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The Urban Lab of Europe !

The SASMOB project Journal N° 1

Project led by the city of Szeged



**URBAN
MOBILITY**

The SASMob project

Considering the challenges to maintain both high quality and financial sustainability of its public transport system, the SASMob project aims to offer an integrated, intelligent and responsive solution to promote sustainable urban mobility in the city of Szeged.

Szeged City Council therefore initiated a strategic cooperation with beacon local businesses, the university and transport providers to co-design and tailor sustainable commuting solutions for employees – the biggest car-dependent mobility group. The project will set up, a first of its kind, governance system in the EU to support the private sector's commitment for low environmental impact mobility. It is a strong contractual scheme with measurable performance commitment from employers. Mobility commitments of employers will be supported by the IT Jobs platform which will bring together an overarching toolbox for behavioural change campaigns, by bringing excellent European practices under one umbrella, including carpooling and many gamification practices.

The SASMob project has a strong focus on IT solutions to build a data-driven and responsive mobility service. Supporting private commitment and partly building on the data created by the Mobility Pledge, the project will develop a data management process to analyse the complex urban mobility behaviour. Data will be collected from the smart phone applications and from cutting-edge mobility tracking systems established to optimise transport planning, which will be called the SASMob Response.

The piloted Employers' Mobility Pledge will be ready to engage new local businesses into this excellence programme. Thus, the SASMob integrated and responsive approach will accelerate progress towards a broad and low-environmental impact mobility contributing to better health outcomes, smaller mobility footprint and improved company culture.

Partnership:

- Municipality of the City of Szeged
- Szeged Pólus Development Non-profit Ltd - Non-profit organisation
- University of Szeged (SZTE) - higher education and research institute
- Regional Environmental Center (REC) - Non-profit organisation
- Szeged Transportation Ltd (SZKT) - Transport provider
- Centre for South-Alföld Transport Ltd (DAKK) - Transport provider
- Griffsoft Ltd - private company
- IT Services Hungary Ltd (ITSH) - private company
- Urban Management of Szeged Municipality Nonprofit Ltd (SZKHT) - Non-profit organisation
- Pick Szeged Ltd - private company
- evosoft Hungary Ltd - private company

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1. Executive Summary

Where is Szeged? It is the third largest city of Hungary. an economic hub at the border with Serbia, on the Hungarian Great Plains. The river Tisza flows through the town, with the New-Szeged bridge connecting the old town with many university campuses and residential areas. Szeged University is the second most prestigious university in Hungary, with more than 23 000 students many of them (3500+) international students.

I was welcomed by the autumn sun, as I got out from Szeged railways station to the open square. Golden sun rays broke through the tree canopy. Everything was quiet, clean and orderly. This scene, which is so typical of well-maintained middle-sized cities is in such a shaking contrast to the transportation hubs of metropolises where

transportation is equivalent of stench, dirt and noise. Soon a tram on rubbered wheels rolled in – a European prototype of a Polish company – and without much searching I could jump on it, to buy my ticket through the contactless vending machine and rode to the centre to meet the project team, who are the driving force behind mobility development in Szeged. And thus, my journey to the SASMob project has started.

“It is an innovative project, because of the role of the municipality in it. Mobility planning is not new, not even at company level. But the energy that the municipality is putting into the process to foster sustainable mobility in a city makes it a very special case.” (Sándor Nagy, vice mayor of Szeged)



Arriving to Szeged, by Zsuzsa Kravalik

During the past few decades the city has undergone incredible changes in mobility culture. Bicycle infrastructure developments rocketed, improvements on public transportation are numerous including new, modern vehicles equipped with wifi service, modernised ticketing system with more flexible options and season tickets, and more comfortable purchasing options. Together with road safety measures, the city's efforts were not gone unnoticed by European policy setters: Szeged was bestowed CIVITAS Legacy Award this year.

Old habits die hard. Or in mobility terms: It is harder to move a bus stop 100 meters away than building 100 km new bike lanes! Add-on improvements are easier to make than changes to which citizens must adapt to, such as learning new routes. Nevertheless, sustainability of the achieved improvements requires changing mobility habits both from the side of citizens and from the side of the city. It is way too easy to get into a negative spiral of unsustainable frequency resulting in even less passengers and even higher budgetary deficit.

Experts are eager to give you easy to capture messages on how to boost passenger utilisation on public transport – one of the major issues for the city of Szeged as well. Besides – or maybe due to the improvements in public transport – it is a huge burden on the city budget and thus is searching for boosting sustainability. Here is my “credo”:

- Increase reliability and flexibility – you should increase the frequency of the services on a route – since the travelling starts with the waiting time. Predictability of the frequent public transport gives the necessary flexibility of citizens to use public transport.

- Ensure passenger comfort – comfortable vehicles, quite riding and extra services enhances the traveling experience as much as possible on public transport
- Target specific audiences with specific messages – create new ways and new means to ensure that transport services are well known for your citizens. Create site specific brochure, info sheets, easy to de-code route maps and schedules. Be more targeted in marketing to reach specific groups, such as factory workers, hospital visitors, festival goers, etc.
- Make mobility choice an everyday game – make fun and captivating visuals and ensure that citizens can be part of the game. Organise your citizens in segments so that they will also take mobility as a choice and not as a habit.

Szeged invested so much into mobility management in the last 20 years and it is now eager to keep these improvements alive by breaking down institutional mobility customs and personal habits. The mobility actions in the city of Szeged will be an important experiment for every city to look at and learn from. I am glad that I am the one who can recount this journey into ecologically and financially sustainable mobility management.

2. Local and European mobility context

2.1 European mobility attitudes

Urbanisation means density and means congestion from medieval markets to modern rush hours. Today 68% of EU citizens live in and even higher proportion of economic activity take place in urban areas (85%). Urban transport systems are vital to the economic functioning of cities through their provision of accessibility for goods and commuters. Problems with transport infrastructure can have serious economic consequences. Road congestion in the EU is often located in and around urban areas and costs nearly €100 billion every year, or 1% of the EU's GDP. These numbers are clearly reflected in people's attitudes about urban mobility: around four in ten Europeans encounter problems when travelling within cities (38%). Moreover urban areas are also particularly exposed to the external costs of transport, with higher levels of air pollution and noise pollution.

The 2013 Eurobarometer on Attitudes of Europeans towards Urban Mobility revealed that half of Europeans use a car every day, which is more than the proportion who cycle or use public transport together. These numbers hide national differences: in Hungary car dependency is half of the European average, only 24% of respondents use the car for every day commuting.

When confronted with the question of how to improve travelling within cities a clear majority of Europeans called for better public transport at lower prices, while cycle and walking facilities were mentioned second by nearly one third of respondents. Restrictions and carpooling options are viewed as a remedy only by one quarter of Europeans.

Changing the way we travel is a key to boost economic activity and to live a more relaxed and

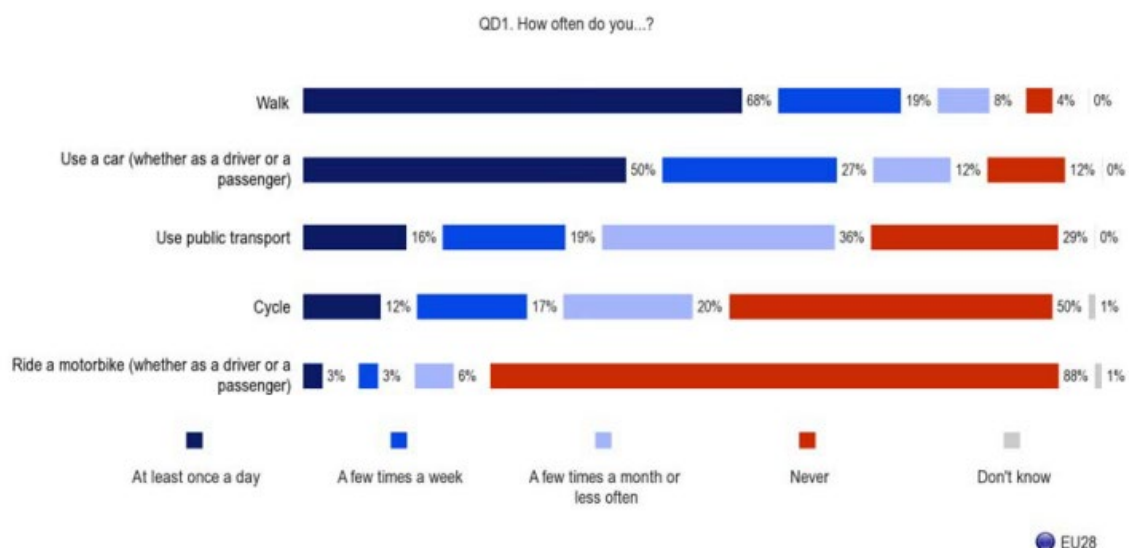


Chart from Eurobarometer survey N. 406

healthier lifestyle. But how to persuade people to change the way they live? “It is important to remember that government, local or central, cannot change people’s behaviour even if it wanted to. People change their own behaviour in response to other changes in the world around them, in their understanding of the world and in their perceptions - including their perceptions of themselves.” (Department for Transport, UK)

Behaviour change can seem complicated, since the reason why people make the travel choices is often complex and dependent on a number of interrelated factors. Exploring sustainable

mobility management in various EU cities we can identify several key elements what cities are implementing and that can influence behaviour options.

- high quality sustainable mobility options
- data-driven mobility service development
- high quality and personalised information on mobility options - market segmentation for marketing
- prestige – image
- gamification – to engage and lure passengers toward sustainable modes of transport

2.2 Actions in Szeged

Over the past 15 years, Szeged has implemented varied mobility solutions, including establishing traffic calming zones; improving cycling infrastructure; creating new bus lines; expanding and reconstructing its tram and trolleybus network; and contactless payment for public

transport tickets. It has also held public events for SUMP development and neighbourhood regeneration projects. Recognising the city’s long-term and inspiring commitment and implementation of innovative measures the city was awarded with CIVITAS Legacy Award in 2018.



Szeged mobility captured in 1955, by Fortepan

During the period from 1994 to 2015 the use of bicycle as a mobility option grew from 5 to 17% for daily commuting, while walking has moderately grown only 4% reaching 24%. That it is relatively easy to move around with car in Szeged and there are no major congestions is due to the change in mobility behaviour of the citizens.

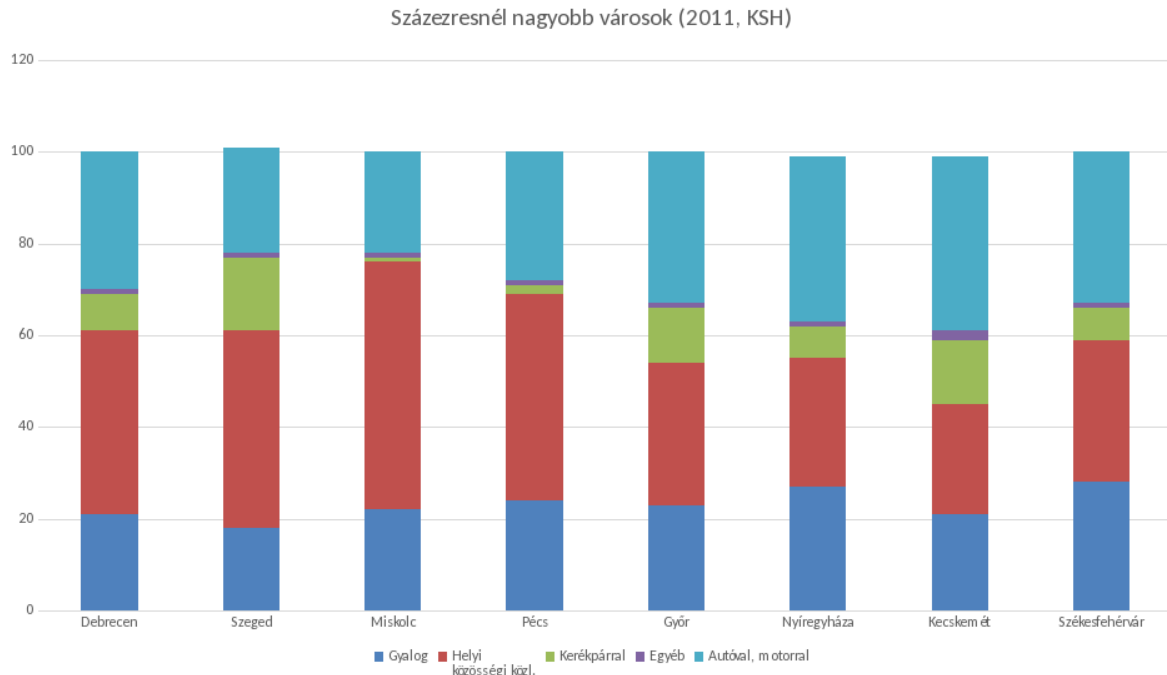
Sustainable commuting modes are preferred in the city. With more than ten thousand more vehicles on the streets of Szeged the ratio of the car drivers did not increase substantially during the last twenty years. Modal split in town is still healthy and sustainable, car usage has increased below average while the number of citizens commuting by bike has escalated.

This trend has an upsetting side: It were the bus riders who took out the bike from the shed. The use of public transport has dropped from 55% to 35% in less than 20 years, which also coincided with the decline of the image of the public transport. Szeged is still fortunate that bicycle infrastructure has been developed right in time and many of the previous bus riders switched to the bicycle instead of the car.

Many of those people lost for public transport abandoned using it altogether: in the baseline survey for SUMP conducted in 2016 it is well over 50% of those who hardly ever use the public transport. A rise of more than ten percent in less than ten years. To reach out to these people and break the glass ceiling will be a real challenge.



Mobility infrastructure improvements captured, by Zsuzsa Kravalik



Modal split of Hungarian mid-sized cities; comparable in size with Szeged, 2011 census data

Szeged is performing well also in national comparison. Among similar cities in Hungary there are only 2 cities (Szeged and Miskolc) where the level of car usage is relatively low, and it is only Szeged where bicycle AND public transport are both highly utilized modes of transport. Szeged is moving sustainably around, but cannot sit back.

Keeping its favourable position in sustainable mobility is a clear signal for IT companies to choose Szeged to settle and it is an important factor for economic growth. However, it is also important and growing segment of the municipal

budget. Without continuous adjustment and refinement, the utilisation level of public transport will drop even below the present 17%. This is an important municipal decision: to maintain high-quality public services at the expense of towering budget deficits or let the quality of the service deteriorate and save money.

To create a higher-level equilibrium between quality and utilisation Szeged designed the SASMob project to innovate its mobility services while also pushing more citizens towards mobility transport modes and within it: public transport.



Bike culture in Szeged, by Zsuzsa Kravalik

European mobility trends and attitudes are revealing that citizens are looking for comfort, for door-to-door solutions and require predictability. In order to maintain the high-quality equilibrium for sustainable mobility the city must find new

communication channels, organise awareness raising events, support targeted behaviour change campaigns and find new innovative mobility services.

3. The SASMob project – the idea

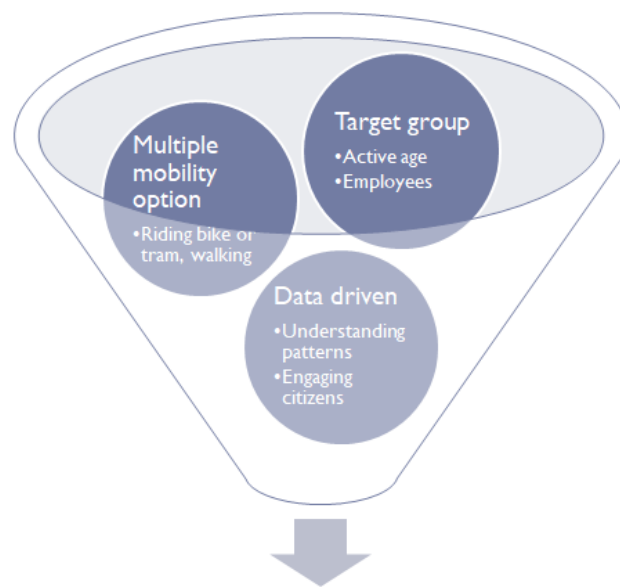
SASMob project is focused around 3 principles:

- to get better information on mobility patterns
- to target working age citizens
- equality among sustainable mobility modes

First of all, Szeged needs more information on mobility patterns: to adjust mobility services to the explicit and implicit mobility needs. Public transport services are often slow to respond to changes in demand for urban mobility. Since travel patterns constantly evolve as city evolves, thus smart data based Intelligent and Responsive Transport design is crucial. The data management platform can also serve as a basis for citizen engagement.

Secondly, to focus on working age citizens is crucial, since they make up the core of personal car based travels. To influence their mobility patterns is the most difficult task, since they already have their habits and routines, and they are the most demanding commuters however if successful it will have the highest impact as well. Since in Hungary elderly people above 75 travels free of charge by law on public transport and students and pensioners are entitled to reduced season tickets, it is also financially most advantageous to concentrate on full fare commuters.

Thirdly, SASMob project is not favouring any single transport mode, but supports the wealth of different mobility options. not to concentrate on a specific mobility option, but to deal with all sustainable mobility modes equally.



Behaviour change in mobility habits

Narrowing the focus of Szeged mobility challenges into SASMob project, by Zsuzsa Kravalik

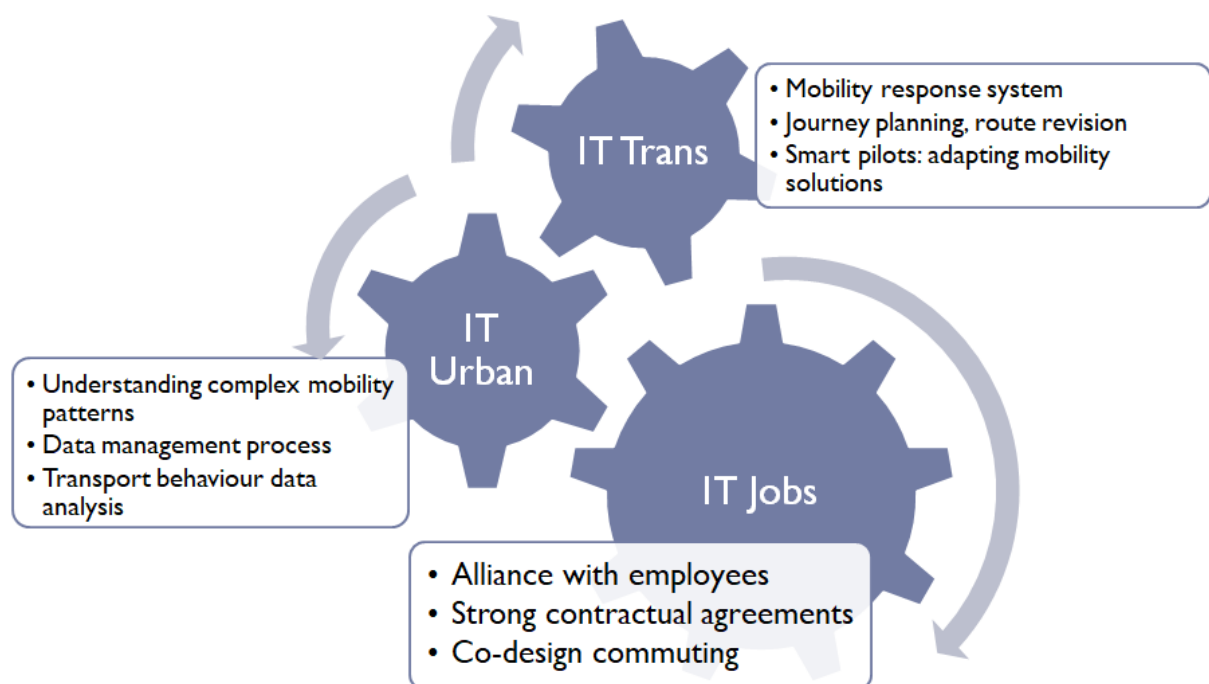
3.1 SASMob project - the process

SASMob project in Szeged aims to build up a data driven intelligent transport system based on structured multi-stakeholder governance model (engaging public and private companies) to foster behaviour change for sustainable mobility and to test more responsive sustainable mobility solutions. The project defined three wheels of action representing three interconnected areas for action for SASMob to succeed:

Within IT Jobs the SASMob project utilises the forces of coercion: to join and mobilise employers together and create the momentum for sustainable mobility measures. SASMob will encourage cross-sector cooperation (Smart Alliance) between businesses and the city of Szeged through which businesses receive powerful tools to co-design and tailor innovative solutions to facilitate sustainable commuting for their employees.

Within IT Urban the project aims to utilise already existing and new streams of mobility data to better understand complex mobility patterns. The project aims to develop a strong data management process which enables analysis of the complex and interrelated urban mobility network, using transport behaviour data collected through detecting sensors/surveys/ data aggregates from personal mobility patterns facilitated also by smart phone applications.

Requests and demands defined within IT Jobs cooperation and information gathered within IT Urban can be transformed into mobility solutions. Thus, IT Trans aims to adapt mobility service solutions to local circumstances in a responsive way. It involves journey planning, route revision and smart pilots.



The logic of SASMob interventions, design by Zsuzsa Kravalik

4. Most relevant progress since starting the project

The clear starting point of the project is to build up awareness and understanding of mobility needs at partner companies. Studying the logic of SASMob presented within the 3 wheels of action we see that to induce change, the project had to build up employer based actions. And this is what has happened: most progress was made within the IT Jobs measures: at project level the framework conditions for Mobility Pledges

were established, while at partner level mobility planning has started.

At the same time some progress has also been made within IT Urban, to design the data collection process for monitoring mobility patterns. IT Trans on the other hand will be the response-system from the mobility providers. Some preliminary ideas of measures have matured within the partnership through the Austin visit and the IT Job mobility surveys.

4.1 Establishing the SASMob framework for action

The partnership is on the way to sign the first Mobility Pledge. The work was founded on the study visit to Austin and the adaptation of the Austin Mobility Challenge Toolkit. While at partner level the mobility mapping supported the same process and enabled partners to be able to fill with content the Pledges.

The study visit to Austin was impressive for the team. The size of the city, the urban structures so much based on car culture made the learning process seem nearly impossible. What can a European city with an agglomeration of 160 000 learn from an American metropolis? There was some scepticism among the members which were even more confirmed by the stark differences: in car usage, in traffic congestions, in the scarcity of public transport services. And still it was Austin which first introduced in the world such a complex and comprehensive Mobility Challenge programme, from which SASMob took the design: the solemnity of the pledges, the reach out to companies, the structured

assessment tools and the cooperation with the transport providers.

“It was good to see that the cooperation model what we are going to launch is already working there. What impressed me most was the persuasion technique they use. The effort they make to contact and convince employers. America is the place where money makes the world go around, thus everything should be translated into financial terms: reduction in health benefits/sick leaves and employee turnover are all calculated and measured. You could call it marketing and it includes that as well, but there is even more in it.” (study tour member)

We cannot build new roads, bridges, rail, or even bus services quickly. Movability is helping commuters use transportation options available now. Shifting habits for how or when people use transportation is a low-cost solution that will have immediate and far-reaching effects, even for those commuters still driving alone. (Movability Austin)

But soon the differences were overcome and the American values so much lacking in European context became imminent: persuasion and marketing. In order to convince people to use it, it is not enough to provide an excellent service, you have to sell it. The share of revenues spent on information provision and marketing campaigns in Austin was astonishing. Something on which Szeged transport providers did hardly invest.

“It was important to see how much effort and energy is going to inform the users, through new technologies as QR codes, dynamic timetables, journey planning Apps, but also static information boards at stations. This was an experience to take home: we should work more on informing existing and potential passengers.” (study tour member)

Public transport services have never been looked at in Szeged as a product which has to be sold. This is a new way of thinking. Tour members learnt that they should change the discourse: there is no use of talking about socially useful or logical

decisions, but only in terms of money, time, gains and losses. That is persuasion. The 20% rule of thumb. To put down the car one day a week: that is already 20% change, and it is already visible.

Austin visit gave a global understanding of the Mobility Challenge process and supported the adaptation of the Mobility Challenge Toolkit as well. The set of tools to be used and implemented by partners is compiled on which the Pledge can be built.

Considered as a tool to be adapted from the Austin toolkit, the elaboration of the legal framework of Employers' Mobility Pledge is under preparation and will be fine-tuned, optimised and made operational. It is expected that all partners will be ready to sign the Pledge in January next year.

Two main elements of the SASMob framework are ready: the adaptation of the Movability Austin Toolkit for mobility measures and the official Pledge, which is the contractual background for the alliance with employers.

4.2 Mobility issues at employers' level

Most effort in SASMob project so far has been done at company level to fill in with content the Mobility Pledges. It all started with a business as usual methodology (employer based mobility planning) but still it gave some interesting insights into the Hungarian company culture and mobility preferences of employees. Mobility managers have been appointed at every employer. From them the SASMob mobility working group has been set up. Employer based surveys have been conducted followed by discussions with employees, and thus partners defined their own mobility action plans (Commuting and Telework Deals) with distinct measures.

The university hospital HR department sent out the questionnaire on a hot summer day and unexpectedly they received more than 400 replies both in online and paper formats. Also, the quality of responses impressed the leadership of the campus.

“We are so pleased with the results of the mobility questionnaire, we will conduct it every year now on, to assess the changes” (mobility manager for University Hospital Partner)

The survey included 2 key elements: employee questionnaire on current individual behaviour patterns together with preferred mobility modes and a survey of the premises. Engagement was

high: within the municipality response rate reached 50%, while smaller employers achieved nearly 80% responses. Considering the vacation period when the survey was conducted – this is a great success with more than 1500 completed questionnaires. It is a participatory outreach level which has never happened in Szeged before.

Conducting the survey has confirmed that – due to their very personal interest – employees show high interest in mobility planning and have both high expectations as well as willingness to contribute with ideas and priorities. Although the project team did have some preliminary expectations on possible mobility measures, the surveys did yield surprising results. Many concrete suggestions were received, especially regarding local infrastructure improvements.

The surveys revealed that there are huge variations in mobility patterns ranging from 80% sustainable modes (young generation in inner city parking zone) to 60% drive-alone car users (high prestige, free parking zone employer) which can be explained mostly by demographic, economic and social characteristics. Due to these variations little comparison can be made between the partners.

Car ownership is still a prestige in Hungary. Some employees are ready to spend 20-30% of their salary on car-driven commuting. While in more affluent parts of Europe car ownership is already declining, in Hungary car ownership

penetration is still rising. Public transport usage is not the preferred means of transport to avoid congestion and get to work quick, but it is a financial constraint.

Unfortunately, it is still expected that preference for car based commuting will be on rise in the future. At one employer 46% of people who use the public transport to get to work would prefer to switch to car, while 65% of those going to work with the car would not change at all. There are some hard barriers to cross and better connections, less interchanges, maybe a workplace transfer could be the solution for them. We are eager to see what will come out from their efforts.

On the other hand, it is a good sign that most car drivers would be interested to give a lift to colleagues. Over 40% said yes across the partnership and showed willingness to join someone else. There are great potentials for car-pooling and thus there is interest across the partnership for a car-pooling driver-passenger matching App.

As the saying goes “you must hit the floor to get up” first a city can introduce changes when the city reached its limits of road-infrastructure. The effect of the availability of parking facilities on mobility patterns proves it clearly: two partners with similar work environment and similar employee profiles have absolutely diverging modal split: At one there is 60+% share of car

drivers – with abundant and free parking space available, while the other within the parking fee zone with only 20% car drivers.

However, it is also clear that getting more people to use public transport has clear limitations. While there are only 10-15% of the partnership who would consider changing their mode of

transport, hardly anyone is interested in changing to public transport. The comfort of the car is overwhelming. People would not mind sharing their cars with others, but would never get on the bus instead.



Public transport services in Szeged, by Zsuzsa Kravalik

Although sustainable maintenance and high quality of public transport system is top priority for the city of Szeged and very large investments have been made, unfortunately there is limited interest to switch to public transport. The partnership is on the right track to realise what type of changes are necessary and what kind of triggers they could use to familiarize the public transport system with the people.

The insights from the surveys do not only shed light on mobility habits and preferences, but it also showed the way to both employer based mobility planning and also to public transport providers on which aspect they have to change their services.



Parking is a real issue at the University Hospital both for employees and visitors, by Zsuzsa Kravalik

5. Overcoming challenges

Public and private companies working side-by-side, for the same goal has never been achieved in such a scale in Szeged. Therefore, joint implementation also brings many challenges and process learning opportunities. Szeged municipality, Szeged University including the city hospital, large food processing company, public transport providers and high-tech IT solution companies all have completely different working practices and approaches. The implementation-related challenges which are common to all UIA projects are faced by the Szeged team as well. These challenges are inter-related and continuous and will show up in different forms repeatedly in different strength and different form during the 3 years of project implementation. If managed well, a firm and effective long-term city-wide partnership for sustainable mobility could be born from this project.

The spine: leadership

Strong political engagement which was necessary to apply for the UIA funds also fuels project implementation, ensuring strong control of project activities. On the other hand, the project must build up its own structures and capacities which will ensure efficient running of the project without externally imposed pressure which is prone to political changes.

Call for leadership is also the result of the intricate design of the project and of the interrelated activities. "The vision of the project is coded, it is

This account of the pre-defined challenges tries to give a true account on how the partnership identifies, monitors and works upon the challenges. And I would also like to recount achievements related to these implementational challenges. So, the readers can have a glimpse behind the scenes, to see the struggles and day-to-day achievements of making the project come true. These 8 challenges will be monitored during the coming months and following editions of this Journal.

Moving our body requires the cooperation of millions of cells and body parts and systems within our body to work together, to communicate. A single act of waving down a taxi would make hundreds of neurons, muscle cells and organs activated. Just as much coordination is required to move a project forward. I created some anatomical terms for every implementation challenge to make them more perceptible.

difficult to find in the Application Form. Delivery of the project is smooth at activity level, but to build up inertia among the different thematic working groups and to see the connection points between activities and deliverables requires continuous recitation of project goals/aims." (Vice-mayor of Szeged)

Short-term political cycles might change local orientation and policies, which makes internal thematic leadership even more crucial.

Helping hands: public procurement

On management level brain drain, overall labour shortages and national limitations on number of people working for public institutions makes hiring people difficult. On thematic level business as usual procurement processes were enough to ensure high quality experts, some of them with previous working experience with the municipality.

Harmonising individual procurement of partners to keep the visual identity of the project is regarded as a future critical challenge. At the same time new ways of collaboration – some of them in the form of public procurement – will be necessary to implement creative, innovative urban mobility actions.

The muscles: integrated cross-departmental working

The project has a great visibility within all departments of the partnership, which is due to the employee questionnaire on current individual behaviour patterns and preferred mobility modes. This survey helped to build up intra-institutional knowledge and acceptance of the project all through partner level. It is a fortunate situation that the topic itself ensures strong engagement among employees, SASMob is there to support their daily commuting.

Szeged is very active in mobility policy and is participating in numerous transnational projects, while infrastructural developments are always underway. Hence coordination between projects is also a challenge, but a challenge which is dealt with professionally. There is clear cooperation and knowledge exchange between SASMob team and the team of other running mobility projects, such as PROSPERITY, Low Carb or SUMI projects.

Vascular system: participative approach

High risks had to be managed during the first 6 months of the project due to multiple withdrawals from the partnership. These events were dealt with absolute professionalism: new partners were searched and found immediately. Although the new organizations were ready to take sustainable mobility seriously and take over the prescribed roles within the project, it took time to internalize the project logic and it resulted in some delay in project delivery. The new partners are now well-integrated into the team.

Employee surveys were appreciated among partner organizations, manifested in high

response rates and high-quality responses. At the same time, it also built up high expectations for the project: it is high responsibility for the project to perform well and to respond to the expectations.

There is high interest and activity among partners to form a real action group: partners are open and pro-active, ideas (such as team-building tree planting action in SASMob T-shirts, Innovative time-table presentation, joint walking events, etc.) are flowing in. Canalization and prioritization of these ideas is a key challenge, which is also key to keep up the enthusiasm of the partners.

The nervous system: monitoring and evaluation

Szeged has envisioned dedicated budget for monitoring activities and the first 6 months have been spent preparing them. A real challenge will be to harmonise the assessment of impact of mobility actions at employer level, which will also require the harmonisation of indicators and processes at employer level.

For IT Urban new measurement techniques will be deployed to monitor mobility patterns within the city for which anonymized data will be gathered from different sources. Strict data management rules (GDPR) will make data transfer and storage a difficult exercise.

Digestive system: Financial sustainability

Financial sustainability will not be the major challenge for SASMob. Many expensive improvements within the public transport system and infrastructural improvements were done in the last 5-10 years: the real challenge is to build on these improved measures, to attract more travellers on a better organized transport system. Soft behaviour change measures to attract people to use the public transport system and other forms of sustainable mobility require more coordination, design and implementation time and management. But less money. Personalised travel planning, site-specific printed timetables, engagement events are less resource demanding, they require more organizational energy. This is good news for the future of SASMob.

There is also another good news for SASMob. Since the project implementation period coincides with a labour shortage in the Hungarian labour market, employers are more prepared to introduce welfare-type measures, to make employment opportunity more appealing to potential employees.

This is a great opportunity for the project and for the advocates of sustainable mobility as well.

Sustainability of project results will not depend on financial opportunities, rather on the successful engagement of all citizens in Szeged and on reaching out to high number of employers.

The mouth: Communication with target beneficiaries

Communication proved to be a real challenge for SASMob both at local and at UIA level. This challenge was understood and acted upon: a monthly communication roundtable was formed in November 2018 to manage and coordinate communication activities. A positive sign is that partners are eager to push communication activities. Also, there is a reservoir of knowledge

and marketing skills within the private company partners on which SASMob can build. There are already clear thematic results within the project which could be “promoted”, made public and we are looking forward to seeing them on the UIA website and the soon being launched social media platforms.

The eyes: upscaling

“The aim of the project is not to buy a few company bicycles and to install some fancy racks. The aim is to set a great example, to make the knowledge on sustainable mobility available to every company in Szeged. We want to set a trend, and for this reason the project must be visible. Visible from the beginning. Showcasing that there are companies which take employee mobility seriously.” (a SASMob project manager)

Since this is a behaviour change project in its heart, the upscaling of the project depends on

the quality of activities at partner and city levels: it greatly depends on whether the partners will be able to set a trend for sustainable mobility in Szeged. There are actions envisioned to reach out to new companies in Szeged to incorporate them into the Mobility Pledge, however their willingness will depend on their understanding that sustainable mobility is the intrinsic interest of the company. Through enhanced communication activities SASMob will support this understanding in the coming months.

TABLE 1: MAPPING SASMob AGAINST THE ESTABLISHED UIA CHALLENGES

Challenge	Level	Observations
1. Leadership for implementation	Medium	<ul style="list-style-type: none"> • strong political engagement fuels project implementation • the project must build up its own strong structures and capacities to run the project • smooth project delivery at activity level, leadership is necessary for understanding connections and inertia • Party-political risks are high
2. Public procurement	Low	<ul style="list-style-type: none"> • labour shortages impose pressure for recruiting people staff • Procurements so far ensured quality and incorporation of existing knowledge • creative, innovative awareness raising actions require additional attention • harmonization of partners' individual procurements and to keep visual identity is critical
3. Integrated cross-departmental working	Low	<ul style="list-style-type: none"> • employee mobility mapping ensured high awareness of project within PPs • employees are intrigued and engaged which imposes responsibility on partners to deliver change • coordination of SASMob with running mobility projects and infrastructural developments
4. Adopting a participative approach	Low	<ul style="list-style-type: none"> • Withdrawals from partnership hit hard the project, although managed smoothly • Clear positive image of the project among partner organizations • Canalization of ideas for innovative mobility actions from pro-active partners
5. Monitoring and evaluation	Medium	<ul style="list-style-type: none"> • Preparation of monitoring activities • IT URBAN mobility mapping through data management will be challenging due to strict data management rules. • Clear processes and indicators are required to measure the impact of the employer based mobility interventions
6. Financial Sustainability	High/medium	<ul style="list-style-type: none"> • To move the focus of mobility improvements from infrastructural investments to less tangible soft measures and campaigns will ensure financial sustainability
7. Communicating with target beneficiaries	High	<ul style="list-style-type: none"> • Delay in communication activities, both at local and at UIA level • Visibility could be strengthened
8. Upscaling	Medium	<ul style="list-style-type: none"> • Upscaling of the project depends on the quality of activities at partner and at city level and on the visibility of the project. • If the partnership will be able to set the trend than upscaling will not be a problem

Challenges Table, journal No. 1

6. First Impressions

I would like to share 5 take away notes on the outcomes so far

- First, the project has an excellent structure for innovation. It creates very strong partnership in an intense work-relationship. Roles and responsibilities are clearly defined and distributed among the partners. At the same time the project leaves ample space for evolving. Actions themselves are not carved in stone. The framework gives flexibility to the partners to find their own solutions, to experiment with different mobility actions and gear the projects in its making.
- Second, the chemistry of partners creates a positive momentum. At the time of drafting the project proposal, not all partners were at the same level of readiness to work on employee mobility behaviour. IT solution provider partners are leading companies at European level in corporate social responsibility and providing excellent working environment and caring for employee satisfaction, while public institutions work with a more formalised and less flexible structure. The mix of public and private institutions within SASMob formed a great living lab: partners working side by side for the same goal are learning also work culture and process management from each other. This learning process is far more essential with positive impact not only for mobility planning but also in other policy areas.
- Third, global economic forces are prompting even reluctant employers to put HR responsibilities in a wider perspective and take employees' health and well-being more seriously, including their commuting practices. The surveys already changed the attitude of employers towards mobility planning: they made them more open to listen to the views of employees. These are promising times for mobility manager as a new understanding of welfare is emerging!
- Four, soft measures are sometimes harder to implement than hard infrastructural investments. It is not enough to create a modern and comfortable public transport system, it is equally important to sell it. As automobile products are supported by marketing and advertisement, just as much great public transport services need to be promoted. A great visualisation design for a site-based timetable might require more creative energy to implement than mounting a new bike rack. Soft measures require out of the box thinking and most of all collaboration and coordination with many different actors. This is however also good news for transport managers – there are ample possibilities with the tightest budget as well to improve performance. In SASMob project Szeged is aiming at creating the framework conditions for this collaborative, creative designing process as well.



Excellent infrastructure with hard to read information board, by Zsuzsa Kravalik

- Five – participatory approach is a delicate process. One should only build up participatory processes if really believes in it and open to whatever change it might bring. Although the project has just started, but SASMob has already built up huge expectations for

project results. Employees are hooked on: the survey itself was a great success, now the aspirations and expectations are raised, the implementation challenge starts now: how to accomplish real CHANGE, how to introduce new mobility options.

7. Conclusion – what to see next spring in Szeged



Intersection where one of the sensors will be put in place, by Zsuzsa Kravalik

This journey tells the story of a forming collaboration in Szeged for sustainable mobility. For the coming months we are looking forward some more team-building events and visibility actions, so that the enthusiasm of the partnership can spread to the citizens of Szeged and other employers as well. The first project results will also be available on the UIA website telling the story of each company partner.

January will also see the solemn event of signing the Mobility Pledges between Szeged municipality and the committed beacon employers, which will define the mobility commitment of partners in a contractual format and will herald the efforts to change mobility behaviour at workplace level. This will be the kick off for mobility actions.

The real fun of changing mobility behaviour will ultimately start for IT JOBS, mobility plans will be finalised and translated into the digital interfaces, the first modules of the Apps will be ready to be tested, gamification will be in place. The focus from knowledge provider REC partner will be shifted towards Graffsoft IT solution provider. What an exciting period to come!

Tangible results are also expected to come for IT URBAN: we are looking forward to see the establishment of data management processes and innovative sensors and to see the visualisation of mobility data as well. Szeged University is leading the work on how to solve data protection issues to utilise existing – but so far unreachable – knowledge on mobility patterns.

Urban Innovative Actions (UIA) is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. Based on article 8 of ERDF, the Initiative has a total ERDF budget of EUR 372 million for 2014-2020.

UIA projects will produce a wealth of knowledge stemming from the implementation of the innovative solutions for sustainable urban development that are of interest for city practitioners and stakeholders across the EU. This journal is a paper written by a UIA Expert that captures and disseminates the lessons learnt from the project implementation and the good practices identified. The journals will be structured around the main challenges of implementation identified and faced at local level by UIA projects. They will be published on a regular basis on the UIA website.



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