INTERREG Alpine Space Project

“Sustainable Mobility Behaviours in the Alpine Region – SaMBA”

CO-CREATION OF REWARD/PRICING SCHEMES:
METHODOLOGY

March 2019

The SaMBA project is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme.
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Short Description

The document provides instructions for designing co-creation process of reward/pricing schemes with the SEROI+ methodology. This publication includes partners’ results that were obtained using the described methodology.

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<td>Jure Trilar, Nina Hlebec, Emilia Stojmenova Duh, Mojca Volk</td>
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List of abbreviations

SEROI+
SE (SOCIAL, ECONOMIC, ENVIRONMENTAL); ROI: Return On Investment; The plus (+) indicates that the process for developing the solution includes the end users’ needs and coproduction activities.

OI
Open Innovation
1. Introduction

This document was conceived in order to provide instructions on how to use the SEROI+ tool in the context of SaMBA pilot case workshops.

SEROI+ is a process designed to unlock policy and practice goals; prioritise and design new products and services, evaluate and monitor their socio-economic returns through the definition of relevant and measurable indicators and associated monetary or proxy values. The tool’s main functionality is helping its users to better understand the design, operation and impacts of services they are aiming to implement in their target area.

This report on methodology to co-create effective and equitable (fair) reward/pricing schemes for further implementation in policies is intended for coherent instruction that SaMBA partners can use in their pilot case reward/pricing scheme conception.

Parts of the document that correspond to SEROI+ web-based interactive tool are in form of boxes as this:

```
SEROI+ interactive tool:
Title of the step

[image of web tool]

Simple instruction for filling-in the inputs provided by previous conception aligned with this document’s guidelines.
```

To use the SEROI+ in the SaMBA sustainable mobility context in creating reward/pricing schemes that correspond with stakeholders’ vision of end users’ needs, we define the co-creation target result as the reward/pricing scheme outline. This outline should not be very specific in a quantitative way, e.g. defining the actual price policy for certain solution, as the main objective is to capture the stakeholders’ positions regarding a distinct approach that considers incentives for sustainable mobility in given parameters. This document is equipped with sections that address the creation of reward/pricing schemes directly to help conceive the initial outline and build structural elements of the scheme needed for your pilot case. For further investigation on long-term effectiveness of such models please use documents connected to this part in SaMBA project, namely Deliverable D.T3.2.2. within Activity A.T3.2.
2. SEROI+

2.1 Methodology fundamentals

SEROI+ is a methodological tool that combines socio-economic and environmental return on investment (SEROI) assessment with open innovation (OI). OI is a process that enables public or private entities to involve all relevant stakeholders in identification and definition of goals and objectives, identification of measurable indicators and expected impacts, and in co-design and co-development of new products and services. SEROI+ tool supports public and private bodies in selecting, developing and designing new products and services that respond to the needs of their communities.

In the initial steps you define problem and problem owners. Problem owners are the persons that make themselves responsible to implement the process. Next, you must do research into partners, their resources, motivations, context. After that, the ideation on co-creative workshops takes place, where, as a result, collaborative outline (pilot) is made. Then you invest thoughts into impacts and indicators of successful implementation which provides you also with possible tools for scaling up the solution.

2.2 Tool

In order to streamline the goals of the SEROI+ methodology and the collection of data that would be comparable among the contexts of different pilot cases, we have designed and developed an interactive tool. The tool’s usefulness cannot be described through “black-box” approach where the user inputs the data and then the system processes it and returns result, rather it is a means to think and organise a project in a more structured frame. The main focus is the design target that is achieved through the co-creation workshop with your stakeholders. Overview and output documents of the tool are intended to keep you focused on what is important when searching for new solutions together with your partners.

The tool is freely available at [http://seroi.plus/tool/](http://seroi.plus/tool/) and requires simple login with desired email or username and password to access the tool and to view and edit your saved projects. In the tool you can save multiple projects. A project includes one main goal, multiple stakeholders, one co-creation design target, impacts and indicators for every stakeholder. In the projects dashboard you are able to view, create, edit and delete projects and you can also download and print project overview document.

SEROI+ interactive tool
Since there are no existing projects on the projects’ dashboard, we can now create new project and continue with inputs for relevant steps. Click the “Create new project” button.

In the next chapters the typical co-creation process with SEROI+ is presented.

### 2.3 Instructions

#### 2.3.1 Define the goal

Project creation starts by defining what the goal of the project is. Contemplate on the following questions. No need to hurry, deciding the right content and scope of the goal can be crucial for the implementation of your project.
You need to ask yourselves what problem you are trying to solve. Which needs are you trying to meet? Which opportunity for positive change is presented? **Which service, solution are you already providing with the pilot case.**

You then identify who has the problem, who will be mostly influenced and who will benefit from the final solution? Generalised notion on target group is enough (e.g. elderly, public transport users, students); you can segment the target group later as you contemplate who will have benefits and responsibilities for the implementation of the solution in the stakeholders section of the process.

You should also ask important questions concerning why. You employ this structured approach for repeatedly asking ‘why’ in order to provide deeper insight into the problem to uncover a potential root cause to any surface problem. **Where and when** does the solution need to be implemented to achieve the goal. Keep the scope of the goal focused and manageable. It should be more specific than “change mobility behaviour to sustainable modes”.

A table with an overview of your project will always be visible below the form in the web-based tool.

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**SEROI+ interactive tool**

**STEP 1: Define the Goal**

Fill the relevant considerations into the text fields. Most important is the “What Goal” field, others can be filled-in later. Press “Next” button for second step.

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The SaMBA project is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme.
2.3.2 Identify and engage stakeholders

To really capture the solution that works for everybody it is essential to identify, understand and engage the relevant stakeholders. Different projects have different number of stakeholders. You don’t need to identify every possible stakeholder with interest in developing this project or target group that could be affected. For some projects up to three would suffice and for some ten or more are relevant. We deliberately do not limit involved partners in identifying stakeholders and target user groups. If possible, consider including target groups representatives or stakeholders that know them best.

2.3.2.1 Map stakeholders

You will need to consider the specific expectations and contributions that each stakeholder makes. You will map them by their influence, relevance, motivation and orientation. You will also explore their relationship in order to determine the extent of cooperation or conflict between them.

Influence

Influence refers to how powerful and influential a stakeholder is. You will need to consider what political or social weight they have when it comes to our / your project.

Relevance

Relevance refers to those stakeholders whose needs and interests coincide with the aim of your project. For this, we will need to consider the level of their interest.

Motivation

Determining the stakeholder’s motivation involves looking at where it arises from. If they’re motivated by material rewards, their motivation is extrinsic. If the stakeholder is motivated by personal enjoyment, their motivation would be considered intrinsic. Sometimes the stakeholder’s motivations can be completely aligned with wider social benefits. Of course, completely altruistic societal benefits can be present, sometimes they are presented in a way it looks appealing to the public although the true motivation of actors can be elsewhere. In order to identify the motivation, omit consideration of this and look for other motivational aspects to get a clearer image.

Orientation
Lastly, orientation is measured on a scale from self-oriented to other-oriented. Consider this: is the stakeholder interested in the project because of a personal desire to be involved or because of recognition in public?

Additional considerations

- What interests do they have and what benefits can they get from the project?
- How can they contribute and what resources can they provide?
- What expectations and requirements do they have of the project?
- What interests do they have that can conflict with the project?
- How are they prepared to address these conflicts of interests?

Map the most important stakeholders. Take into consideration their situation and your assessment on how to engage them. Get to know them and understand their position and invite them to the co-creation workshop.

SEROI+ interactive tool
STEP 2: Stakeholders
You can add as many stakeholders as you desire. You can also remove lastly added stakeholder (for now). Try to map the stakeholder on influence/relevance and motivation/orientation dimensions. For additional consideration of interest, benefits, contributions, resources, expectations, requirements and conflict of interest with other stakeholders of the project itself and addressing these conflicts you can reveal details by pressing “Show detailed description” button.
2.3.2.2 Engage the stakeholders

Now that you got to know your stakeholders, it is time to contact them if you have not done so already. All stakeholders are important, the communication with them of course should not be limited by the SEROI+ stakeholders mapping mechanism - as it is a tool to propose certain arguments that can be helpful in your communication with distinct parties. Networking is very important. It is a great investment also for your future projects.

2.3.3 Organise co-creation workshops

The next step is the most important in SEROI+ methodology. It will provide with a co-creation target result in form of a scheme, service, product or other type of solution that takes into account all of the stakeholders positions and situations. In this regard, the co-creation result will be a product of an inclusive, as democratic as possible, focused and faster process.

Co-creation is a management initiative, or form of economic strategy, that brings different parties together (for instance, a company and a group of customers), in order to jointly produce a mutually valued outcome. Co-creation is: together (co-) make or produce something (new) to exist (creation). Co-creation finds its origin in co-production where consumer participation was integrated in the supply chain.

2.3.3.1 Important practical considerations

If workshops are planned well, they can be incredibly valuable for everyone involved. Workshops are great for brainstorming, interactive learning, building relationships, and problem-solving. This is why advance planning is critical. Here are some practical considerations.

Focus on workshop goal

The workshop goal in the SaMBA case is to produce a viable reward/pricing scheme that works for stakeholders or target groups involved. The workshop goal should be at the centre of your planning. Creative exercises will get everyone involved. There is a possibility that the discussion could overfit the desired frame, that is good, but do not let that take too much of your planned time.

Create an Agenda

Now that you know your primary objective and who will attend, you can start to develop an outline of how you'll achieve the workshop's goal. First point on the list should be a SaMBA presentation for
attendees to understand the context and the results derived from the co-creation session. Further, outline main points about the distinct pilot case to be discussed into details. Prepare them for co-creation activities by explaining the process and desired results. Discuss some starting points and dimensions for reward/pricing schemes co-creation (see below).

**Duration**

Such co-creation workshops should be focused and not take the whole day rather just a few hours.

**Location**

In case you have up to 10 attendees, that you are already familiar with, then a conference room in your organization should be enough. In case you have multiple attendees from various stakeholder organizations, then consider a location that is large enough to accommodate such a number. Consider logistics of your co-creation workshop. Will everyone be able to reach the venue? Will you need to organize accommodation for people who are coming from a long way away? Also consider capacities of the venue in order to support practical details. Will everyone be able to see your visual aids? Are there appropriate facilities for breaks? What catering facilities does the venue provide?

**Wellbeing of participants**

Provide with non-alcoholic drinks, coffee and tea. In case that the workshop is planned for more than 3 hours provide with simple snacks. In the beginning introduce the facilitators and assistants and also attendees among each other. If necessary use some “icebreakers” to ease up the audience.

**Participants list and possible permission requests**

Do not forget the participants list. It will be necessary for the follow-up and project reports. If you intend to publish the results of the workshop activity in form of news with photos please ask your attendees to allow photo shooting in accordance with the GDPR.

**Visual aids and office supplies**

Often the co-creation process requires putting the ideas on paper or other media. Be sure that you have enough paper, pens and color markers.

**Facilitator and assistants**

Facilitator must be somebody that knows the topic of sustainable mobility and pilot case in details in order to provide with necessary instructions and topics overview. He or she must be able to guide and control a discussion in order to extract and also evaluate ideas and sometimes to narrow down the content. He or she must always be objective and neutral not to deter participants or influence the group’s decisions in some way.

At least one assistant provides help and instructions for individual attendees so that the facilitator can stay focused on the whole group and process overview. Assistants have a key role in recording
and collecting the results and later, after consideration from all of the team, filling them into the interactive SEROI+ tool.

Exercises should not only be interesting and fun but also focused and productive. Participants should take responsibility for the outcome to assure real-life viable solutions.

Follow-up plan

Attendees will be glad if their time and effort that went into shaping the common design target is a part of the impact or publicly published results. In case of future attendance of your (even SaMBA unrelated) workshops this should translate to better participation rate in next events.

2.3.3.2 Useful Co-creation methods

Cross-cultural and interdisciplinary teamwork is a contemporary response to the reading of the complexity and production of innovation. It operates in and for the culture of cooperation. The methodology reveals the connecting moments of creative thinking and group dynamics by building a process of elaboration shared by the individual and the group, at once being sustainable by the environment. Co-creation methodology in participatory approach looks at the person and his/her ability to create and innovate: it is a part of the transformative engine within the dynamics of a group in action.

The new co-creation paradigm pinpoints the importance of collaboration of different stakeholders in order to boost innovative solutions in products, services and processes development. However, researchers and practitioners face some challenges of how to understand different co-creation approaches and transferability to other contexts, social and cultural environments.

The key to co-creation lies in engaging, working with, and empowering people to generate ideas and to collaboratively create concepts. Co-creation is based on the belief that the users’ presence is essential in the creative process, as the users provide insight into what is valuable to them. At its core, this means that co-creation is literally any process that brings together users and designers to work towards a shared goal. In practice, this often takes the form of a collaborative workshop in which business stakeholders, researchers, designers, and end-users explore a problem and generate solutions together, taking into account their different approaches, needs, and points of view. The end goal of co-creation is the same as that of research and concept design: to identify a solution that provides users with better experiences, and organizations with improved and innovative services.

The primary benefit to co-creation is the way in which it increases empathy among stakeholders and designers. In traditional research techniques, stakeholders observe users from a distance, behind a one-way mirror or via video link-up. Co-creation, on the other hand, forces businesses and designers to confront the realities of customer emotions – be that happiness, joy, anger, or frustration – and
the motivations behind their behaviour. This collaborative approach promotes constructive reflection and dialogue where all parties involved are equal, and working together towards a shared goal.

As a secondary benefit, co-creation processes are often more efficient than traditional design research. A well designed co-creation workshop forces all parties to discuss the problem and solutions together, and essentially combines the research period with the discovery and requirements-creation phases of a project. In addition, because designers are involved directly in uncovering requirements, they are better able to understand the reasons behind the requirements, which leads to better decision making during later design phases.

A co-creation technique is the procedure for collectively accomplishing something and is often done through the use of tools such as mobile phones, design kits, software programs and websites. Techniques engage customers to generate ideas through methods such as focus groups, workshops, storyboarding and prototyping for new goods, equipment or services.

Main co-creation activity that correspond to some criteria that are useful for particular pilot case. It should be understandable and clear, allow time-frame for the process amongst stakeholders that should not take more than a few hours and results should be usable in the context of sustainable mobility reward/pricing schemes for your particular pilot case.

We have listed a few participatory techniques that, in our own assessment, fit these criteria.

**Group brainstorming**

This well known technique that comes in many forms is useful for less-structured out-of-box solutions/ideas. Might be used in combination, right after the initial topic overview or instructions, to gain some traction of the problem domain, and before the main activity to “warm-up” the participants.

Prepare at least 5 different ideas about services in your idea portfolio. Think as if anything was possible. Focus on opportunities instead of constraints.

1. **Give your brilliant idea a catchy title.**
   An idea with a catchy title seems to develop a life of its own within organisations where as a poorly named idea often gets forgotten or overlooked.

2. **What is the idea in a nutshell?**
   It’s important to describe your idea in a nutshell. One short sentence containing a real benefit to the practice stakeholder should do it.

3. **What and whose unmet need is your idea satisfying?**
   What is the real and specific user need that this idea is meeting?

Web resources: [https://www.mindtools.com/brainstm.html](https://www.mindtools.com/brainstm.html)
**Open circle (variation of focus groups)**

Having smaller number of attendees sit in a circle facing each other sets the tone for an interactive session, where everyone can feel free to participate and engage with each other. Adding a talking stick to the circle also helps to send the message that although there is no one leader and lead roles will be shared, when someone does have the lead or has asked to talk, the group is expected to give full attention to that individual. The key is carefully observing, listening and recording a group of people having a focused discussion on a topic thus gaining insights.

Web resource: [https://www.mindtools.com/pages/article/using-focus-groups.htm](https://www.mindtools.com/pages/article/using-focus-groups.htm)

**World-café**

Similar to open circle, small groups (around four or five people) converse together around tables about a common topic. After the first conversation, someone stays at the table as a ‘host’, while the others move to a new table. The host summarises what has taken place at that table and those who are new share their previous conversations. In this way, the threads of the various conversations are woven together.

Web resources:

**Five Whys**

Problem framing technique that helps uncover a potential root cause to any surface problem entails: root causes analysis, structured approach for repeatedly asking 'why' in order to provide deeper insight into problem and iteration.

Web resource: [https://www.mindtools.com/pages/article/newTMC_5W.htm](https://www.mindtools.com/pages/article/newTMC_5W.htm)

**Unmet needs**

Engage and resolve the following questions:

1. Whose unmet need is it?
   - You gather as much information about the end-user as you can. What motivates them? What makes them distinctive? What keeps them awake at night? Draw or find a picture of a user and give him or her a name.
2. What is their unmet need?
   - You define this, being as specific as possible and trying to get to the root of the problem. Are the unmet needs new, thought provoking, unambiguous and written in plain
language? One technique for defining a crisp unmet need is to ask ‘why’ several times until you discover the root cause.

3. How is this unmet need currently overcome?
What workarounds currently exist for this unmet need? Workarounds are ways in which users get around a problem themselves. They give you clues about how your innovation will have to work. If users don’t have their own solution, what are they forced to do as an alternative? Or do they do nothing?

4. Why has this unmet need not been satisfied?
Why haven’t you (or other similar providers) created an innovation that caters for this need? For example is there a lack of technology or are solutions currently too expensive? Is it a new need?

5. Why is it important to meet it?
State your argument about why this unmet need is the most important one amongst others you have considered. It is important to try to quantify the importance of this unmet need to your organisation, your stakeholders, your users or the wider community in general. So, will this be a way to better use €10M of public money? Will it save time, reduce carbon emissions, open up new jobs? Might it transform your way of living and mobility?

Use new gained understanding of users’ unmet needs to derive conclusions about the possible scheme solution and consult it with the workshop attendees.

**Personas**

User-centric technique, that would be a great addition to co-creation workshop in order to gain deeper insight in end-users’ motivations and positions. This is not inherently a technique that produces service solutions or schemas in a direct manner, rather than a tool that enables you to make derivative conclusions about reward/pricing schemes, based on your perception and particular interests of end-users. Personas are a great way to produce fundamental dispositions for user behaviour scenarios.

Web resources:

**Storyboarding**

Simple, yet effective use of speculation on how the users engage with the potential scenarios.

Use Post-it stickers to map out the story of the service:

1. Unmet Need
   Describe the situation the user is in before using the service. What is his/her unmet need? What is his/her state of mind?
2. Aware
   How does the user find out about the service?
3. Engage
   How do they first engage with the service?

4. Use
   How do they use the services?

5. Result
   What changes for the user as a result of their interaction with the service?

6. Exit
   How do they disengage from the service? (Is the service designed for a one-off or repeated use?) Are they encouraged to re-engage later? What is the legacy?

Can be used in combination with Hero stories or extreme character storytelling. Other variations of this techniques are available.

Web resource: [https://www.mindtools.com/pages/article/newTMC_77.htm](https://www.mindtools.com/pages/article/newTMC_77.htm)

### Hero stories

Sometimes referred to as extreme character storytelling. New ideas through speculative storytelling with envisioning new solutions and exploring extreme, not common tasks or scenarios. Instead of focusing on the needs of typical and conventional user you explore design solutions for extreme users with encouraging divergent thinking through defamiliarization which enables accession to larger spectrum of human emotions and practices. Be creative, use this exaggerated storyboarding technique.

### Semi-structured interviews

Sometimes it is impossible to meet time frame options that would be viable for most important stakeholders. There is a possibility to engage stakeholders in their location in their desired time frame and use semi-structured interviews for mining of solutions through individual discussions. Prepare several questions on how they view the problem, how they address the problem so far, what are their concerns, where do they seem that problems might emerge and similar - answers to that are open-ended, but try to the time frame into the account. Make detailed notes or even record the meeting. After the interview try to organize information and draw conclusions based on interviews of multiple stakeholders. Be observant of common topics and themes that arise.

Web resource: [http://www.tools4dev.org/resources/how-to-do-great-semi-structured-interviews/](http://www.tools4dev.org/resources/how-to-do-great-semi-structured-interviews/)

For detailed instructions and additional tips regarding the implementation of co-creative techniques please use web resources as there is vast amount of information available on Internet.
Please note that the co-creation methods and techniques per se do not produce immediate (direct) results. In order to acquire useful reward/pricing schemes it is essential that you (1) keep focus on workshop goal (creating schemas) and (2) document observations thoroughly.

### 2.3.3.3 Components of price/rewarding schemes

To present some starting points to workshop attendees for the purposes of co-creation process we have outlined some components of the reward/pricing schemes. We would like these to be helpful guidelines for certain aspects of sustainable mobility rather than established criteria for classifying distinct schemes. There are numerous other possible components and aspect of such schemes - we encourage you to find new ones - just make sure that it fits your pilot case. Of course, you should not consider effects of reward and pricing schemes on population to be generalised rather you should optimise for different societal groups and/or demographics. In some studies\(^1\) general notion about the population distribution regarding the susceptibility to general reward or pricing changes is that: ½ of population with higher price sensitivity and almost no sensitivity on rewards; ¼ of population, typically most frequent users, have lower price sensitivity and higher sensitivity on rewards; ¼ of others represent other 3 variations.

It is very important that you know who your existing most frequent users are and whom you with to introduce the solution. Previous step of the methodology regarding stakeholders should identify stakeholders and target groups sufficiently.

**Dimensions to consider**

- **Positive/negative incentives**

  Should the mobility behaviour be **incentivised** by reward or lower pricing or **discouraged** by increased pricing or lack of material rewards? Consider combination of both.

- **Spatial features**

  What are the spatial properties of affected space? Is it a **corridor** in form a of tunnel or a bridge (medium: toll), or an **area** (medium: congestion charge), or a wider, full transport

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network (medium: tickets or travel charges by distance travelled)? Are there any distinct geography features that need more attention - sea, lake, mountain regions?

- **Frequency of transport habits**

  What does the transport mean for the user’s convenience and mobility habits? Are you addressing daily commuters, shoppers, tourists or people who need transport in worktime?

- **Individual or group**

  Should efforts to mobility behaviour change be competitive, perhaps presented as a list of top most active users or should cooperation that enables rewards for every group member be exhibited? Would change be achievable faster via individual or a group approach?

- **Combination with intrinsic motives**

  Perhaps some of the most important factors regarding mobility behaviour change come from intrinsic motives of an individual. As we, at SaMBA, primarily focus on reward/pricing schemes, these intrinsic motives (in form of fitness and well-being, individual lifestyle, status and recognition, time saving,...) should be considered in combination with incentives and pricing.

**Medium**

To build a reward/pricing schemes you need to conceive a medium for the transactions. It should also be a means to measurable input of target groups or individual’s effort in mobility behaviour change or promotion of such change. Here are some examples:

- **Points**

  Collecting points according to distance travelled in certain sustainable transport mode. Can these points be exchanged for material rewards or discounts in local businesses? Can they support competition between active users?

- **Purchased tickets, tolls**

  Number of purchased tickets, rides or tolls reflects the frequency of use.

- ** Tradable bottleneck permits**

  Number of bottleneck permits or other forms of congestion charge issued. Perhaps make them tradable and observe the number of transactions.

- **Promotion value**

  Besides actively pursuing mobility behaviour change, promotion via social media awareness posts should be encouraged and rewarded. It can help you save money, in comparison with established marketing channels, to reach your users.
Incentives

What are actual rewards for target users? What do they gain from it personally? Although you focus on material rewards, there are other supplementary means to support mobility behaviour change. Be aware that some incentives have the potential to offset or lower the percent of actual redeemed awards - thus reducing the overall cost. Some examples are:

- **Discounts**
  Would users be satisfied with discounts on services they already use?

- **Exclusivity**
  How can users gain access to additional content or special events?

- **Material prizes in local businesses**
  Often the material rewards such as free ice cream/coffee when allocating certain amount of effort are effective means of behaviour change.

- **More advanced loyalty programmes**
  Can you consider your tailored combination of different incentive? Think about incentives that work best for your particular case.

- **Status, recognition**
  Sometimes top lists of most active users, collecting badges through gamified process can produce more response than other types of rewards or pricing adjustments.

Efforts

Now that you thought about incentives, think a bit about the input an individual should invest into his or her habit change. What are alternatives to actual less-sustainable mobility practices? How would someone actually achieve better, sustainable mobility?

- **Change to more sustainable forms of transportation:**
  - Public transport (also consider multimodal forms of transport, e.g. park & ride)
  - Carpooling
  - Bike
  - Walking

- **Peak hour avoidance**
  Sometimes you could reward users if they do not perform certain actions or refrain using a transport system when it is overloaded.

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2.3.3.4 Co-creation results and data collection

Results from your co-creation session are to be logged in the text area below the title of your co-creation target on third step, “co-creation”, of the web tool. In the SEROI+ tool, the particular results from co-creation session are not structured, rather we left the input open-ended, as the pilot cases are not completely uniform in size, place and content. The results should explain the general mechanism of reward/pricing scheme. It does not need to be too detailed. It should be comparable with the results of other pilot case workshops results. If you would try to structure the data too much, there is an educated guess that there would be too much missing (qualitative) data and our insight would become limited. It would be perfect if you described the conceived reward/pricing scheme in terms of target groups, desired usage patterns, components (aspects and dimensions) and particular features of the scheme to provide some (qualitative) comparability among different pilot cases. With this data it will be easier to identify similarities and distinctions among schemes to produce generalised guides regarding such schemes creation.
2.3.3.5 Examples of reward/pricing schemes

Here are some simple, not very detailed examples of reward/pricing schemes supporting sustainable mobility behaviour.

**Example 1: Rewards in form of drinks or food from local businesses for sustainable mobility practices.**

Engage with local businesses that can provide smaller physical rewards (coffee, beer, ice-cream,...) to award regular (walking, cycling) commuters through the use of particular mobile app for tracking mobility behaviour (MUV, Bella Mossa - Better Points,...).

Example 2: After certain km with citybike users also get a free daily bus pass (or vice-versa)

It is not uncommon for cities to have integrated transport infrastructure. Typically a user can use same card to rent a citybike or ride a bus. To promote both sustainable practices, cycling and use of public transport, a mechanism to optimise certain mode usage can function in a way, that the use of least utilised mode results in discounts or even free tickets/credits for use of other modes. In practical sense that designate that for every 10km traveled by citybike (e.g. distance measured between citybike renting stations) you can acquire a daily bus pass you can use in certain period. Pros: no special mobile app needed as existing (although relatively advanced) infrastructure can be utilised.

Example 3: Rewards for carpooling on daily commute routes to designated city

Increase local carpool ridership during peak travel periods, therefore reducing single occupancy vehicles, traffic congestion, greenhouse gas emissions and the need for parking space. Reward scheme includes application tracking data (users that check-in at certain vehicle/driver), that enables unlocking of certain rewards, usually gift coupons, redeemable in local partner businesses.

As implemented in:
- https://commute.org/get-rewarded/apply-for-carpool-incentives

Example 4: Access to the exclusive events by providing evidence of sustainable mobility behaviour

For the promotion of on sustainability focused events or music festival, the organisers ask potential participants, mostly younger generation, to use the sustainable means of transport for a certain period of time. If they present ‘the evidence’ (in form of a particular app log that tracks walking or biking distance, certain amount of tickets purchased,...) at registration, they are eligible for discount or even free tickets for the events.

2.3.4 Impacts and indicators

Impacts

Although overall impacts should be considered when conceiving the goal and operationalising it in the reward/pricing scheme this part will be a separate part of the SEROI+ process. This step is done after the co-creation workshops to focus on foreseen impacts and finding the indicators that suit your project. In this last step, you will need to determine the impacts of your service and define
indicators that quantify them. It is important to understand the changes your scheme will bring in order to accurately measure them. This will give you an idea on how to evaluate your solution. Consider:

- What is the most important impact or change that derives from the scheme for every stakeholder?
- Would this impact be relevant and also important to stakeholders?
- Does this impact provide clarity and is understandable to all stakeholders?
- Can it be described in as few words as possible?

**Indicators**

Identify one (and only one) indicator per impact. All the indicators need to be relevant, measurable, robust, continuously available, and traceable. To access a list of indicator examples that measure different kinds of impacts you can visit [https://data.worldbank.org/indicator](https://data.worldbank.org/indicator). Please be advised, that the vast majority of these indicators are not intended for behaviour change in sustainable mobility via reward/pricing schemes. You will probably have to come up with indicators that fit your case and stakeholders best. The indicators that derive from impacts should be:

- relevant,
- robust (low dependency on external factors),
- measurable/quantifiable,
- traceable,
- of high quality and reliable,
- continuously available,
- and if needed:
  - able to substitute (or proxy)
  - statistically significant

Define and decide on how to practically conduct the measurement and how often. Define how to analyse and judge/rate the output data with regards to the prioritised policy goals. Define baseline or benchmarking method to account for external influences on indicators (if needed).

Examples on clarifying impacts and indicators:

| Impact                  | Indicator                                                      |
|-------------------------|================================================================|
| Improved collaboration   | Increased amount of successful start-ups                       |
| Increased employment    | Reduction of regional unemployment rate of young people        |
Improved innovation and creation processes

Increased amount of new types of products being shipped

SEROI+ interactive tool

**STEP 4: Impacts and indicators**

Fill-in expected impacts and corresponding indicators for every stakeholder created in step 2. To save your project click “Save and finish” button to return to the projects overview dashboard where you will be able to access, edit, delete and print the project overview document.

**SaMBA context indicators**

The SaMBA project is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme.
Here you can find a table of SaMBA related indicators with different ones that correspond directly to the context of problem domain. Please consider practical perspective of used indicators on measurements and measurements’ origin.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Unit of measurement</th>
<th>Data source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot extension</td>
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<tr>
<td>Population of the pilot</td>
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<tr>
<td>Age structure</td>
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<td>Average income (yearly)</td>
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<td>Driving age population</td>
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<td>Workforce employed</td>
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<td>Attractor poles</td>
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<td>Pilot assets</td>
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<td>Modal split</td>
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<td>PM2.5 concentration</td>
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<tr>
<td>CO level</td>
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<tr>
<td>Safety and security</td>
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<tr>
<td>Weather conditions</td>
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3 Discussion and improvements

The link between the reward schemes and people’s reaction and attitudes towards them needs to be thoroughly addressed in policy-making and continuously re-examined (through gathering feedback) as these attitudes change — this should be an iterative process that addresses new developments in attitudes, not a one-time activity. For the purposes of this deliverable, results that outline reward/pricing schemes of the partners’ pilots are included in the final chapter.
4 Results of SaMBA pilot cases reward/pricing schemes co-creation workshops

Sets of the reward/pricing schemes that partners created for their pilots will be added here.