

Developing Mobility Management Strategies for Different Target Groups: Evidence from the MOST Project.

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Abstract - Mobility Management can be applied to a wide range of circumstances. The aim of the paper is to show that different Mobility Management services are suited to different target groups. The paper will use the experiences drawn from the MOST project to show which services suit which target groups best.

The paper begins by introducing the need for mobility management. It goes on to explain the MOST project and the different target groups, namely staff and employees; pupils and students; tourists and visitors; disabled people; the unemployed and residents. Each discussion about the target groups will look at a) the specific services that suit each group and b) how individuals from each group can be included in the Mobility Management process. The paper concludes with a set of comparisons between the different target groups and offers some lessons for the future.

1. Introduction

The concept of Mobility Management (MM) can be defined as:

“Mobility Management is primarily a demand-oriented approach to passenger and freight transport that involves new partnerships and set of tools to support and encourage a change of attitude and behaviour towards sustainable modes of transport.”¹

All MM projects therefore share a similar objective: to encourage people to use environmentally sustainable models of travel, to enhance mobility for target groups, reduce (solo) car use, reduce emissions and increase awareness of MM options. The reasons why an organisation/company or city/region may decide to introduce MM will differ. For example in the UK, the main reasons why companies and organisations have introduced travel plans are mainly due to meeting planning conditions, or in-direct policy requirements (i.e. coronary heart disease milestones), or because an organisation may want to promote its image within its local community. In countries like Italy, the national Government has been instrumental in terms of promoting the MM concept. For example,

¹ European Platform of Mobility Management (EPOMM), see website: www.epomm.org.

the Italian Government issued a Decree stating that mobility managers must be employed within companies or organisations that employ more than 300 employees (800 freelancers), particularly if they are based within cities of more than 150,000 inhabitants.¹²

For MM to be a success in practice, at both the site level, where large volumes of road traffic are generated or attracted (including work sites, retail parks, large leisure facilities etc) or at an area level (e.g. city or sub-region), those responsible for implementing such services need to be aware of the different needs and requirements of the individuals whom such services are targeted at. Individuals tend to be grouped into ‘clusters’ based on factors such as mode of transport, setting (site based) or location (regional or city-wide approach), by certain milestone events or changes in ‘lifetime’² (e.g. childhood, adolescence, elderly), or more commonly, by trip purpose. This last example reflects the reasons why trips are taken: for example, for work, school, shopping and personal care, leisure, business and transport of goods purposes.

Using the findings from the MOST project, the aim of this paper is to show which MM services can best serve the different target groups. The paper examines each of the target groups in turn and describes their input into the MM process. But first, a brief outline of the MOST² project is presented in the following section.

2. The MOST Project

MOST, “Mobility Management Strategies for the Next Decades”, was a research and demonstration project funded by the European Commission, DG Energy and Transport (TREN), under the 5th Framework Programme. MOST was operational from January 2000 – December 2002. More than thirty research and demonstration sites, divided into six thematic clusters (Education, Tourism, Health, Site Development, Temporary Sites, and Mobility Centres / Consulting) across fifteen European countries implemented MM strategies and reported on their results, impacts achieved, effects measured and barriers encountered.

Unlike previous research and demonstration projects, MOST advanced beyond looking at traditional thematic fields and target groups for MM (e.g. education and employees) and has applied MM strategies to new situations and groups of people. For example, some of the demonstration sites have implemented MM in fields such as: tourism, temporary sites and site development. Other sites have applied MM to new groups, such as: the tourists and visitors, unemployed, disabled people and local residents.

From a European perspective, the introduction of MM schemes, at both site and citywide levels, is becoming more common. As the MOST project demonstrated, the various MM schemes are at different stages of the process. For example, some organisations are still thinking about and designing their MM schemes, others are more advanced and are in the process of implementing their strategies, and a few are at the stage where they are actively monitoring and evaluating all aspects of their schemes. Evidence from the few demonstration sites has shown that MM can help to increase the quality of mobility

² Further details of the ‘Lifetime Approach’ can be accessed via the EPOMM website.

related services on offer, as well as changing attitudes and influencing modal choice towards sustainable alternatives.

3. The Target Groups

The MM schemes within the MOST project were introduced at either a 'site' (i.e. staff, employees, pupils, students, disabled people, unemployed and residents) or 'city-wide' level (i.e. tourists and visitors). It must be noted that it is extremely difficult, if not impossible, to place an individual into just one target group. For example, a physically disabled school teacher who lives in a car-free residential area could belong to at least three of the six groups. It is therefore worth remembering that individuals can belong to more than one target group at the same time.

For the purposes of the MOST project, the target groups were characterised by trip purpose (pupils, students, staff, employees, tourists and visitors), location (residents) or socio-demographic characteristics (unemployed and disabled). As the project showed, there are not only differences between the target groups, but also within the groups themselves. The individuals within each group differ according to the reasons why they make particular trips (e.g. specific purpose or to enjoy the scenic views of the surrounding area), the origin and destination of such trips (e.g. site based or city/region wide) and the frequency and timing of the trips they make.

Although individuals within a given target group may share a common objective, they may also differ in their ability to achieve this without mobility information and advice. Some individuals may already be thinking about changing the way in which they travel but do not have enough information about alternative modes and all they need is support from those people developing MM services. Whereas, there are other individuals within the same target group who are satisfied with their choice of mode and current travel patterns and are not planning to change their behaviour.

A number of MM services can be designed for the different target groups and these are explored in the following sections.

3.1 Staff and Employees

Organisations such as hospitals, universities and other public sector organisations, are employers of a large number of staff whose daily journeys to/from work demand a great deal from the local transport network. As a result, their daily journey pattern enables their employer to introduce a range of MM services that can potentially result in a number of benefits to the organization:

- ❖ Less congestion near/at the site;
- ❖ Reduce its costs and save money (e.g. no need to create new or maintain existing parking spaces);
- ❖ Improve the health and fitness of their employees;
- ❖ Maintain a good relationship with its local neighbours;
- ❖ Create a positive image of the organisation through press and publicity campaigns;
- ❖ Encourage all its employees to consider alternative sustainable modes of transport.

The staff and employee target group is one of the ‘easiest’ groups to design MM schemes for. Unlike other groups, this group of individuals share two things in common: 1) they all travel to the same destination and 2) many employees have similar working hours. On that basis, there are a number of services that an organisation and/or company can introduce to encourage a change in travel behaviour.

Services targeted at staff & employees

Evidence from the MOST project demonstrates that the most successful services to be targeted at the staff and employee group are those that specifically aim to promote the use of public transport (PT) and walking and cycling. Table 1 shows the variety of services that best suit the staff and employee group.

Table 1: Services targeted at staff

Target Group	Alternative Modes/Methods	Incentives	Information	Marketing & Awareness
Staff & Employee	Walking; Cycling; Scooters; Public transport; Staff minibus; Energy efficient company cars; Car sharing; Park & Ride; Parking management; Teleworking; Flexitime	Interest free PT & bicycle loans; Discount bicycles & PT tickets; Finance of bicycle equipment; Bicycle mileage; Bicycle parking & storage; Free bicycle maintenance; Showers; Eco-driving courses; 'Buddy' system	Maps, leaflets & PT timetables; Personalised travel information; Staff induction / welcome packs	In-house newsletters/magazines; 'Bikers Breakfast'; Health checks; In-house competitions; Workplace travel plans.

Nearly all the partners within the MOST project introduced some form of PT service or another, which resulted in an increase in the passenger ridership levels. One partner used the results of the staff questionnaires, and other information from MOST, as a way of convincing the local PT provider to increase the frequency of its service to the site and provide new bus shelters. Another partner worked with the local PT provider to offer its employees an opportunity to test PT for free for one month. A further partner hosted a series of ‘PT open days’ where employees had an opportunity to purchase an annual PT season ticket via the organisation’s interest free loan offer.

Staff / Employee input into the Mobility Management process

Successful implementation of MM measures is easier when there is a visible problem, such as congestion, limited parking space or a planning requirement. It is easier to introduce major changes if the problems are widely known in advance. For example, one

of the MOST partners regularly communicated and consulted with its employees about a merger that was due to take place. The employees were informed that the organisation needed to build new departments on an existing car park, thereby reducing the number of available car parking spaces. The MM team ensured that all employees received as much information and assistance as they required about alternative modes of transport to the site.

Some of the partners within the project mentioned the importance of establishing a formal partnership within and between different departments within an organisation. MM measures need to be developed and agreed upon by a group of individuals representing different aspects of the organisation: e.g. human resources, facilities & estates, environmental management, together with representatives of unions or staff bodies. The partnership should also include other 'external' organisations, such as a local authority and PT provider. For example, one organisation experienced a problem when two departments within a local authority could not agree on the number of new car parking spaces the organisation was allowed. This problem has now been resolved and the local authority is now a member of the organisation's 'Travel Plan Steering Group'.

Staff and employees need to be included in the discussions about the pressures / problems that have led to the need for the introduction of MM in the first place. Staff and employees within an organisation can be informed about the development of MM by using existing channels of communication, such as in-house newsletters, e-mail, notice boards, meetings or leaflets containing the results of questionnaires. Other opportunities exist to engage staff and employees in the actual process; for example, employees can participate through a formal process of staff consultation. Within MOST, a range of forums have been used to consult staff about plans to introduce MM including Travel Plan Steering Groups, user groups (e.g. bicycle user groups) and staff meetings. Consultation is essential, both to shape the development of the MM measures and to gain acceptance and ownership for new initiatives. Employees within an organisation need to be aware of the activities that are taking place and should be consulted at each stage of the process. The success of the measures depends heavily on staff involvement.

3.2 Pupils and Students

This group of young people (pupils) should be seen as a key target group, since they represent the future generation and efforts to influence their travel decisions should be taken whilst they are still young. The group is also important because the percentage of young people travelling to educational institutions on a daily basis is high. Similar to the staff and employee group, a large number of young people are travelling to the same destination (the school or higher education institution), and they travel to and from school/higher education at similar times, thereby the introduction of successful MM services can have a positive effect on daily peak traffic levels.

In the 'pupil' target group, the need to introduce MM is not just about reducing levels of traffic congestion or encouraging people to use sustainable and healthy alternatives, but it also includes the need to provide education and awareness of traffic safety and mobility issues. As shown by the project's school examples, the main reason why parents drive

their children to school is because they are concerned about safety issues. However, this can lead to the creation of a vicious circle. As more parents drive their children to school the more dangerous the school's surrounding area becomes.

Educational institutions, therefore, have an important role to play in the development of young people's attitudes and behaviour towards different modes of transport and more importantly, sustainable mobility. By educating young people about travel issues: e.g. congestion, environment and health, can also contribute to a change in behaviour amongst the parents. For example, a child may try and persuade his or her parent that s/he would like to walk or cycle to school instead of being taken by car. As well as being a sustainable mode of travel, the benefits of walking to school are that young people get more exercise, become more alert and wide awake for the school day, become more aware of their local surroundings and they can gain a certain degree of independence.

This target group of individuals is also very important for commercial reasons. Encouraging young people to travel by public transport provides public transport companies with an important group of customers for the future. A further reason why educating young people about the need to make responsible travel decisions is that one day these young people will reach an age where they can decide for themselves if they wish to drive or not.

Services targeted at pupils and students

The development of services (Table 2) for this target group differs depending on the age of the individual. For example, services for young pupils tend to focus on cycling, walking and public transport. Whereas for older students, particularly those at University, the services can be more wide ranging, for example, walking, cycling, public transport, car sharing and teleworking: e.g. distance learning.

Table 2: Services targeted at pupils and students

Target Group	Alternative Modes/Methods	Incentives	Information	Marketing & Awareness
Pupils and Students	Walking (buses/crocodiles); Cycling; Scooters; Public transport; School bus; Car sharing; Teleworking (e.g. on-line courses)	Bicycle parking & storage; Free bicycle maintenance; Bicycle training / proficiency tests; 'Buddy' cycling system; Road safety training; Free bus tickets	Maps, leaflets & PT timetables; Personalised travel information; Student welcome packs; Education material; PT trip planner machines	Newsletters/magazines; 'Bikers Breakfast'; Health checks; Competitions; Safe Routes to School; Car free school days

One partner who designed services for school children found that 21% of all children walking to school do so under guidance of their parents or in small groups with other children. 61% of the children live between 0-2km from their school. This is a large group of people who could potentially be encouraged to either walk or cycle to school. Another

partner, who was in the process of introducing 'Safe Routes to School' as part of their Local Transport Plan, found that walking to school was popular amongst younger children (4yrs-7/8yrs) - 30% of parents walk their children to school. Whereas at the next school stage (7/8yrs-11yrs) only 16% of children walk to school. However, almost 50% of parents who currently drive their children to school would like the child to walk. For the same age group, about 20-25% of children who are driven to school actually live within walking distance (less than 1 mile) from the school. These figures suggest there is a lot of potential for MM services at school sites.

Similarly to walking, cycling is also a healthy, environmentally sustainable alternative, and enables young people to gain some independence and exercise. For short trips (less than 5km) the bicycle is an effective alternative to that of the car. In some ways the bicycle can be seen as a better alternative to the car than that of conventional fixed route public transport. Bicycles have the advantage in that they can offer competitive journey times, door-to-door capabilities and flexibility. As the MOST project shows, cycling has an important role to play within a school or higher education institution's mobility management plan, but its success varies according to the nature of the local environment, the culture of cycling in the locality and conditions of climate and topography. One school introduced a bicycle pool project. A pool consists of a small group of children cycling to school along fixed routes, accompanied by an adult. In Belgium, 340 children (11%) from 7 participating municipalities have joined a bicycle pool and cycle to school on a daily basis.

Pupils and students input into the Mobility Management process

Similar to the staff and employee target group, it is relatively easy to inform and consult pupils and students about MM services as the target group are situated in the same location (school or higher education institution). To encourage young people to participate in the development of MM services, schools in particular, need to ensure that learning about MM is fun and exciting and that classroom activities are applicable to 'real life'. For example, one partner developed a 'Snake Game' as a way of encouraging children (and parents) to try an alternative mode and change their travel behaviour. Another example is the 'Action Day' competition that was held in Zug (Switzerland). The competition was designed to encourage children to take part in the City's 'round-trip' activity days. Each child received four 'stamp cards' (1 card for each round-trip route), each time they visited an attraction they received a stamp, once the card was full it was entered into a competition. On the back of the card was a questionnaire for parents to complete about their own mobility behaviour.

The University examples show that older students, compared to young pupils, are harder to persuade to change their travel patterns. Students who are old enough to drive tend to regard the ownership of a driving licence as a symbol of adulthood and independence. To this group of people, driving a car is not just about travelling from 'a' to 'b', for them it is more about their status, position within society and freedom from parental decisions. However, since 1996 one University has encouraged its students to participate in the development of MM services through its teaching syllabus and education courses. For example, projects and dissertations are designed for students to complete as part of their degree. The student benefits as s/he learns how to design questionnaires and surveys,

methods of analysing and interpreting results, how to write up the results in a report and different ways of disseminating the information. At the same time, the mobility manager benefits from the student's involvement as s/he receives important mobility information required to develop alternative services.

3.3 Tourists and Visitors

The MOST project defined a tourist as 'someone who visits a city or town for more than 24 hours as part of their holiday' and a visitor as 'someone who visits a person or place for less than 24 hours'. The results from MOST show that the tourist target group is harder to influence than the visitor group. Those tourists that arrive at their holiday destination by car tend to rely on their cars for the duration of their holiday. However, combining the mobility centre with the tourist office can be very effective in terms of encouraging a change in behaviour. An individual on holiday may visit a tourist office to find out about the local attractions, at the same time and from the same office, s/he can also receive information about how to travel to the attraction by PT, bicycle or foot.

Visitor attractions (e.g. theme parks, sporting events, festivals and concerts) tend to generate large numbers of vehicles travelling to the same destination within a city or region resulting in congestion on the main access routes. Under these circumstances, 'special' public transport services need to be provided to take visitors to their event.

Unlike the staff/employees and the pupil/student target groups, designing MM services for the tourist/visitor target group presents more challenges to those responsible for planning suitable mobility alternatives. The origin and destination of individual travellers is diverse and differs from day to day.

Services targeted at tourists and visitors

As gaining access to tourists and visitors is extremely difficult, the main services (Table 3) that need to be developed are those that focus on providing better information, in a number of formats e.g. languages, audio, Braille, large print, and accessibility advice and 'dedicated' PT services. In other words, the emphasis is not on persuading people to change their travel behaviour through participating in free public transport trials, season tickets or car-sharing services, rather services that suit this group better are those that promote walking, cycling and PT and those relating to personalised travel information.

Table 3: Services targeted at tourists and visitors

Target Group	Alternative Modes/Methods	Incentives	Information	Marketing & Awareness
Tourists and visitors	Walking; Rent a bicycle; Scooters; Collective taxi; Public transport; Park & Ride	'PT + Event' combined ticket; Integrated PT ticket; Bicycle parking & storage	Maps, leaflets, PT timetables; Personal travel information; Online transport information; Cycling/walking maps; Real time info	Newsletters/magazines; Competitions; Integrate the mobility centre within the tourism office

To encourage intermodality within its City, one partner installed a number of bicycle parking stands at all the public transport intermodal points. The same partner has also introduced 'combined tickets' whereby the cost of the PT ticket also includes entry to local museums and monuments, or people can present this ticket at certain stores and restaurants and receive a discount.

Prior to the introduction of a 'tourist bus' one partner was experiencing a number of problems in trying to encourage tourists to travel by PT within the City. The main reason was because a number of the popular attractions were difficult to access by PT. The introduction of the tourist bus had a dual effect, a) reduced the number of car trips and b) increased the number of people visiting the attractions.

An initial survey carried out by one partner showed that the main reason why the majority of tourists and visitors did not use PT within the city was because of the lack of adequate information and timetables. This problem was addressed when the partner provided local hotels, tourist offices and other central locations with bus information and brochures containing details of services and timetables.

Tourist and visitor input into the Mobility Management process

As tourists and visitors tend to stay within a City or region for a short period of time, it is very difficult to actively encourage individuals to participate in the process of developing MM for that area. However, as 'outsiders' their comments and experiences are very important and should be included in the decision making process. Those partners within MOST who have been responsible for addressing this target group have found questionnaires (which ask for details about origin, itinerary, transport to and within the area, views about collective transport and awareness of existing services, particularly those provided by mobility centres) to be the most beneficial method of gaining information from these individuals.

3.4 Disabled People

The term 'disability' summarises a great number of different functional limitations. People may be disabled by physical, intellectual or sensory impairment, medical conditions or mental illness. Such impairments, conditions or illnesses may be permanent or transitory in nature.³ Two of the project partners focused on MM services to support people with physical and mental disabilities.

Services targeted at disabled people

The main services that have been implemented by partners to support disabled people have tended to focus on adapting and redesigning existing modes of transport, such as buses and trams, so that they are accessible to disabled people. In addition, leaflets, maps

³ Definition is taken from the 'Standard Rules on the Equalisation of Opportunities for Persons with Disabilities', adopted by the UN General Assembly, 48th Session, Resolution 48/96 Annex of 20 December 1993.

and PT information needs to be provided in a variety of formats e.g. audio, Braille and large print.

Table 4: Services targeted at disabled people

Target Group	Alternative Modes/Methods	Incentives	Information	Marketing & Awareness
Disabled People	Walking; Cycling; Accessible public transport; Demand responsive transport 'Dial-A-Ride'; Car sharing; Park & Ride	Free PT tickets	Maps, leaflets & PT timetables audio, Braille, large print; Personalised travel information; Real time info; On-line info	Newsletters/magazines; Health checks; Competitions

The two MOST project partner examples show that public transport services need to be modified to take into consideration the needs of disabled people. Both partners focused on the promotion of public transport rather than other modes such as walking, car-sharing or cycling. For one partner there was a legislative requirement that all buses in the region are modified and accessible to wheelchair users within the next 5 years.

Disabled persons input into the Mobility Management process

This target group of people can be contacted and encouraged to participate in the development of MM services in a number of different ways. For example, one partner set up an 'Interdepartmental Committee' made up of four departments: health, transport and communications, social welfare and education and culture. The committee was responsible for the well being of both physical and mentally disabled people in the region. A questionnaire was designed to find out more information about the mobility needs of the users, the distances travelled and the cost of providing specialist transport. The partner interviewed disabled people from a day care centre to find out their journey patterns. The results of the questionnaires were then used to inform key decision makers about the MM services disabled people in the region required.

A second partner concentrated on providing MM services for physically disabled people. The City of Sarajevo (Bosnia) works in partnership with various groups representing disabled people, transport providers, employers, business associations and non-governmental organisations. The partnership works well in practice and the mobility needs of disabled people are now well known and acted upon within the City.

3.5 Unemployed

Within Europe there is a great deal of emphasis placed upon reducing 'social exclusion'. Nottingham City Council (UK) used MM as a tool to remove transport barriers to employment and training within four socially excluded areas within the City. Using MM tools to improve access to transport services was seen as one way of combating social exclusion and ensuring that no one is excluded from society because of transport issues.

Services targeted at unemployed people

Nottingham City Council implemented a couple of measures to encourage individuals to look outside their immediate surroundings for employment opportunities. The partner used a mobility office to provide unemployed individuals with information about public transport services and create a personalised travel plan for that person. The mobility office has established itself as an essential service to the local community, in particular in the way employment information and advice is delivered to unemployed people.

Table 5: Services targeted at the unemployed

Target Group	Alternative Modes/Methods	Incentives	Information	Marketing & Awareness
Unemployed	Walking; Cycling; Public transport	'Get-a-job-get-a-ride'; Free use of a bike in the short term; Free bicycle maintenance; Free PT tickets to attend job interviews & training	Maps, leaflets & PT timetables; Personalised travel information; Real time info; On-line info	Health checks; Competitions

Working with the local public transport provider, it is possible to provide unemployed people with free public transport tickets to attend job interviews, job training and, if successful, free tickets during the first month of employment. After the first month, the employed person is then expected to pay for public transport tickets. For those individuals who have gained permanent employment or training, they are able to choose between one free monthly bus pass or they can have use of a bicycle for 3 months. This 'get-a-job-get-a-ride' scheme (Table 5) has been a great success. Door-to-Door mobility services are now offered to all unemployed people who have successfully secured an interview for work or training. The local taxi companies are also involved in the scheme as they offer a guaranteed ride home if there is a problem with the 'door-to-door' transport service.

Unemployed persons input into the Mobility Management process

To engage unemployed people in the process of developing MM services, questionnaires can be sent to those individuals who have been successful in securing a job interview. The questionnaire should ask the individuals to provide details of the journey s/he has to make, time of the interview and travelling habits. The information within the questionnaire can then be faxed to a 'central' mobility centre. The staff at the mobility centre can then use this data to plan a journey route and organise free public transport tickets, which are then sent to the individual.

3.6 Residents

Within North-Rhine Westfalia (Germany), the city of Weissenburg has a car-free housing scheme. This car-free housing residential area attracted a number of people who wanted to live in an area where space was given over to people rather than cars. In Athens, city planners are preparing for the Olympic Games in 2004. If current policies remain, the city planners predict that there will be a great deal of congestion within the City of Athens. In order to assist the movement of people during the Games (i.e. the games' participants, visitors and Athens' residents) the local government is pursuing a number of MM services, which could be introduced to ensure that the City is free from congestion.

Services targeted at residents

The project partners who have addressed the issues concerning the residents target group have tended to concentrate on two types of MM services: 1) car sharing or restricting car use, 2) public transport information and improved services (Table 6).

Table 6: Services targeted at residents

Target Group	Alternative Modes/Methods	Incentives	Information	Marketing & Awareness
Residents	Walking; Cycling; Public transport; Car sharing; Park & Ride;	Bicycle parking & storage; Free bicycle maintenance;	Maps, leaflets & PT timetables; Personalised travel information;	Newsletters/magazines; Health checks; Competitions (e.g. city wide)

Evidence from the Weissenburg example has shown that 91% of non-car housing residents had not previously used car-sharing services before they moved into the residential area. However, once they moved, 94% were aware of the car sharing scheme and 34% of that sample had already used the service. In Athens 91% of local residents were positive about the plan to restrict the use of the private car within the city centre during the Olympic Games in 2004.

Both partners show that local residents are prepared to allow restrictive measures towards the car to be implemented, particularly within city centre areas, on the condition that they receive better public transport information and services. For those residents who do not own or use a car, up-to-date and reliable information is very important. The Weissenburg example also shows that the residents use the internet to access mobility information a lot more since they moved into the residential area.

The Weissenburg example, in particular, has shown that car sharing is a viable modal alternative for residents living in a non-car residential area. It could be argued that the results from Weissenburg suggest that residents participating in a car-sharing scheme are more likely to use their time with the car more efficiently e.g. planning the need to travel

and the purpose of making certain trips, than if a car was available to them on a permanent basis.

Residents input into the Mobility Management process

In some respects it is quite easy, compared to the visitor and tourist target group, to encourage residents to participate in the process of developing MM for their locality. The examples within MOST have shown that partners have involved residents in two ways, 1) via household questionnaires and surveys and 2) face to face interviews. This is a similar method to that used for the other target groups.

4. Comparisons between the target groups

Those responsible for implementing MM need to remember that they may not achieve a large shift in travel behaviour in the first instance. Individuals who were originally reluctant to change their behaviour may be persuaded to try an alternative mode, even if it is for only 1 day a week, or their personal circumstances may change, making car use less attractive – but this can take quite some time.

MOST has found that MM measures are most effective when they are targeted at either specific journeys (e.g. travelling to work, school or hospital) or when the focus is on the needs and requirements of actual groups of ‘users’. The partners within the project have shown that obtaining the views and opinions of the target group towards planned services is essential if a change in mobility behaviour is to take place. The target groups share a number of common attributes as well as differences. The following section will discuss the target group comparisons in more detail.

Commonalties and Differences

The target groups within the project have a number of common attributes as well as differences. All target groups share similar objectives, to be able to travel from ‘a’ to ‘b’ in a safe, reliable and environmentally sustainable way. The MM services implemented within the MOST project have sought to provide better information about the choice of modes available so that individuals can reach their objective.

All partners have recognised the importance of consultation and ensuring that individuals receive up-to-date information about planned developments. Successful partnerships have been formed between the target groups and those developing MM where common objectives have been established, and the role of each partner is clear.

Those partners who used survey methods as a way of collecting further details about their target group have found this to be a useful tool for a number of reasons. Firstly, they were able to gain baseline information about traveller characteristics and requirements quickly and at little cost. Secondly, they could test peoples’ reactions to hypothetical situations and proposed measures in advance. Thirdly, members of the target group were able to contribute their views and opinions towards the development of MM and, finally, surveys can be used to raise the awareness of sustainable mobility within a site or locality.

Opportunities and Challenges

Opportunities for successful development and implementation of MM services depend on the level of awareness raising a site/city or region is prepared and able to undertake. All target groups within the project have shown that achieving movement from a position of awareness to a positive attitude towards MM is enhanced by promotional activity, information and marketing, which is comprehensive and relevant to users.

Lessons from the target groups have also shown that information about mobility services needs to be provided in appropriate media for the individual user groups, whether defined by age, journey type, destination or access to an existing service. The offer of incentives e.g. financial, time and prestige are often needed to encourage people to try an alternative mode. Such media must be accessible to all e.g. different languages and formats.

On the whole, all target groups showed a positive attitude towards restrictions on parking, as part of a MM package of services, particularly within site-based examples. Restrictions are likely to be more acceptable when there are plenty of alternative MM measures, which are both practical and attractive. Organisations that are able to compensate staff e.g. by cash payments for the loss of parking rights have an obvious advantage in selling the concept of MM.

5. Conclusion

When designing MM strategies practitioners need to bear in mind the differences that exist between the various target groups for whom the services are targeted at. When approaching staff and employees of companies, PT related services and work place travel plans seem to work well. For young pupils, supervised travel within groups by bike or on foot can address the concerns of parents with respect to traffic safety and 'stranger danger'. For tourists and visitors, PT services, combined tickets and dedicated tourist buses suit that group better. Accessible public transport and demand responsive transport services can accommodate the needs of disabled people. The 'get-a-job-get-a-ride' scheme targeted at unemployed people has proven to be a great success. Services that worked best for residents were car sharing or access restrictions for cars combined with improved PT services and information.

MOST has explored the potential conflicts between sustainability, transport access and economic interests. These conflicts can be managed through appropriate partnerships between key stakeholders and the various target groups that the new services are directed at. The evidence from the target groups suggests that certain trips for certain purposes (work, school, university or hospital) can be influenced more easily than others, as these groups of travellers can be more readily contacted than in the case of the other target groups. For the remaining groups, innovative marketing and awareness campaigns are an excellent way of targeting the individuals and getting the right messages across.

For further information about the MOST project, please see the project's website <http://mo.st>

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