



Successful Travel Awareness Campaigns
& Mobility Management Strategies



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MAX - Introduction

MAX (<http://www.max-success.eu>) is the EU's latest framework research project on Mobility Management (MM) and Travel Awareness (TA). Four thematic Work Packages (WPs) will link these topics to develop products of use to MM and TA practitioners:

- WP A: New approaches and innovative campaigns in MM
- WP B: Development of a new behaviour change model and a prospective assessment tool
- WP C: Linking MM to Quality management - leading to MM certification
- WP D: Integrating planning and MM

Accompanying WPs 1-5 will integrate the research efforts. MAX began in October 2006, the State of the Art (SoA) analysis reports were completed in April 2007, and the main research will be carried out over the following 18 months.

Previous EU research has mainly studied MM and TA separately. MAX aims to link them together in order to demonstrate the synergies between them and importantly, to develop outputs that will be of wider applicability and usefulness than the pilot demonstrations that tended to predominate in earlier projects.

A special focus is on new Member States, as reflected in the project consortium consisting of partners from 16 EU countries, 4 of them new Member States. The consortium will provide excellence, know-how and experience from various disciplines, including marketing, psychology and social science. The main results will be translated into the most important languages of these countries, while the final conference will be in the largest new EU Member State, Poland, in the city of Krakow, in September 2009.

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List of abbreviations used in the main body of this report*

ABBREVIATION	EXPLANATION
CRP	Comprehensive Research Plan
CSoA	Comprehensive State of the Art Report
DoW	Description of work
LUP	Land Use Planning
MM	Mobility Management
QM	Quality Management
SoA	State of the Art
TF	Task Force
TA	Travel Awareness
WP	Work Package
WS	Working Stage

* Note that appendices contain lists of abbreviations used in each WP Research Plan.

Executive Summary

This report is the Comprehensive Research Plan (CRP) of the MAX project (Successful Travel Awareness Campaigns & Mobility Management Strategies).

It is also the Annex to the Inception report, as it details the tasks on Investigations and Implementations of the Workpackages A, B, C and D.

MAX addresses four thematic areas, i.e.

- new approaches and innovative campaigns in Mobility Management
- development of a new behaviour change model and a prospective assessment tool,
- linking Mobility Management to quality management,
- integrating planning and mobility

In order to cover research in the above-mentioned thematic areas, there are four content related Work Packages (WPs), namely WP A to D respectively.

The aim of the CRP is to bring together as a coherent document the individual research plans of the content related WPs, giving a clear picture to the reader of the research objectives, how they are going to be achieved, and the resources that will be used. Importantly, the document also identifies the synergies between the content related WP's.

In doing so, it was considered essential that MAX partners develop and adopt a common understanding of key concepts, namely Mobility Management, travel awareness, quality management and land use planning, as follows:

Mobility Management (MM) is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of Mobility Management are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes). MM measures (in comparison to "hard" measures) do not necessarily require large financial investments and may have a high benefit-cost ratio.

Travel awareness (TA) are an integral part of Mobility Management. TA campaigns aim to improve general public understanding of the problems caused by current patterns of travel and use of the private car. They often focus on traffic growth and its impacts. They also then seek to encourage people to think about their own travel behaviour in this wider societal context.

Quality Management (QM) is the application of a formalised system to achieve maximum customer satisfaction at the lowest overall cost to the organization, while continuing to improve.

The **Land Use Planning** (LUP) system is that collection of law, guidance, policy and practice that governs where, when and how land is (re)-developed. The Building Permission process is the process whereby permission is gained from the competent authority – usually a local authority – to develop a building on a particular piece of land.

This report also presents an overview of research objectives and activities per content related WP. The research activities to be undertaken in MAX are organised in groups called Task Forces (TFs) in WPA and WPB, Tasks in WPC and Working Stages (WS) in WPD. Each TF, Task or WS is a group of research activities aimed at addressing specific research objectives, containing a description of the research methodologies adopted, and discussing who does what, in which time period, for how long, the resources that each participating partner will devote to the specific activity, and the expected results are.

The role of WP2 was to prevent the duplication of effort and to enhance synergies between the different WPs. This was considered a priority throughout all stages of research plan development. The synergies identified are of two types, i.e. complementarity of the final outputs; and synergies at operational level.

Complementarity of final outputs has been a key concern during the development of the WPA to D research plans and their final versions ensure that the outputs from MAX will address the differing needs of the broad MAX target audience, i.e. any decision maker or practitioner or researcher or whoever else is involved in MM and TA.

Synergies at operational level aim to achieve effective research cooperation between the content WPs A-D and thus satisfy the provisions of the Description of Work, which demands that research actions should avoid duplication of work or redundant efforts. These synergies concern specific tasks that should be undertaken jointly, or situations in which a research action in one WP can be enhanced with reference to issues of interest to a second WP. These synergies were identified, checked against timing and resource availability, and are presented in this report.

Finally, the potential risks to the MAX research plan are presented. These risks are related mainly to the evaluation study to be conducted as part of WPB, and with the possible lack of interest among city authorities in a quality management scheme for their Mobility Management measures.

1. Introduction to WP2 and to the Comprehensive Research Plan

Following the completion of the State of the Art (SoA) report(s), the research plans of the four content related WPs were developed, namely:

- WPA: New approaches and innovative campaigns in MM,
- WPB: Development of a new behaviour change model and a prospective assessment tool,
- WPC: Linking MM to Quality management - leading to MM certification, and
- WPD: Integrating planning and MM

The Comprehensive Research Plan (CRP) aims to bring together the research plans of the four content related WPs into a coherent document, to ensure that the research in each WP is complementary, all possible synergies among WPs are identified and also that partners in all WPs are fully informed about the work that will be carried out by their partners in other WPs. In the course of MAX, many research activities will take place including surveys, focus groups, and interviews with both members of the public and experts, which will require substantial effort and resources. The role of Aristotle University of Thessaloniki (AUTH), as WP2 leader, is to ensure MAX resources are fully optimised and that all possible synergies between WP's are achieved.

Research areas covered by MAX differ considerably but are still inter-related, so it is considered useful to present in the CRP the way the individual research plans have developed so far. This is because individual research plans are the cornerstone on which the CRP is built. Figure 1 shows the basic inputs and the content of MAX individual research plans.

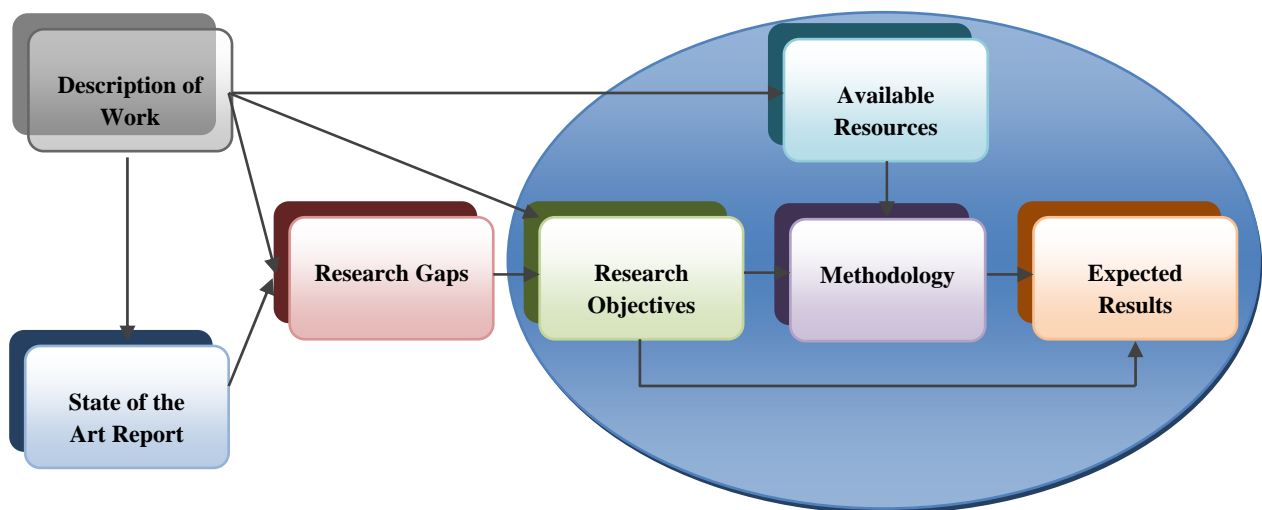


Figure 1: Inputs to and content of individual research plans for each MAX WP

As it can be seen from the figure above, individual WP research plan's evolved from the the completion of the SoA reports. The research gaps per research area, which were initially presented in the Description of Work (DoW) and then were further elaborated and clearly defined in the SoA reports. The open research questions identified formed the basis for setting the research objectives, which in combination with time and resource restrictions were the crucial factors in the selection of methodologies to be used in the rest of the project. The last component of the research plan is the production of research outputs, directly related to the research objectives and methodologies of respective WP's.

The starting point of the research plan formulation was the “Conceptualisation and Research specification” Workshop that was held in Thessaloniki, Greece, in April 2007. This workshop enabled MAX partners to discuss findings from the SoA reports and then, together with the open research questions already set out in the DoW, to formulate their initial ideas regarding their own research plans, identify common research objectives among the different WPs and to obtain input from the external experts present at the event.

Following the workshop, WP partners have developed their individual research plans. WP working groups were also held to discuss in detail and further specify the work to be undertaken and the results of these meetings are incorporated in the rest of this report. Individual WP research plans; are presented as Annexes to this report.

In order to address research objectives and produce expected outputs, WPs have split their research plans into different Task Forces (TF’s) for WPA and WPB or Tasks (for WPC) or Working Stages (WS) for WPD. Each TF or Task or WS is a group of research activities aimed at addressing specific research objectives and including information such as the research methodologies adopted, who does what, during which time period, for how long, at what cost, and with what results. Generically, these are referred to in other parts of the report as **research steps**.

This report is structured into four Chapters and six Annexes, as follows.

Chapter 1: Introduction, provides an outline of the aims of the report and how they are to be achieved.

Chapter 2 provides a summary of the MAX project definition of Mobility Management (MM), a brief discussion of Travel Awareness (TA) campaigns and the definition of Quality Management (QM). It was decided that core concepts crucial for MAX evolution should be set out clearly from the very beginning, especially when the common understanding of MM is the foundation upon which the whole project is built.

Chapter 3 describes on a WP-basis the research objectives and activities to be undertaken within the MAX project. The most important points of each research step are described in this chapter, together with an overview of the methodologies that are going to be used. Specific research actions are not analysed in detail; rather, the most basic points of methodologies are presented, since the point in the CRP is to present the “big picture” of research to be undertaken.

Chapter 4 presents in detail the possible complementarities and synergies among the content related WPs. The large number of partners involved and the particularities of each research field addressed call for a tight coordination of research activities and outputs.

The individual WP research plans are annexed to this report (Annexes A to D). Individual WP Research Plans offer a more detailed analysis of the research undertaken in each WP. Annex E includes the common definition of MM and the common categorisation of MM measures. The definition of MM and the categorisation of MM measures were the outcome of a WP2 joint team, developed as soon as it was identified that the project as a whole would benefit from such a common definition and categorisation.

2. MAX understanding of key concepts

2.1. Introduction

Before moving on to the specific research activities that are to be undertaken within MAX, it is useful to discuss the wider framework this research fits into. First and foremost, there is an obvious need to agree on a common definition of MAX core concepts, so that all partners have the same understanding and starting point for their own activities. These concepts are four, namely Mobility Management (MM), travel awareness (TA) and quality management (QM) and Land Use Planning (LUP).

2.2. Definition of Mobility Management (MM)

MM is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of MM are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes). MM measures (in comparison to "hard" measures) do not necessarily require large financial investments and may have a high benefit-cost ratio.

To give an impression what this means in practice: in a city where MM is implemented:

- you would notice campaigns and promotions for walking, cycling and public transport;
- you could be offered personalised travel assistance to help you see where and how you might be able to reduce your car use;
- your employer might pay your public transport tickets to encourage you not to drive to work;
- at home, you might have a carsharing service available on the street outside your house,
- at your children's school, there could be a mobility plan organising safe walking for the children's trip to school,
- for leisure trips by public transport you would have the option of using the consulting services of the local mobility centre;
- building permits might be connected to certain requirements to minimise the mobility impact of the new development, for example the development of a mobility plan for employees, visitors, and goods transport around the building site or limiting the number of parking spaces provided.

Typically, MM measures are rarely isolated, instead they often come as a bundle of measures, i.e. information campaigns combined with infrastructure, pricing policy or regulations.

Further details on the MM definition and categorisation of MM measures are presented in Annexes E and F.

2.3. Travel Awareness (TA) Campaigns

TA Campaigns are an integral part of Mobility Management

TA campaigns aim to improve general public understanding of the problems caused by current patterns of travel and use of the private car. They often focus on traffic growth and its impacts. They also then seek to encourage people to think about their own travel behaviour in this wider societal context.

Thus, TA campaigns tend to be targeted to large-scale populations. Travel plans are often associated with travel awareness; they seek to influence organizations to encourage travel to the workplace, education, retail or leisure places by other means than the car. The main focus of TA is to encourage travel behaviour change.

The key points to note are:

- The aim of TA campaigns is to encourage behavioural change, e.g. to encourage people not to use cars for short trips
- The focus of campaigns tends to be to persuade people [the general public] to make the first step - awareness of the problem, e.g. they ask people what trips they actually make and the problems that these cause.
- They also inform [the emphasis is on inform] people as to how they can contribute [it is voluntary!] to the proposed solution, e.g. such as walking or cycling instead of taking the car for short trips.

TA campaigns are firmly rooted in social marketing. The 'sender' is often government sending a message to the car driving population in general about 'general' travel habits. The problem is identified and is projected as belonging to society. However, the call to action is focused on the individual. The message can be 'emotionally' led, for example, slow speeds means fewer children killed, or it can be 'rationally' led, such as short trips use up scarce resources.

2.4. Quality Management (QM)

QM is the application of a formalised system to achieve maximum customer satisfaction at the lowest overall cost to the organization. Key characteristics of QM schemes include:

- a customer focus;
- leadership commitment;
- employee involvement;
- process approach;
- continual improvement;
- fact-based, data-driven problem solving and decision making, and;
- developing supplier relationships.

2.5. Land Use Planning

The **Land Use Planning** (LUP) system is that collection of law, guidance, policy and practice that governs where, when and how land is (re)-developed. The Building Permission process is the process whereby permission is gained from the competent authority – usually a local authority – to develop a building on a particular piece of land.

3. Research objectives, activities and methodologies

3.1. Introduction

The MAX Description of Work (DoW) highlighted the key issues to be researched during the course of the project. These issues were further elaborated and refined during the SoA analysis stage, where research gaps were identified and research questions formulated by each WP. Evolving from the SoA reports, subsequent using WP2 workshop, discussions and meetings, individual research plans from WPA to WPD were developed with the aim of addressing these specific questions. To address each question, individual WPs have formed specific research groups, Task Forces (TFs) for WPA and WPB, Tasks for WPC and Working Stages (WS) for WPD (generally referred to in this document as research steps).

The main objectives and methodologies for each WP research step are briefly presented in the main body of this report. Several methodologies will be employed in order to achieve research objectives, including interviews with experts and the public, focus groups, case studies, questionnaire surveys, along with “desk” research and reviews of good practice.

The research steps are tailored to the specific needs of each WP, since content related WPs are different in nature. WPA and WPB have a more “research-driven” direction, dealing either with the influence to behaviour through innovative campaigns or with studying the mechanism of behaviour change itself, while WPC and WPD have a more “practice-driven” direction, trying to “anchor” MM to established procedures and practices, such as quality assurance schemes, or an urban planning framework. Thus while in WPA and WPB there is more research of an experimental nature (like structured interviews, or the planned evaluation study), in WPC and WPD, research is directed more towards better understanding or benefit from an already established body of knowledge, but applying it in a new way.

Differences are also present and in the nature of research outcomes; MAX is expected to deliver both a theoretical model of behaviour change and practical guidelines for integrating MM measures in urban development procedures. It is only with cooperation between WPs that the full potential of the project and consortium will be used and expected outcomes achieved.

3.2. WPA: New approaches and innovative campaigns in MM

Following the research questions as they were identified in the SoA report, and after discussions with WPA partners, five key research questions were formulated and a corresponding number of TFs developed. The figure below presents the WPA TFs together with their possible interrelations.

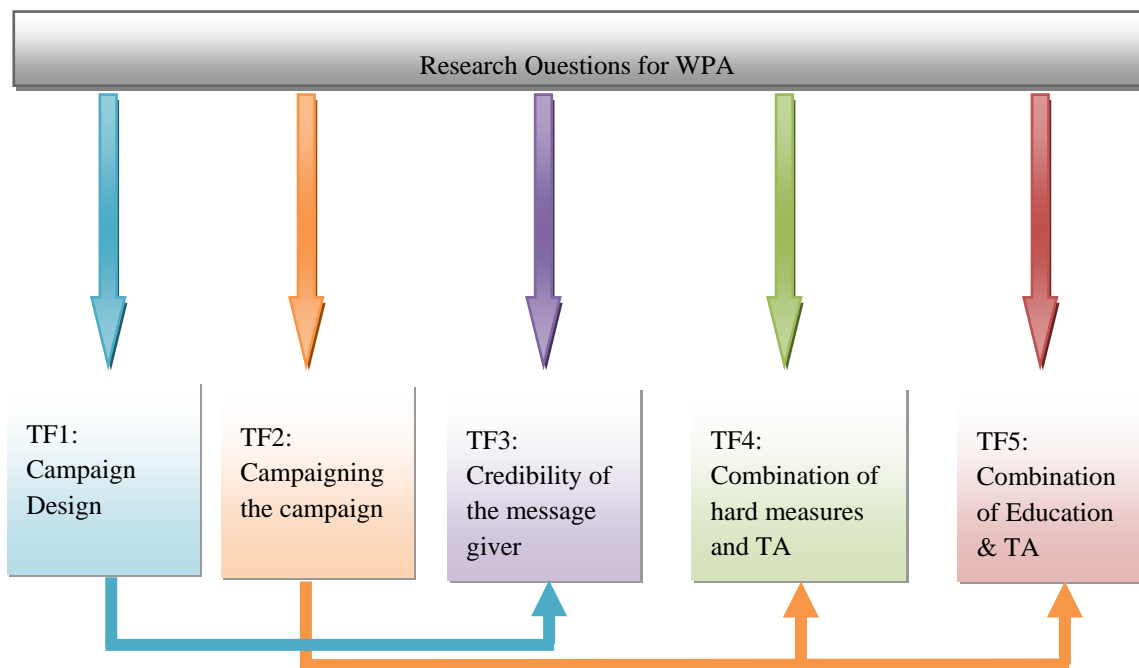


Figure 2: WPA Task Forces and their interrelation

WPA TF's aim is to further research, develop and integrate the key variables of a TA campaign.

TF1 (Campaign Designs) examines the role of emotional and rational elements used in awareness campaigns, and seeks to identify transferable elements from non-transport campaigns. Participating partners will select and analyse case studies/ successful stories, especially from fields other than transport, in order to identify their key attributes and assess whether they can be transferred to the field of TA . A series of personal interviews with marketing experts are to be conducted during the course of this TF to further enhance knowledge acquisition in this area.

TF2 (Campaigning the Campaign) focuses on how decision makers can be convinced to use TA campaigns (as part of wider transport strategies); this will be done by testing new campaign methods in the two demonstration sites, i.e. in Lazio and Tallinn. In order to do this, a review of good practices is to be performed, checked against a list developed on the basis of the conceptual framework. Furthermore, approximately forty interviews with 'key players' in successful travel awareness campaigns are to be conducted. . The two demonstrations in Tallinn and Lazio that will be implemented during the course of this TF, offer a chance of validating TF2 findings in real world conditions. Finally, ongoing demonstrations outside MAX, such as the ones in the TRENDY TRAVEL, project will be studied in-depth.

TF3 (Credibility of Message Giver) explores the impact a message giver has on the whole campaign, drawing lessons from other fields such as sport and health, while testing the theory of the social influence network and considering differences in acceptance due to culture and market segmentation . TF3 research will be carried out by case study review in sectors other than transport, together with in-depth interviews and focus group research with target groups.

TF4 (Combination of Hard Measures and TA) aims mainly to identify an effective implementation path for combining soft and hard measures, demonstrate a model for communication for the new tramline in Almada, assess the value added of the campaign to the infrastructure investments and investigate the transferability of the communication model to new Member States. Along with reviews of good practice of combining hard measures and TA and reviewing on-going demonstrations, the major intervention of this TF is the demonstration in Almada, which will be assessed with the use of a before/after questionnaire based study. In the case study selection, priority is given to cases in which the added value of campaigns alongside hard measures has been evaluated.

TF5 (Combination of Education and TA) explores the awareness raising potential of a life time approach, the multiplier effect from children to parents and grandparents, the difficulties that may be posed by cultural differences, as well as the links between national curricula and sustainable mobility. Research in this TF will be carried out by reviewing good practice, ongoing demonstrations in the TRENDY TRAVEL and CONNECT projects, and by holding focus group discussions with key stakeholders from two locations.

3.3. WPB: Predictive models of Behaviour Change/Prospective Assessment Tool

In the WP B SoA report key research gaps were identified, primarily concerning the lack of an integrated behaviour change model within the transport field, the lack of reliable empirical data on the effectiveness of MM measures and the need for a further developed evaluation tool to measure the effectiveness of MM interventions. WP B will concentrate on the development of a theoretical standard model on transport related behaviour change, conduct a high quality evaluation study to test the model, and will develop a new generation of an evaluation tool and decision support guide. Additionally, the WP B research team will refine a categorisation of MM measures as an input for the evaluation study as well as for the evaluation tool. The research is structured according to four different TF's (TF 1-4), their interrelation are schematically presented in the figure below.

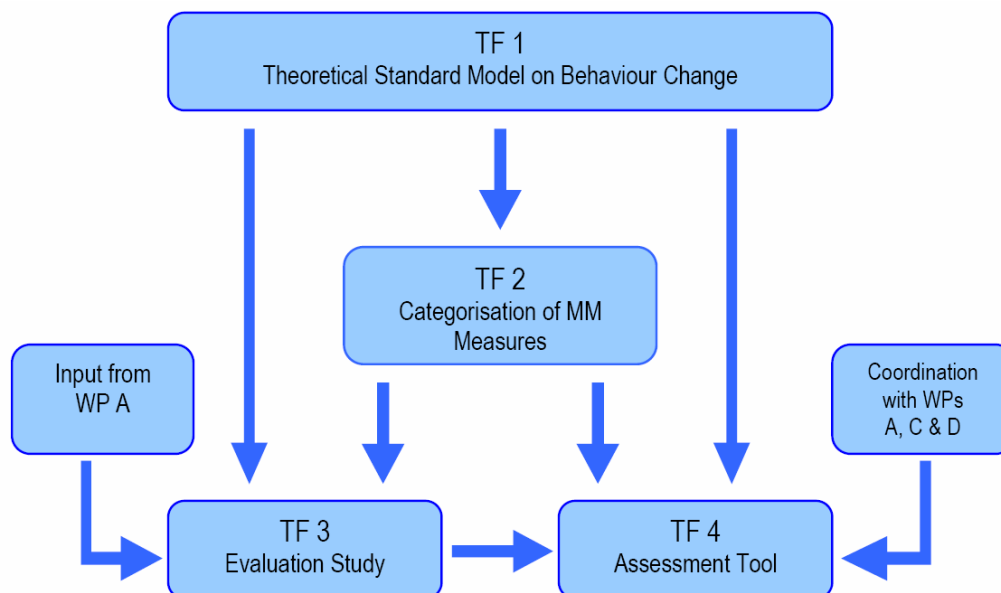


Figure 3: WPB Task Forces and their interrelation

TF1 (Theoretical standard model) is primarily concerned with the development of the new model of behaviour change. To achieve this, the most important constructs identified in current ‘static’ behaviour change models will be included (e.g. Theory of Planned Behaviour, Norm-Activation Model) and additionally a new temporal dimension of the behaviour change process will be added (i.e. similar to the Transtheoretical Model) by incorporating key ‘stages’ in the behavioural change process. Model development will be organized in four steps and its validation will be attained through a questionnaire survey conducted in at least five countries (i.e. UK, France, Germany, Sweden, Greece) taking into account contextual and framework conditions present in each survey area.

TF2 (Categorisation of MM measures) aims to classify MM measures and relate those to the constructs of the model developed in TF 1. For this purpose a matrix will be developed which helps to develop hypotheses on the

relationship between MM measures and the theoretical constructs of the new standard theoretical model (i.e. do specific MM measure interventions affect any of the model’s core constructs and ultimately facilitate behavioural change).

TF3 (Evaluation study) will design, conduct, analyse and document a high quality evaluation study designed to evaluate the effectiveness of different types of MM interventions. The aims are to provide evidence that behavioural change actually is realised as a transition through the different stages in the model (i.e. model validation) and to test empirically whether interventions tailored to the informational and motivational needs of car users in a specific stage are more successful in facilitating behavioural change compared to traditional interventions (i.e. a ‘one-size-fits-all approach’). To address these research aims, a longitudinal randomised control trial evaluation design with an initial screening phase, four measurement points and three interventions will be performed (See Annex B for greater detail).

TF4’s (Assessment tool) primary task is the development of a toolbox for decision support and evaluation in the field of MM. Thus WP B will prepare the development of a prospective assessment tool. To achieve this, TF4 will

- design a standardised tool to measure the impact of MM interventions (based on existing evaluation tools). The standardised evaluation tool will give comprehensive guidance on how to conduct an evaluation of a MM intervention;
- develop a decision support guide to inform users (e.g. mobility managers) about the most appropriate MM measures for them, taking into account area-level contextual and framework conditions, and;
- define specifications for a European-wide database which will eventually host evaluation data (from MM interventions) that in the long-term will allow the full development of a prospective assessment tool that allows others to predict the likely effectiveness of similar MM type interventions. Whereas, the decision support guide will give some idea of the ‘relative’ effect, the prospective assessment tool will give more precise estimations of the effects of different MM measures.

The flow diagram of WPB TF4 is presented below.

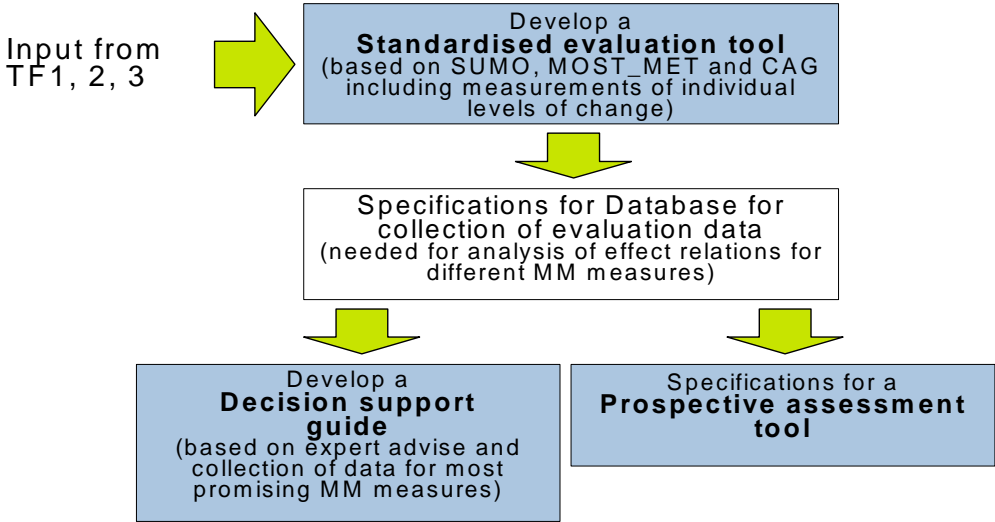


Figure 4: WPB TF4 “Assessment Tool”

3.4. WPC: Linking MM to Quality Management (QM) - leading to MM certification

Based on the WPC SoA analysis and additional discussions with the WPC partners, two major research questions were derived. These can be summarized as follows:

- Is it appropriate to develop a QM scheme for incorporating into Mobility Management? If so, how should this QM Scheme be specified and operate?
- How will a QM scheme for Mobility Management be evaluated?

These research questions will be addressed by carrying out the specific tasks that are shown in Figure 5. The basic idea behind the flowchart of Figure 5 is that of an iterative process, which sequentially refines the “QM for MM” scheme.

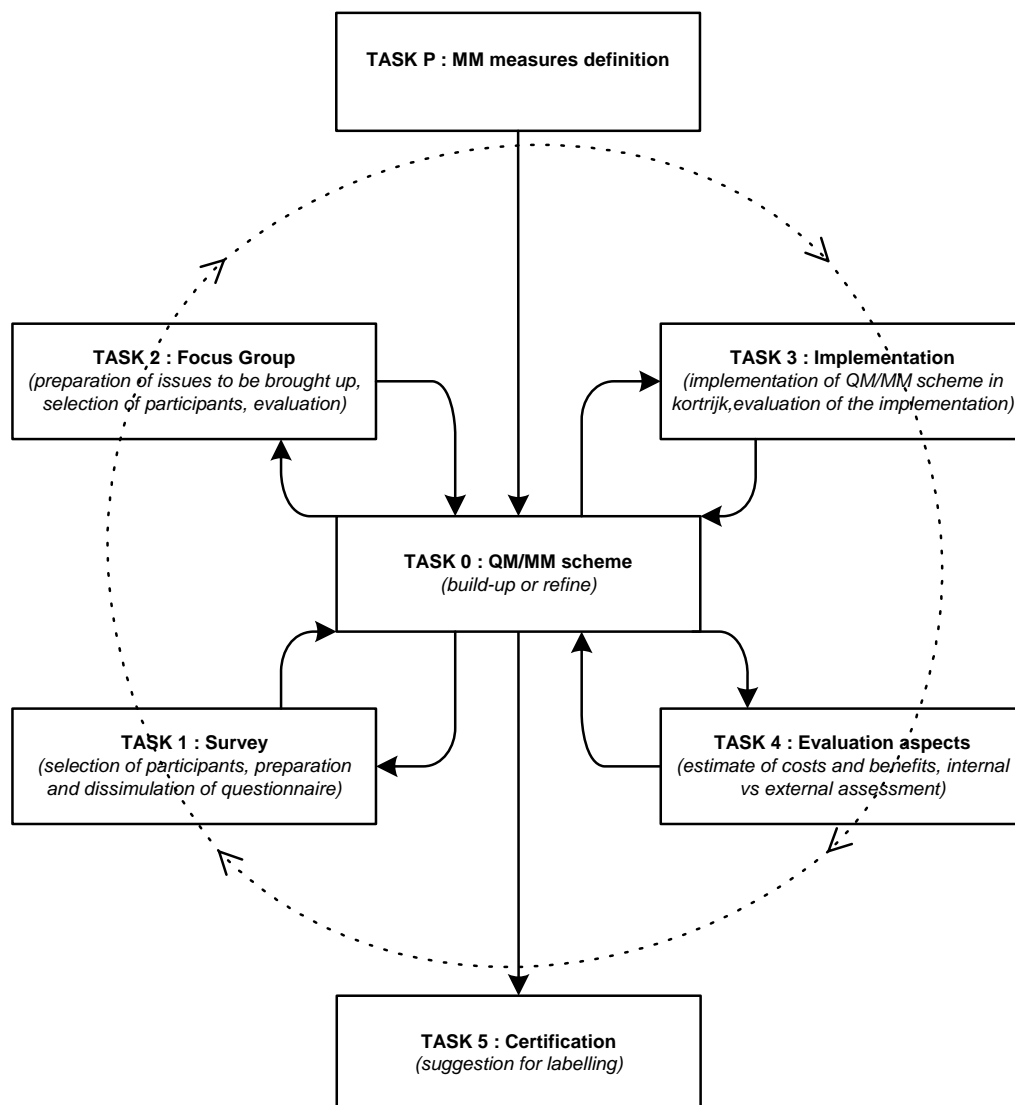


Figure 5: WPC Tasks and their interrelation

As can be seen from this figure, WPC tasks will be built up around Task 0 (QM/MM scheme). A first effort to develop a prototype quality management scheme has already been made by means of a comparative theoretical analysis of existing QM standards and processes, followed by a “mix-and-match” process.

WPC Task 1 (Survey) entails a survey of stakeholders. The questionnaire will include the following topics:

- If, and the type of MM interventions each city has planned
- Data available on the current state of MM (for instance, how did MM affected modal split)
- Opinions on the proposed QM system, bearing in mind city’s needs and intentions
- Willingness of the city’s authorities to test this QM scheme on future MM interventions
- Willingness to participate in subsequent focus groups

The aim is to have the questionnaire distributed to city authorities and mobility experts in fifty European cities, which will be chosen on the basis of their size and MM policy, with CIVITAS cities being a potential target group. Participants in this survey will fill their questionnaires on-line, while there will be a telephone follow up, where required.

The next Task of WPC is to organise and hold a series of focus groups to further explore the concept of QM, taking the results of the survey as a basis, and moving in a more “technical” direction. The focus group will be held after the completion of the online questionnaire survey, with two parallel sessions taking place; one will be attended by MM experts and the other will be attended by representatives of city authorities, with five to six persons in each. In these focus groups, the results of the survey will be discussed and general issues that WPC deals with will be examined in more detail, such as the barriers in implementing QM in MM, experience of so doing and, critically, participants’ views about the prototype QM for MM scheme.

WPC Task 3 (Implementation) concerns the demonstration of a QM scheme in MM that will take place in Kortrijk, Belgium (there is a possibility that a demonstration will take place in one more small European city). The input of this demonstration will be a manual on how to implement the procedure of QM in MM. The city of Kortrijk has already in place an advanced mobility plan, but plans also to further enhance it. The demonstration will take account of these enhancements and evaluate, using the QM system, some of the measures that are scheduled to be implemented there.

The evaluation of QM scheme after its implementation in Kortrijk is done in the framework of WPC Task 4 (Evaluation Aspects). What is of interest is not the measures’ success *per se*, but the applicability of the scheme. A qualitative assessment will be made in order to find whether the QM scheme actually facilitated the procedures of implementation or not.

The final step for WPC, Task 5 (Certification) aims to establish and implement the mechanisms necessary to produce a European ‘norm’ (in the form of certification) for the QM of MM schemes.

3.5. WPD: Integrating planning and MM

WPD deals with the integration of MM into Land Use Planning (LUP). The WPD research plan consists of two thematic Research Fields (RF) and three Working Stages (WS). The organisation of the above is presented in Figure 6.

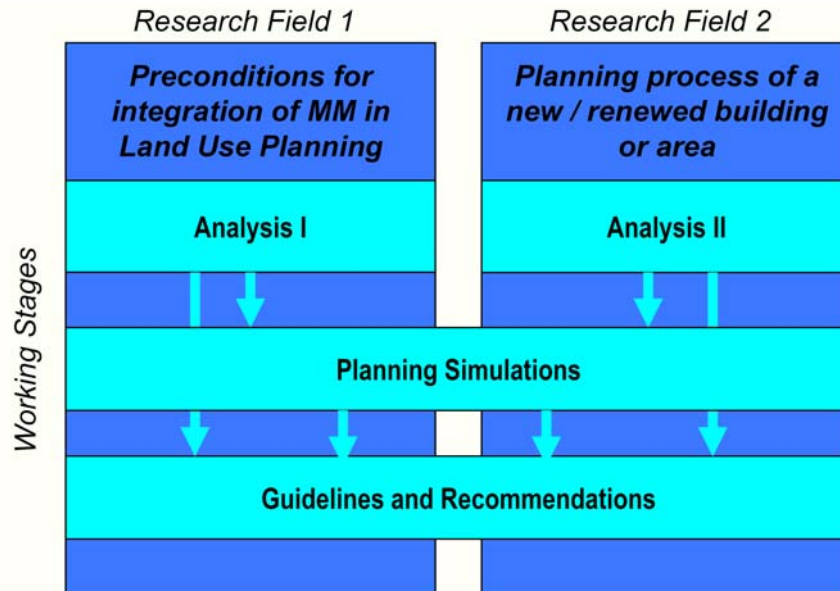


Figure 6: WPD Working Stages and their interrelation

As depicted in Figure 6, the first WS is different for the two research field, while the WSs Simulation and Guidelines are common for both of them.

RF1 will establish and examine the necessary pre-conditions for the integration of MM into the planning process taking into account relevant framework conditions (i.e. legal, political, governance considerations).

Additionally, the potential and actual effect of site-based MM is strongly dependent on the quality of the accessibility of a site/area by different means of transport (infrastructure framework and transport service supply). The WP argues that it only makes sense to invite landowners/developers to consider MM if the site-related target groups have the possibility of a real choice among modes to access the site. That means that the whole aspect of the integration of transport (in terms of supply) into LUP with the overall objective of promoting sustainable mobility is part of this research field and has to be considered as a form of precondition in the research for WPD.

RF2, which is at the centre of WPD, deals with the actual planning process for a new or renewed building / area and asks where and how MM can or should be included. Here, the whole process is of interest from the intention to build and the planning procedure up to the construction phase and putting the site / building into use. The main actors are the landowner/developer of a new/renewed building or a new developed/redeveloped area and the local authority as the main counterpart in the process.

The research in WPD is organised in three Working Stages (WS):

WS: Analysis: WS Analysis is divided into two sub- working stages: WS Analysis I and II. WS Analysis I has the scope to explore the preconditions of integrating MM into LUP in those European states that are represented in the project and also the Netherlands and Ireland,. In order to achieve this, an agreed Common Analysis Framework will be required (to standardize responses), before data is collected in various countries, and findings compared. To achieve this exercise, national documents, local and regional plans will be reviewed and

compared against predefined criteria, in order to assess the extent to which plans promote the integration of MM with LUP. Research tasks in this sub-stage will be completed by both desk research and, where required, interviews.

WS Analysis II explores how the building permission process for a new or renewed building is structured and where in this process there may be opportunities to integrate LUP and MM. In this sub-stage, desk research and, where required, interviews will be used.

WS: Simulation: WS Simulation aims to explore the possibilities for the integration of MM and land use planning in an actual planning context for a building or site, in both the old and new member states. By taking an actual planning situation, the simulation will test how and where in the process MM can be integrated. Simulations will take place in two old member states and two or three new member countries. Participating cities in WS Simulation 1 will be selected on the basis of a set of predefined criteria, like size, state of public transport network; in WS Simulation 2 the legal framework of these cities will be analysed, in order to identify the legal barriers to integrating MM measures in the planning systems of these countries, aiming in this way to propose only measures that would be possible within the legal system of the state concerned, and;

WS: Guidelines and recommendations: The final output of WPD will be the production of guidelines on how best to integrate MM within the planning process.

3.5. Subcontractors

A number of subcontractors will also be involved in the project to provide specialist skills to supplement those of the partners. The specifics of subcontracting are specified in each of the WP-specific Annexes to the comprehensive research report but are also summarised here:

WP A

TF1. WHO will assist in identifying key success points in the design of health related campaigns, while the cultural expert will provide feed-back regarding the transferability of campaign design to other countries.

TF2 out of a total subcontracting budget of 6000 €, the following amounts will be spent:

- 4000€ for the (qualitative) assessment of two MAX-demonstrations (costs linked to the organisation of round table discussions, personal interviews with stakeholders, etc)
- 1000 € for gathering additional information/investigations (e.g. organising round tables), related to demonstrations outside MAX. E.g. organisation of a workshop for exchange of information with cases outside of MAX, and site visits.
- 1000 € for costs linked to gathering information regarding the case study review.

TF3 some 10 000 € (from the budget for cultural expertise) will be incurred for costs related to 10 Focus group conversations in 5 partner countries (costs related to incentives for participants (travel reimbursement, small amount for participating, room hire & refreshments)).

TF4 and TF5. The cultural expert will provide input into the cultural aspects of research design, whilst Eurocities will assist in the selection of case studies.

WP B

All the subcontracting budget in this WP will be spent in TF3 (evaluation study) and specifically on engaging a consultancy to assist in the design and carrying out of interventions in this Task Force.

WP C

The design and refinement of prototype QM scheme for MM has been subcontracted to UK consultant JMP – 30.000 € In addition, around 20.000 € is to be spent on focus groups and assistance with the CEN workshop.

WP D

A very small sum (770 €) has been spent on expert assistance on MM and LUP in Ireland. The bulk of the subcontracting budget (20.000 €) is allocated for subcontracting up to four (depend on number of chosen countries for simulation) legal experts for WS Simulation 2: Detailed analysis. Legal experts will be selected by 28 February 2008.

Tabular overview

Contract or (Nr.)	Work to be subcontracted	WP	Status	Subcontracting amount
AUTH	Expert advice and feedback in workshops "Conceptualisation", "Compilation of Results"	2,4	Three experts took part in the Workshop Conceptualisation	30.000
ILS	Additional investigations necessary for filling research gaps	A-D	WP A: 20.000 WP B: 68.000 WP D: 12.000	100.000
ILS	Expertise and reporting on the state of the art in evaluation	B,1	Predefined subcontract: TFC Finalised	15.000
Total ILS				115.000
NU Napier	Specific research tasks as defined in the Annex, the Comprehensive Research Plan	A-D	WP C: 30.000 WP D: 8.396	38.396
NU Napier	Expertise on the influence of cultural background on travel behaviour	A	Tender procedures ongoing (Month 14)	30.000
NU Napier	Expertise on standardisation procedures/working groups in various countries	C	Partner's in-house procedures, in line with the relevant national legislation	30.000
NU Napier	Quality Assurance and Contribution Assessment Tool	0, B	Predefined subcontract: ESTC Participating in the work as planned	33.000
Total NU Napier				131.396
UCLAN	Expertise on health aspects in travel behaviour, dissemination in health related networks	A,5	Predefined subcontract: WHO Subcontract to be concluded in Month 16	30.000
Uni Maribor	Printing/layout/programming for dissemination products	5	Subcontracts to be concluded in Months 29-34	25.000
Uni Maribor (19)	Dissemination towards member regions	5	Predefined subcontract: CEMR Subcontract to be concluded in Months 16-18	20.000
Total Uni Maribor				45.000
Uni Krakow	Translating end-products	5	Subcontracts to be concluded in Months 29-34	25.000
Uni Krakow	Hosting costs for the final Conference	5	Subcontracts to be concluded in Months 29-34	10.000
Total Uni Krakow				35.000
Total Subcontracting Amount				386.396

4. MAX added value (synergies and complementarities)

4.1. Introduction

One of the main WP2 (Conceptualisation and Research Specification) objectives is to prevent MAX partners from devoting resources to a task, when other partners are working on the same task in the framework of another WP. An example of this was the joint working that took place between work packages on the common definition of MM and categorisation of measures, as set out in Annex E to this report.

Another main objective of WP2 is to identify and enhance possible synergies during the course of the research activities that are going to take place in different content related WPs. The completion of the individual research plans for each content related WP permits a good overview of the whole project and thus the identification of synergies and complementarities. These are defined as follows:

Complementarities exist when the expected results from MAX act in a complementary way, addressing the needs of different target groups.

Synergies occur at operational level, where research in one WP can benefit from the research in another WP, or from the research in another part of the same WP.

It must be recognised of course that all the WPs have different focuses and this limits the number of synergies that exist between them. It was neither practicable nor desirable to try to change elements of the RPs for each WP in order to artificially increase the number of synergies. Of the four WPs, WP A and WP B are most closely related and so present most opportunities for synergies.

4.2. Complementarities in MAX Expected results

The expected results should be complementary with each other and should offer the possibility to be used by MAX' target audience to address their particular requirements, regardless of their level of experience and background. The MAX target audience, or end user, could be any decision maker or practitioner or researcher or whoever else is involved in MM. The MAX research plans have been structured in a flexible way, so as to address the different needs and meet the different expectations of this broad audience.

In MAX, complementarity is ensured by the way research plan(s) have been orientated and structured. All aspects of MM are examined in-depth and are considered from different points of view; in the end, the outputs should be of use to both inexperienced and advanced MM practitioners, policy makers and researchers. Specific examples are as follows:

- WPB and WPA research campaign initiatives that may be targeted to large-scale populations individualised marketing initiatives that are tailored to personal needs.
- WPB and WPC research MM that can concern both existing sites or new/renewed buildings or newly-developed /redeveloped areas.
- WPB aims to assist decision makers to find the MM measures most suited to their situation by providing them with a decision support guide: WPC aims to help them to evaluate the effects of those measures by using the standardised evaluation tool.
- WPD aims to instruct practitioners by providing them with guidelines on how to integrate MM in the LUP process.
- WPA and WPB will contribute significantly to research by developing and validating a new behavioural change model. TA and MM will be studied under a common framework, with important developments

taking place (theoretical standard model) while at the same time, real-life considerations are examined, such as the quest for quality (WPC) or the need for integrating MM with urban development (WPA and WPD).

- WP A will further knowledge about TA on several levels:
 - Successful campaign design, complemented by WP B guidance on what results are to be expected from such campaigns;
 - The combination of “hard” measures with TA campaigns; and
 - The combination with education.
- Any MM scheme already in place could be tested on compliance with quality assurance standards. as to be supplied by WPC.

4.3. Synergies at operational level

Synergies at operational level are aiming to carry out an effective project and thereby satisfy the provisions of the DoW, which includes a requirement to make the research actions appropriate in scale and without duplication between WPs.

A key requirement in minimising duplicated effort and maximising synergies is effective communication. This should take place at the level of the research step (Task Force/Working Stage/Task) leaders, as well as between WP leaders.

WP 3 will see to it that this communication takes place and that, where necessary, WP leaders are kept copied into correspondence between the leaders of research steps within their WP.

4.3.1. WPA

Within the same WP

There are a number of operational level synergies within WP A. These are as follows:

- The selection of case studies to be analysed in-depth. This selection is to be carried out at WP level to ensure no duplication of effort between TFs.
- WPA TF1 (Campaign Design) interacts and benefits from WPA TF3 (Credibility of message giver) as the message giver is a key variable in campaign design.
- WPA TF1 leader UCLAN will be informed about the findings of the bibliographic review, as both WPA TF1 and the bibliographic review end in January 2008 and UCLAN participates in WPA TF3.
- The results and conclusions of TF1 will be fed into the TF4 (Combination of Hard Measures and Travel Awareness) demonstration in Almada, as well as into Lazio and Tallinn demonstrations (part of TF2). This will be the primary responsibility of UCLAN in collaboration with FIT and AMOR.
- TF2 (Campaigning the campaign), TF4 (Combination of Hard Measures and TA) and TF5 (Combination of education and TA) can benefit each other as the combination of their integrated results at higher level can provide guidance for the development of a successful strategy. This will be the responsibility of M21 as the WP Leader.

With other WPs 4

The synergies between WP A and other WPs are as follows:

- WPA should be able to provide information about good examples of campaign design to WPB for the preparing of the interventions during the evaluation study. This is possible, since both working steps end in January 2008. WPA TF1 leader UCLAN should communicate with WP B TF3 leader Uni Giessen on this.
- The outcomes from the WPA demonstration of Tallinn (part of WP A TF2) are likely to prove useful to WPD, in that they relate to “campaigning the campaign”. The WPA TF2 demonstration will already be running by May 2008, when the execution of planning simulations in WPD will begin. FIT and ILS will have the primary responsibility for this communication.

4.3.2. WPB

Within the same WP

Within WPB, the key synergies are as follows:

- TF1 will develop the theoretical standard model that provides input to or is the basis for the following Task Forces 2-4.
- TF 2, which deals with hypotheses about the relationship between MM measures and the constructs of the standard model, will be a key input to the evaluation study (TF 3).
- The outcomes of the evaluation study will also serve to finalise the standardised evaluation tool which will be developed in TF 4.

With other WPs

The following synergies between WP B and other WPs can be identified:

- Input is needed from WPB to WPA on evaluation methods for assessing the impact of the TA campaign in Almada. This is feasible since both the evaluation tool and the demonstration will run in parallel until August 2008, when the standardised evaluation tool will be ready. Communication here will be the primary responsibility of Trivector and FGM.
- Moreover, the development of the tools in WPB could potentially benefit from WPC survey and from the discussion within the focus group. The WPC survey and focus group discussion guide may be able to include questions about the prioritised format of the decision support guide or the willingness of the participants to test WPB tools. Trivector and UPCR will need to keep in contact on this matter.
- The WPC quality management system for MM may be able to suggest and promote the use of the evaluation tool for selecting and evaluating suitable MM measures.
- The decision support guide in WPB should also be able to benefit from WPD, since the findings about the integration of MM and LUP will be of relevance to the choice of MM measures in different contexts (WP B). Communication here is for Trivector and Synergo.
- Finally, WPB will cooperate with WPC and WPD in the search for participants who are willing to test the standardised evaluation tool and the decision support guide.

4.3.3. WPC

Within the same WP

The TF of this WP are linearly developed, i.e. the output of each TF will be the initial and necessary input to the subsequent TF, as can be seen in the relevant figure in the previous chapter. As a result, M21, in charge of the survey, should inform UPCR about the survey findings, so that UPCR can then use them in the focus group that it will conduct. Both these institutions should interact with Napier University, which is in charge of developing and refining the QM scheme. Traject, as leader of the tasks of demonstration and evaluation in Kortrijk should keep Napier informed; ON should also communicate with Napier on the issues relating to the certification procedure.

With other WPs

Potential synergies between WP C and other WPs are as follows:

- WPB should cooperate with WP C, regarding input from WPC on the issue of standardised evaluation tool, as described above in the section on WP B synergies.
- The WPC questionnaire, could include a question concerning the willingness of a city to test the standardised evaluation tool (WP B).
- It should be checked whether any WPC standards, if available in time, would be applicable in any of the research steps of WPA, B and D. Communication on this is crucial not to lose valuable and timely input for WPC.

4.3.4. WPD

Within the same WP

The Working Stages Analysis and Simulation of this WP are developed in such a way that their results will be used to form the Guidelines in the relevant Working Stage (WS Guidelines).

With other WPs

- The possible cooperation between WPD and WPB on the formation of the decision support guide was described in the section of WPB; and between WP A and WP D in the section on WP A (“campaigning the campaign”)
- WPA TF4 (Combination of hard measures and TA) may be of relevance to WP D WS Guidelines, since certain buildings and sites will include hard measures that may be complemented by MM measures delivered through the planning process.

5. Research Plan Potential risks and contingency plan

The completion of the individual and Comprehensive Research Plan will be followed by its implementation. At this point, it is considered useful to identify the potential risks within the research plans in order that MAX partners are aware of them and can strive to avoid them.

Possible risk	Contingency plan
Cost of interventions in WPB too high	This risk will be diminished by choosing a company as subcontractor that takes a great interest in developing the 'stage tailored interventions' and conducts the evaluation study itself. The WPB leader and task force leader will closely supervise the subcontractor and ensure close cooperation between the subcontractor with WPB to ensure that research interests are safeguarded.
Synergies are not implemented	It is the task of WP3 to monitor activities. The control takes place via a standardised reporting file at least every three months. This reporting will include the list of synergies as presented in chapter 4. In case of non-compliance, WP3, including the Coordinator, will intervene.
Continuance of delays	The comprehensive research plan was delayed by several months. To ensure continuity in working, the draft individual WP research plans were finalised as early as possible (meeting the necessary deadline well before the Summer 2007.. These formed the base of work since then, so work was not discontinued. Again, it will be task of WP3 monitoring and interventions by the Coordinator to ensure that no new delays happen.

Last but not least, regarding the WPC research plan, it has to be noted that if the implementation of QM in MM proves to be of no interest for the cities, the task of WPC will be considered as completed, as it is indicated in MAX's DoW.

6. Annexes

Annex A: Research Plan WP A

Annex B: Research Plan WP B

Annex C: Research Plan WP C

Annex D: Research Plan WP D

Annex E: Definition of Mobility Management and Categorisation of Mobility Management Measures