
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- 6 EWK-GMBH (n.d.). Retrieved from: <https://www.ewk-gmbh.de/> Last access: 10/05/2021
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