



THE GREEN MOBILITY PROJECT “MOBIL GEWINNT” – EVERYONE WINS WITH SUSTAINABLE MOBILITY

Real-life examples of good practice

On behalf of:



Realised by:



In cooperation with:



IMPRINT

This brochure was created as part of the project “mobil gewinnt” (Mobility is a winning factor). The federal government launched the “mobil gewinnt” initiative to support companies interested in sustainable mobility.

These are some of the elements of the project “mobil gewinnt”:

- Staging a competition to award and support good ideas and well devised mobility concepts
- Providing initial consulting on operational mobility management at 300 companies and institutions in Germany
- Holding regional conferences to strengthen local and regional networks for sustainable mobility

You can find further information about the project at www.mobil-gewinnt.de.



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GAINS FOR BOTH THE ENVIRONMENT AND COMPANIES



Individual freedom has become unthinkable without mobility. Participating in society, business activity and, ultimately, our prosperity strongly depend on the ways we have of getting quickly from A to B. Yet still: mobility can also be tricky. Long commutes, pollutants, noise and traffic jams – again and again every day many experience how traffic reaches its limits. Increasing traffic not only takes its toll on the environment but also on drivers, for instance in the form of stress and significant costs. Additionally, those living close to roads see their health suffer because of traffic's negative side effects.

Sustainable mobility would be a boon both for the environment and for companies. And that is the goal of "mobil gewinnt" (Mobility is a winning factor). Arriving at your destination with your nerves intact while protecting the environment and your health – saving money all the while! We want the success stories in this brochure to show the many possibilities available and encourage you to try some out. At the end of the day, that is what mobility management thrives on: we have to make good ideas and approaches known to the world. And we want to invite companies and their employees to break new ground.

Svenja Schulze

Federal Minister for the Environment, Nature Conservation and Nuclear Safety

MOBILE COMPANIES ARE A STEP AHEAD OF THE REST



The project name "mobil gewinnt" (Mobility is a winning factor) succinctly describes social reality in just two words. Those who are mobile are a step ahead. Increasing mobility has led to a significant rise in traffic for which the people, the environment and our climate pay the price. Nonetheless we strive to both maintain and improve our citizens' mobility. What we want is better mobility with fewer emissions!

We are not asking people to do without mobility. Instead we are looking for an intelligent way to connect modes of transport in a sustainably designed traffic system of the future. What we primarily need to achieve is changing the distribution of the transport volume from the ground up. There is no way around it: we have to move large shares of motorised individual traffic to the ecomobility options of public transport, cycling and pedestrian traffic.

We also need to intelligently link technological and organisational measures: in the future, we must focus on more efficiently organising traffic in the existing infrastructure. Transportation engineering as well as community and operational mobility management will all have vital roles to play.

In this vein, I am very pleased that the traditionally successful cooperation between the BMVI, the Federal Ministry of Transport and Digital Infrastructure, and the BMU, the Federal Ministry of the Environment, Nature Conservation and Nuclear Safety, is again bearing fruit. To all the winners, the best of luck in implementing your projects!

Andreas Scheuer

Federal Minister of Transport and Digital Infrastructure

WHAT IS OPERATIONAL MOBILITY MANAGEMENT?

Functioning mobility forms the basis of any successful company. Goods need to be delivered; employees, clients and business partners have to be able to easily and quickly get to the place of business. Simply commuting to work can represent a major challenge for companies and their workforce. Two thirds of all employees take their car to work – nine times out of ten as the sole occupant of the car. Furthermore, parking is usually limited at their place of work.

It takes a systematic approach to lessen traffic at and around the company and to improve its reachability. Operational mobility management is the key: it identifies solutions that are a fit for a company and its staff's needs, taking into account all available offers and transport options along with their specific strengths.

Everything starts with a detailed analysis of mobility needs and traffic conditions: are there proper bicycle lanes or is there highly frequent public transport? What about the company fleet? Is there a lot of business travel? Then, suitable solutions are developed that help staff make the switch to car pools, buses and trains, bicycles and electric cars. An operational mobility concept should focus on incentives while removing obstacles, as demonstrated by the examples presented in the brochure.

Usually, individual actions come together to form sets of measures, such as:



Starting on page 16, we introduce several operational mobility management measures to illustrate the broad range of options available.

What are the benefits for your company?

Operational mobility management makes it possible to improve mobility both ecologically and economically. You can also offer employees opportunities for healthier and more affordable mobility. Last but not least, company efforts contribute to improving traffic in the region:

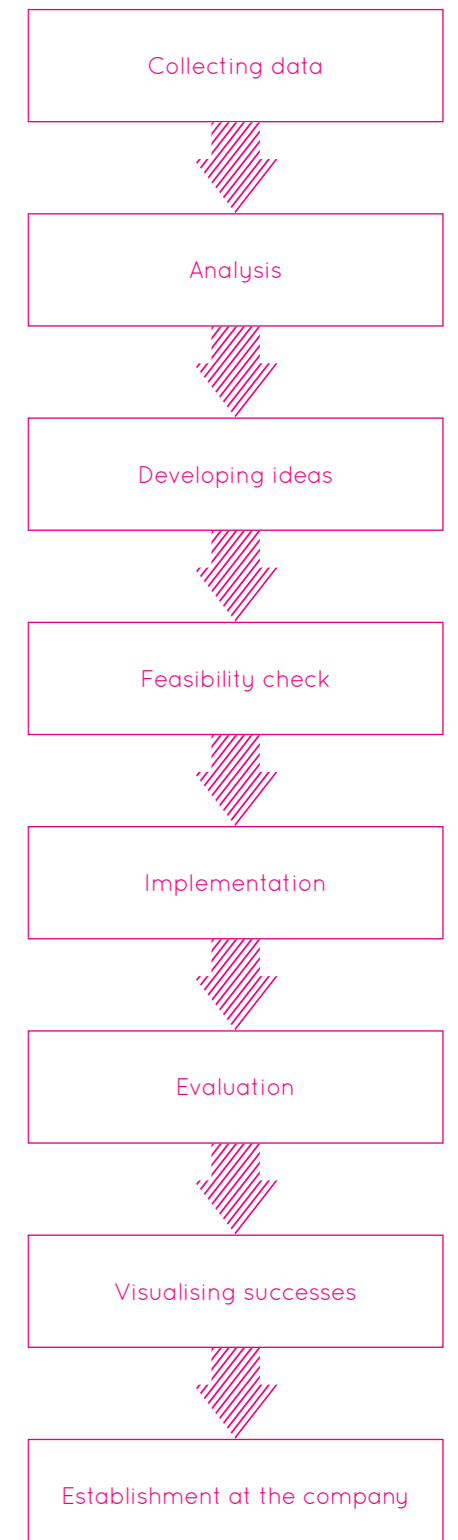
- Fewer car parking spots mean lower costs. The construction of underground parking costs at least €20,000 to build and about €300 every year to maintain.
- The utilisation of existing vehicles is improved. Otherwise, the fleet can be reduced because there are other, more cost-efficient alternatives available.
- Taking the car during rush hour is stressful and wastes time. Operational mobility management presents options that make journeys less arduous and allow travel time to be used more efficiently.
- Studies show that employees who regularly bike to work are healthier. Even using public transport leads to more natural movement – with a positive impact on health.
- You can enhance your company's image with attractive mobility options, both with your employees and with clients and visitors. Accessibility is increasingly becoming a key success factor for highly trained employees, young professionals and clients.

What are key points when introducing operational mobility management?

You take the same approach for operational mobility management as you would for other management systems: start by analysing the current situation and then move on to defining targets. Develop and implement measures and then permanently integrate them into company processes.

Turn to page 34 for more information and tips on introducing operational mobility management.

Introducing mobility management



SUSTAINABLE MOBILITY – IS YOUR COMPANY READY?

Are you wondering whether operational mobility management might be something for you and your company? Simply answer the following questions. Our tips will offer valuable insights!

? Have you already developed a mobility concept for your company?

- No.
- I have implemented individual measures.
- Yes, there is an existing mobility concept



A mobility concept helps you to systematically identify strengths and weaknesses of how you handle mobility. Even if you have already implemented individual measures, you will be able to increase their efficacy with a systematic approach. Find out more on page 34.

? How high are your mobility costs (costs for your fleet, making parking available, business trips by train/rental or hired cars, use of employees' own cars)?

- I cannot say.
- < €100 per employee and year
- > €100 per employee and year



At most companies, the costs of company mobility are not very transparent. If you go to the trouble of compiling the different types of costs, you will probably see that they add up to a substantial sum. And that it could be worth your while to train employees as mobility consultants or to involve experts when developing a mobility concept.

? Do you know which modes of transport your employees use for business trips?

- I do not know.
- I know which modes of transport are usually used.
- At our company, we take care to choose modes of transport according to specific criteria (expense, environmental and climate protection, time required).



Many companies have policies designed to steer travel expenses and the modes of transport used, but they do not know how employees actually plan their trips. This aspect usually offers a significant potential for saving money and improving the environmental impact of travel.



Do you encourage your employees' health and exercise efforts?

- No, that is not an issue at our company.
- We have several options we offer our employees.
- Commutes and business-related journeys are systematically factored into our deliberations on promoting health and exercise.



From a medical standpoint, integrating movement and activity into the daily work routine is the best form of healthcare. Did you know that employees who bike to work every day are proven to take fewer sick days?



Have you calculated your company's carbon dioxide emissions?

- No, knowing our carbon footprint is not important to me.
- Our energy management gives us a good handle on our company's energy consumption. That is why we are aware of our carbon dioxide emissions.
- We have systematically accounted for our carbon footprint.



If you want to calculate your carbon footprint, there is no escaping the issue of mobility. At the latest when you have to account for your employees' work commutes or client and delivery traffic, you will find that the share of corporate traffic is very high.



Who is in charge of mobility issues at your company?

- There is no employee who feels responsible for mobility issues.
- We have employees who handle specific aspects (e.g. fleet management, business trip expenses).
- We have a mobility manager or mobility coordinator at our company who handles the various mobility issues.



Mobility management works best when different mobility options and needs are linked. Depending on the size of your company, you will need one or several employees to manage and coordinate mobility. No special official qualification is needed. It is, however, important that someone at the company take a closer look at mobility needs, raise awareness and coordinate the various options. Did you know that the training academies of the Chambers of Commerce ("IHK Akademie") offer qualification as an operational mobility manager? Read more about it on page 34.

REAL-LIFE EXAMPLES

Concepts

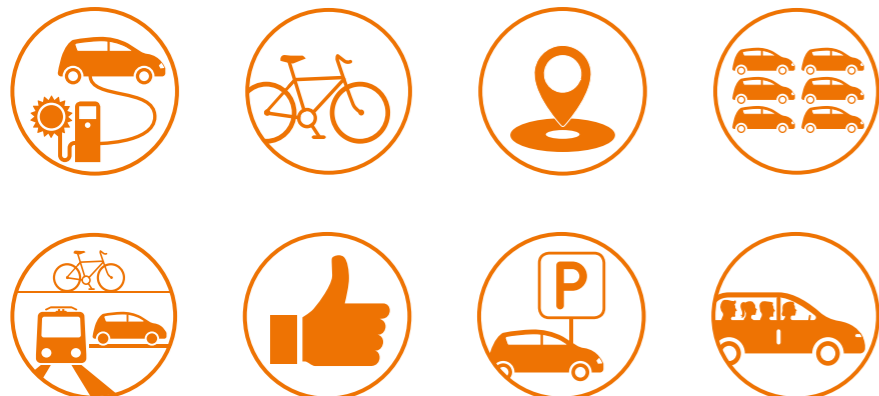
There are as many goals and measures as there are reasons that companies and institutions decide to implement a sustainable mobility concept. Maybe one of the reasons applies to you too. Think of the following:

- Parking is so limited on company premises that your employees are unhappy about it or you are suffering from a lack of options to expand parking.
- You are significantly expanding or changing your location and your employees have to get used to other work commutes.
- You want to make your location more attractive and more easily accessible for clients and visitors as well as for your staff.
- You want to modernise your fleet (e.g. by integrating e-mobility) and at the same time keep a handle on cost effectiveness.
- You want to present your company as modern, attractive and eco-friendly, while pursuing a sustainability strategy.

The following pages present mobility concepts that were developed as a reaction to one of these situations.

Measures

Starting on page 16, we have a wealth of examples to show you how diverse, creative and full of variety mobility measures can be. The art of operational mobility management consists of tailoring the many options available to the mobility needs of your employees.



SOLVING PARKING PROBLEMS

Many years ago, the district government of Groß-Gerau was already considering job tickets and introducing parking-space management. The local situation was exacerbated by a shortage of parking spaces, especially during office and visiting hours. The general increase in traffic was the reason for this, but also the simultaneous decrease in car pools due to the introduction of flexible working hours. In 2010, the district government decided to develop a mobility concept for its offices – a concept that ultimately combined a job ticket, parking-space management and other

measures regarding employee mobility. At the heart of the concept, was a “mobility card” that provided parking by the office as well as a job ticket for public transport for a fixed monthly sum. As accompanying measures, new parking spaces were created and existing ones refurbished, the bus stop by the building was made wheelchair accessible and cycling was promoted.



FRANZISKA KNAACK
MOBILITY REPRESENTATIVE

“Unlike in strongly populated areas, a change of mentality about the chosen modes of transport is only slow to come in outlying areas bordering on traffic hubs.”



District government Groß-Gerau
Contact: Franziska Knaack
Tel.: +49 6152 989299
Mail: regio@kreisgg.de
Industry: public administration
Employees on site: approx. 1,000
www.kreisgg.de


MOBILITY OPTIONS AT THE NEW LOCATION

After relocating to the newly constructed Innovation Center in Stuttgart-Vaihingen, Trelleborg Sealing Solutions wanted to focus especially on alternative mobility when faced with 18,000 new jobs in an industrial area, the threat of vehicle bans and the increasing number of traffic jams on major access roads. The company developed a mobility concept that offered employees several options:

- 1) Drivers receive an affordable parking space (€40 per month) and a commuter allowance (depending on the commute, up to €120 per month).
- 2) Those who use public transport receive extra support. 100% of a company ticket are covered and additionally two thirds of costs for ticket upgrades, e.g. to first

class, for ticket transferability or for additional transit zones.

- 3) Bicyclists and pedestrians either receive a bonus (€60 before taxes per month) as a lump sum or a subsidised company e-bike that they can lease.
- 4) Mobile work – employees can spend up to 20% of their monthly working hours working from locations outside the office.
- 5) In addition to these options, Trelleborg supports green commutes with free charging stations for cars and pedelecs, an app for forming car pools and by providing a car-sharing deal that also covers personal use.



RAIMUND ALKER
HR BUSINESS PARTNER

“We offer a flexible mobility concept tailored to our employees’ needs that aims to reduce the use of cars and grow the use of green alternatives instead. Our employees are very happy with it. This goes from the one colleague who gets here by subway instead of being stuck in traffic every day to another colleague who covers an impressive 75 kilometres a day on a subsidised leasing pedelec.”




Trelleborg Sealing Solutions Germany GmbH
 Contact: Raimund Alker
 Tel.: +49 711 7864-400
 Mail: raimund.alker@trelleborg.com
 Industry: sealing technology
 Employees on site: approx. 500
www.tss.trelleborg.com

MAKING A LOCATION MORE ATTRACTIVE

An ecological mindset and participation are two elements at the core of bio verlag gmbh’s business approach. Consequently, all measures to encourage sustainable company mobility are chosen on the basis of employee surveys. They are an established part of the publishing company’s budget planning. The list of measures is regularly revised and adjusted when necessary. The mobility team meets at fixed intervals to talk and there are company-internal events and communication campaigns to strengthen and establish awareness for sustainable mobility.

Current activities include:

- Choosing bicycles instead of cars
 - Secure bicycle racks for commuters at Aschaffenburg Central Station
 - Bicycle map and repair pack in the welcome package for new employees
 - Bicycle leasing
 - Annual bicycle safety check
- Subsidised tickets for public transport
- Promoting car pools (e.g. with a ride-sharing café)
- Eco-training for drivers to reduce fuel use and carbon dioxide emissions



MARION MORGNER
SUSTAINABILITY REPRESENTATIVE

“Efficiently shaping our mobility forms the core of our sustainability strategy. Our activities sensitise employees to also scrutinise their mobility habits in their personal life while providing ideas for possible alternatives.”



bio verlag gmbh
 Contact: Marion Morgner
 Tel.: +49 6021 4489-287
 Mail: marion.morgner@bioverlag.de
 Industry: publishing
 Employees on site: 71
www.bioverlag.de

A VEHICLE POOL AS THE CRUCIAL ELEMENT

The City of Paderborn developed a comprehensive mobility concept designed to promote bicycles and pedelecs as well as increase use of public transport. It also aims to reduce traffic by permitting employees to work from home and meet in video conferences. At the heart of the concept is the vehicle pool located at the "Technische Rathaus" (technical town hall) on Pontanusstraße. The goal is to handle all

business-related driving with these vehicles – with alternative drive systems – instead of using employees' own cars. To increase utilisation of the pool vehicles, employees can also book them for private purposes. At the same time, the city set up a bicycle pool where employees can book bicycles. The system is highly accepted so that plans exist to extend it to other sites.

JÜRGEN MEIER ORGANISER AT THE MAIN OFFICE AND PERSONNEL OFFICE

"We are optimising our administrative processes thanks to the overhaul of our operational mobility approach. We are reducing the use of our vehicles by improving our routes and significantly bringing down carbon dioxide emissions with alternative drive systems – all the while enjoying a high level of acceptance from staff!"



City of Paderborn
– The Mayor –
Contact: Jürgen Meier
Tel.: +49 5251 881230
Mail: juergen.meier@paderborn.de
Industry: public administration
Employees on site: 250
www.paderborn.de

TREATING PEOPLE AND NATURE SUSTAINABLY

VAUDE, a sustainable, innovative company for outdoor clothing and gear based in Tettng in Baden-Württemberg, stands for a sustainable approach to people and nature. This includes lowering emissions, for which the company developed a mobility concept with six building blocks:

- Biking to work – more than 50,000 kilometres per year
- Creating car pools with digital tools – the largest potential that exists at VAUDE
- Public transport: the "Bähnlelinie" bus connects VAUDE in Obereisenbach with the train station in Meckenbeuren via Tettng
- Travel policy for business trips
- Fleet management – no mean feat in times of diesel scandals and fine-particle scares...

- Mobility lottery – a small incentive with a big impact

VAUDE focuses on an improved infrastructure and incentives to help employees find a green way of getting to work, for instance with its "mobility lottery": all employees who come to work by bus, bike or car pool can take part in a weekly raffle. VAUDE also sponsors bicycles with, for instance, a repair shop, bicycle-parking spots, bicycle-repair lessons and showers. All employees can also borrow e-bikes free of charge. Since 2011, the company has reduced emissions at its headquarters by 22% – a significant amount.



HILKE PATZWALL
CSR-MANAGER

"We are continually working on improving our mobility concept to encourage more employees to transition to bicycles or buses. Working hand in hand with our local government, we have managed to have hourly buses connect us to the next train station. That is a huge success!"



VAUDE
Contact: Hilke Patzwall
Tel.: +49 7542 5306-255
Mail: hilke.patzwall@vaude.com
Industry: outdoor outfits and gear
Employees on site: approx. 500
www.vaude.com

SYSTEMATIC INCENTIVES TO COMMUTE BY TRAIN



Service provider PRIOR1 designs, plans and installs reliable and energy-efficient computing centres and server rooms tailored to individual client needs. Employees cover about one million kilometres every year in business travel throughout Germany – mainly in company cars. The carbon dioxide emissions this causes are already entirely compensated for. Under the name of “Vermeiden vor Kompensieren” (Avoiding instead of compensating), the company came up with further measures to reduce emissions. The current mobility concept includes a

system of incentives to encourage employees to voluntarily do without their own company car and instead use a first class German BahnCard 100 train ticket. Crunching the numbers has shown that this amounts to substantial savings for the company. Employees receive 50% of these savings as a further salary component. Employees who cannot or are not willing to completely forego a company car are incentivised to take trains with the help of premiums that are paid in dependence on the number of kilometres covered by train in a year.



MARTIN WEBER
SENIOR CONSULTANT
COMPUTING CENTRE AND
INTERNAL SUSTAINABILITY
REPRESENTATIVE

“Providing financial incentives has proven an effective tool for reducing carbon dioxide emissions. By now, 20% of our employees entitled to a company car choose to waive that right, including our managing director. It reduces the environmental impact and lowers company costs while employees benefit from the premiums we pay them.”



PRIOR1 GmbH
Contact: Martin Weber
Tel.: +49 151 64912695
Mail: martin.weber@prior1.com
Industry: construction of computing centres
Employees on site: 50
www.prior1.com



THE “BANKER ON BIKE” SUCCESS STORY



With its annual campaign “Banker on Bike”, the bank UmweltBank motivates its employees to commute to work by bicycle. UmweltBank donates €1 for every kilometre travelled by bicycle between home and place of work to ecological and charitable projects. Employees can suggest causes and vote which organisations should receive financial support. In 2017, participants in “Banker on Bike” took to the saddle for the sixteenth time, covering 32,000 kilometres. This corresponds

to 5,869 kilograms less of carbon dioxide (acc. to the online ADFC calculator). Three selected projects were each given a share of the final sum that the bank had raised to €35,000. The bank has also purchased bamboo company bicycles for shorter work-related trips and personal use. “Banker on Bike” manages to combine protecting the environment and employees’ health with charitable efforts.



OLIVER PATZSCH
PR & MARKETING
REPRESENTATIVE

“We are very proud that our bankers on bikes are pedalling so hard. Our goal for 2018 is to achieve a symbolic trip around the world by cycling 40,000 kilometres.”



UmweltBank
Mein Geld macht grün.

UmweltBank AG
Contact: Oliver Patzsch
Tel.: +49 911 5308265
Mail: Oliver.Patzsch@umweltbank.de
Industry: banking
Employees on site: 149
www.umweltbank.de

A FLEXIBLE APPROACH TO WORK



TUI Cruises opted for flexible working hours to give employees the chance to achieve work-life balance and plan their daily routines as suits their life. As long as departments can be reached, employees can set their working hours as desired outside the core office hours. TUI also allows employees to work from home, even though this offer is not available to all departments as TUI Cruises has to guarantee certain service hours. Due to the flexibility

of working hours and locations, employees can more easily take advantage of public transport because they can adapt to fixed departure times. This also helps lighten the load in crowded public transport during rush hour. Furthermore, employees are increasingly organising car pools at the company. The workforce benefits from larger windows for commuting as a result of the flexible working time.



ELEN MALUCHE
HEAD OF HR STRATEGY & DEVELOPMENT

"What matters to us is comprehensive sustainable mobility that provides individual employees with a wealth of options. We value results - not how long someone works. We want employees to make the most of flexible working hours and locations, which is why we have additional offers such as the 'HVV-Profiticket', a company ticket for public transport, and free bicycle checks."



TUI Cruises GmbH
Contact: Elen Maluche
Tel.: +49 40 60001-5128
Mail: Elen.Maluche@tuicruises.com
Industry: cruises/tourism
Employees in Berlin and Hamburg: 404
www.tuicruises.com

INTERACTIVELY GUIDING VISITORS



Rock am Ring, Germany's largest music festival, uses the interactive travel tool "Green Mobility" designed by the Karlsruhe start-up raummobil (founded in 2016) to manage visitor flow. With this tool, festivalgoers can plan their trip to the venue with various modes of transport. Parking lots and camping areas are included in the maps, making them easy to find. Drivers

see the final kilometres of their journey bundled by the direction they are coming from to take changed routing during the festival into account. A survey on travel plans integrated into the tool gives event organisers and visitors live information on peak arrival times. The festival's own special transport services are also tied into the tool.



ALEXANDER KRETH
PROJECT AND TRAFFIC PLANNING

"Using 'Green Mobility' for Rock am Ring not only benefits festivalgoers who can more intuitively plan how to get there. Thanks to the built-in survey, organisers and authorities can accurately predict crunch arrival times and more precisely prepare in advance."



Eventbande GmbH
Tel.: +49 7531 4573760
Mail: post@event-bande.de
Industry: event planning/production, traffic services/management, security design
www.event-bande.de

JOB TICKET COMMUNICATIONS



The Wissenschaftsstadt Darmstadt (City of science) developed a number of offers for its operational mobility management. The city appointed a mobility coordinator to ensure that employees stay informed via various channels. It developed the logo and slogan “mobimax – Umsteigen lohnt sich!” (Switching to public transport pays off) that identifies mobility options provided by the city. Billboards and flyers promote using public transport and bicycles as well as buy-

ing a job ticket. When the job ticket was launched, the city staged information days for all employees, offering anyone interested a personal consultation. This offer is also made available to new hires. The category “Operational mobility management” was set up on the intranet and provides all the necessary information about applying for a job ticket. A special calculator shows employees how much taking their car to work would cost in comparison to buying a job ticket.



ASTRID SAMAAAN
PROJECT LEADER
MOBILITY MANAGEMENT

“Changing behaviour is a process. This also applies to employees’ mobility habits. People often get stuck in the status quo because of routines and a dearth of information about alternatives including the time and money they could save. Our communication campaign for the job ticket showed how vital it is to provide targeted information.”



Wissenschaftsstadt Darmstadt
Contact: Astrid Samaan
Tel.: +49 6151 132820
Mail: astrid.samaan@darmstadt.de
Industry: local public authority
Employees spread over several sites: 3,300
www.darmstadt.de

FIRST COMPANY BICYCLE FLEET



The printing company Druckerei Lokay established a bicycle fleet in 2009 – as the first company in Germany to do so. Employees who biked to work at least 50 times a year were equipped with a free trekking bike. Today, almost ten years later, employees can choose a bicycle from a large selection provided by the company’s leasing partner. An attractive offer as it poses the opportunity to upgrade from a regular bike to one with all the bells and whistles. Since the offer was introduced, half of the workforce has taken advantage of it. The boss sets a good example: he takes a foldable bicycle along on the train – even for business trips. The positive effects of the bicycle fleet are obvious for Lokay: employee



health and fitness, a daily contribution to protecting the environment, fewer company parking spots. The high-quality bicycles are not only an incentive for existing employees but also for job candidates – they are free to be used for personal purposes, too. The costs count as business expenses and the administrative effort stays low thanks to the leasing partner’s online portal.



RALF LOKAY
OWNER AND CEO

“That moving regularly is a key factor for health is common knowledge. The work commute, no matter how short, presents the ideal opportunity. This makes a bicycle fleet a win-win situation for employees, the company and the environment.”



Druckerei Lokay e. K.
Contact: Ralf Lokay
Tel.: +49 6162 930230
Mail: lokay@lokay.de
Industry: paper and print
Employees on site: 27
www.lokay.de
www.umweltdruckerei.de

CYCLING AROUND THE FACTORY



Taking your bicycle is an affordable and individual way of getting to work and one that is also good for the environment: every kilometre by bike equals 140 grams less of carbon dioxide emissions. That is why Wacker Chemie AG operates a large company bicycle fleet along with a company bicycle-repair shop at its location in Burghausen – and has done so since 1948. Employees can use one of 6,000 company bicycles to cover the long distances on factory grounds. Wacker promotes green mobility with two fur-

ther measures: participating in the Germany-wide AOK initiative "Mit dem Rad zur Arbeit" (Take your bike to work) and by providing company bicycles to lease. As part of the AOK initiative, the company holds a competition with valuable prizes to create additional incentives for employees to come to work by bicycle on at least 20 working days per year. Employees can also lease high-quality bicycles or pedelecs under affordable conditions as part of the company leasing package.



KLAUS MILLRATH
HEAD OF SITE COMMUNICATION,
BURGHAUSEN

"Riding a bicycle makes no noise and does not generate exhaust or fine particles. Besides walking, it is the greenest and healthiest way to get around. We make use of this at our site and keep car traffic down on factory premises."

WACKER

Wacker Chemie AG, Standort
Burghausen
Contact: Klaus Millrath
Tel.: +49 8677 833661
Mail: klaus.millrath@wacker.com
Industry: chemical industry
Employees: 10,400 at that site
www.wacker.com



SUPPORT FOR CYCLISTS



The specialist insurance company WERTGARANTIE was named the most bicycle-friendly employer in greater Hanover from 2013 to 2017 and focuses on promoting work commutes by bicycle. Senior management and employees identify with the bicycle campaigns the company runs. Every year, they take part in campaigns such as "Mit dem Rad zur Arbeit" (Take your bike to work) or "Stadtradeln" (a cycling competition). WERTGARANTIE has several offers for employees who use their bicycles a lot: leasing, rental bicycles, rain gear – for

hire or for purchase at subsidised prices –, a second-hand bicycle exchange and free repair equipment. This allows the company to support its employees' physical activities. WERTGARANTIE also provides showers and lockers as well as blow-dryers to fix hat hair caused by bicycle helmets. Employees can also make use of a company bicycle-repair shop with two bicycle mechanics and more than 60 parking spots for bicycles, 18 of which were created on two former parking spaces for cars.



PATRICK DÖRING
BOARD

"Bicycles are especially valued at WERTGARANTIE. Not only do we protect owners of bicycles, e-bikes and pedelecs from theft and repair costs, we also focus on bicycles within our company thanks to several options offered by management."



WERTGARANTIE
Group

WERTGARANTIE Group
Contact: Peta Hesse
Tel.: +49 511 71280236
Mail: p.hesse@wertgarantie.com
Industry: insurances
Employees on site: 480
www.wertgarantie-group.com

CAMPUS-WIDE COMMUTER PORTAL



The research centre Forschungszentrum Jülich is located between Cologne, Dusseldorf and Aachen. The region is not well served by public transport for work commutes, which means that almost 60% of the workforce comes to work by car.

Accordingly, providing sustainable support for car pools is an important measure. In 2015, Forschungszentrum Jülich set up the "Pendlerportal" (Commuter portal) as an internal domain. Together with other companies from the municipality of

Düren and the RWTH Aachen University, the portal was widely promoted (in the intranet, print media, social media and press). Currently, 160 commute options and 200 user profiles are active on the portal. The commute options amount to 256.28 fewer tonnes of carbon dioxide emitted during shared rides. In addition to the reduced carbon footprint, parking spaces are freed up, making it easier to find somewhere to park. Car pools also help employees connect - an aspect that is becoming increasingly important for work performance.



DR. ELLEN KAMMULA
DEPUTY HEAD OF THE ADMINISTRATIVE UNIT SUSTAINABLE CAMPUS

"The commuter portal promotes carpooling. Easy online registration and flexible ways to use the system are important to ensure a high number of users. We also need to regularly share information about this offer and promote how worthwhile it is to contribute to protecting our climate."



Forschungszentrum Jülich GmbH
Contact: Dr. Ellen Kammula
Tel.: +49 2461 61-9813
Mail: e.kammula@fz-juelich.de
Industry: academia
Employees on site: 5,300
www.fz-juelich.de

CARPOOLING 2.0: REGIO9ER@ZALANDO



Since 2015, a mobility consultant has been aiding the Zalando site in Erfurt with various public-transport issues. Topics include public-transport accessibility, shuttles, leasing options for company bicycles and car pools formed with the help of the car-sharing company Regio.Mobil. Regio.Mobil's "Regio9er" car-sharing option complements the existing shuttle services and other options that Zalando provides to help employees reach their place

of work more easily. Co-workers can form car pools and save money. Regio.Mobil takes care of regular vehicle maintenance and provides a fuel card for the commuters. Eleven vehicles and 85 users from nine countries mean that the topic of mobility has now come face to face with the topic of diversity - with more to come. The car-sharing project also enhances the site's parking-space concept as it encourages car pools, conserving parking-space resources.



MELANIE MÜLLER
MOBILITY & ECOLOGY ASSISTANT

"In the first year after we launched the project, much has happened and we were able to make many colleagues happy with the 'Regio9er' model. I am looking forward to further collaboration with Regio.Mobil as well as with our mobility consultants, who always have innovative mobility solutions to support us here at our site in Erfurt."



Zalando Logistics SE & Co.KG Erfurt
Contact: Melanie Müller
Mail: melanie.mueller@zalando.de
Industry: logistics
Employees on site: approx. 3,000
www.zalando.de

ENERGY-EFFICIENT FLEET



The family-owned medium-sized company Hesse Lignal GmbH built on its existing car policy on company cars for management and sales representatives: company cars were rated according to their fuel consumption and related carbon footprint. Now Hesse only uses energy-efficient technology. It also shortened the duration of leasing contracts so that the fleet remains state of the art. A bonus-malus system for carbon dioxide supports

drivers of cars with a smaller carbon footprint while a fuel-saving competition encourages energy-efficient driving. The use of rental cars for travel helped reduce the fleet. Available vehicle categories are pre-defined. Employees can use an online configurator to choose cars from a pool of various car types, makers and features – this increases acceptance and motivation levels.



HANS J. HESSE
MANAGING DIRECTOR

“Employee satisfaction levels have grown since we have been offering a broader selection of vehicles. Altogether, we have lowered average carbon dioxide emissions and are always up-to-date on technology.”



Hesse GmbH & Co. KG
Contact: Hans J. Hesse
Tel.: +49 2381 96300
Mail: info@hesse-lignal.de
Industry: coatings
Employees: approx. 400 at that site
www.hesse-lignal.de

TESTING AUTONOMOUS E-SHUTTLES



The insurance R+V Versicherung's MO14 innovation department keeps track of future trends in mobility and considers how they can be integrated into daily routines at the company. As part of this approach, two autonomous shuttles were purchased, evaluated, converted and walked through the registration process. The self-driving e-shuttles are researched under various aspects to see how the four megatrends of e-mobility, connecti-

ty, the share economy and autonomous driving will affect technology, science and society. Together with partner companies from academia, industry and the world of startups, the department is looking for issues that we will encounter in the future and is already today working on solutions for tomorrow and beyond. From these insights, the company can infer what focus areas await car insurances in the future.



VERENA REUBER UND STEFAN HÄFNER
PROJECT LEADERS
AUTONOMOUS DRIVING

“Everyone said it wouldn't be possible. And then we came along, were completely oblivious and just did it.”



R+V Versicherung
Contact: Stefan Häfner
Tel.: +49 151 26412158
Mail: stefan@ruv-lab.de
Industry: insurances
Employees: 15,767
www.ruv-lab.de

TAKING THE FLEET ELECTRIC



As part of the environmental programme “greenAOK”, the AOK Baden-Württemberg systematically furthers electrification of its fleet. The 14 AOK fleets in Baden-Württemberg have an electrification potential of 81%, equalling 85 tonnes less of carbon dioxide per year. AOK lowers its carbon footprint by purchasing only certified green electricity, which it has been doing since 2016. At the same time, a profitability analysis of refurbishing the

fleet estimated savings in annual business expenses amounting to €32,000. For 2018, electrification is set to exceed 30% with the goal of having achieved the full electrification potential of 81% by 2020. The company is also installing a uniform and connected charging-station infrastructure of 70 charging stations that will enable optimised fleet and energy management of the electrified fleet.



MAXANA BALTRUWEIT
ENVIRONMENTAL MANAGER

“Our employees love the already existing electric pool vehicles. We show every single employee individually how to handle electric cars to remove psychological barriers. Driving electric vehicles is such a special experience that no one has to tell our employees to promote using our electric cars.”



AOK Baden-Württemberg
Contact: Maxana Baltruweit
Tel.: +49 711 25931914
Mail: Maxana.Baltruweit@bw.aok.de
Industry: statutory health insurance
Employees: 10,700
www.aok-bw.de/ausgezeichnet

E-MOBILITY – GERMANY-WIDE



At consulting firms like bridgingIT GmbH with almost 600 employees, many a mile is travelled on business trips throughout the year. bridgingIT already established sustainable, green and socially responsible conduct as fundamental values when it was founded in 2008. By now, this also extends to employee mobility. Depending on the individual needs of employees and the various project situations, employees can make use of green cars, BahnCard train tickets or a job ticket. Employees entitled to a company car can choose an electric car as long as their driving profile is

suitable for an electric drive system. Out of 200 cars in the company fleet, 31 are now fully electric and three are plug-in hybrids. BridgingIT has one of the largest e-fleets for long-distance travel in Germany and has logged more than three million kilometres in electric vehicles. The company also assists politicians and business representatives in questions of operational and community mobility. On top of that, it is active in current R&D projects. This gives bridgingIT consultants a broad range of experience and expertise in the mobility of the future.



KLAUS BAUMGÄRTNER
MANAGING DIRECTOR

“We were not looking for a marketing project but a financially sound model.”



BridgingIT GmbH
Contact: Dirk Braun
Tel.: +49 152 56694035
Mail: Dirk.Braun@bridging-it.de
Industry: IT consulting
Employees: more than 600
www.bridging-it.de

E-MOBILITY FUELLED BY RENEWABLES



During the last six years, Bürgel GmbH has completely transitioned its fleet to electric vehicles. Since 2016, the cars in its fleet have been electric to 100%. This has several positive effects: it never happens anymore that someone is late for an appointment because the car had run out of gas and the previous driver had not filled it up. Usually, the cars recharge during their downtime and are virtually almost always fully charged in time for the next trip. Especially during the winter, electric cars offer added com-

fort as they can be heated without a running motor. Buying electric cars is more expensive at first, but the reduced usage and maintenance costs during their lifetime make them a more affordable option altogether. A vehicle's carbon footprint depends on many factors: because the cars in the Bürgel fleet use 90% self-harvested energy from cogeneration and solar sources, they generate less carbon dioxide than cars with gas or diesel engines.



AMADEUS BÜRDEL
MANAGING DIRECTOR

"You can't theoretically grasp e-mobility, you have to get hands-on experience with it. Many of our employees learned during regular, daily use that electric cars really do the job"



Bürgel bad & heizung

Bürgel GmbH
Contact: Amadeus Bürgel
Tel.: +49 5021 9717-0
Mail:
amadeus.buergel@buergelgmbh.de
Industry: plumbing, heating, air conditioning, electro-technology
Employees: 33
www.buergelgmbh.de

NEW LOCATION – NEW WAYS



Relocating significantly changed basic conditions for McKesson Europe AG. The number of parking spaces available to employees has noticeably shrunk while public transport has become more accessible as the train station can be reached by foot. All five subway lines have stops close by. For that reason, the company opted to rent parking spaces to employees at normal market rates and subsidise

the monthly ticket for public transport with €30. The amount far surpasses the minimum that the transport association VVS Verkehrs- und Tarifverbund Stuttgart requires to offer an additional discount. The company provides affordable day-by-day parking spots when employees want to or need to take their car for the day. Employees can also safely park their bicycles in a designated basement.



DR. KRISTIN VORBOHLE
HEAD OF CORPORATE RESPONSIBILITY

"By introducing relatively high parking fees, we were able to completely flip the ratio of those who use public transport and those who take their own cars. The bicycle-parking spots and showers are also well received and appreciated by employees. All of this lets us contribute to better air quality in Stuttgart."



MCKESSON

McKesson Europe AG
Contact: Dr. Kristin Vorbohle
Tel.: +49 711 5001-506
Mail: kristin.vorbohle@mckesson.eu
Industry: pharmaceuticals distribution and health services
Employees on site: 380
www.mckesson.eu

INTELLIGENT TRAVEL MANAGEMENT



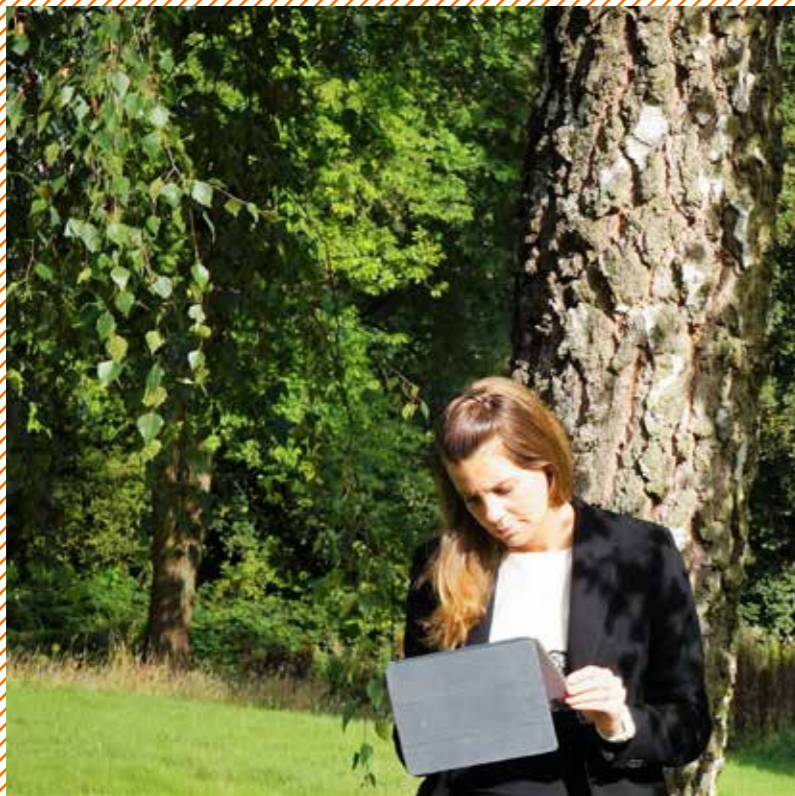
Even when it comes to business travel, Barmenia Versicherungen follows economic, social and environmental criteria: avoiding travel is obviously the best way to reduce the company's carbon footprint. Technical solutions such as working from home, online training and video conferencing reduce the need for commutes and business trips. When business travel is necessary, the company focuses on zero-carbon travel with Deutsche Bahn (DB). This is written into its travel policy. Business trips at Barmenia are booked via a tool that flags carbon dioxide emissions for flights and of-

fers train travel as an alternative. Communication campaigns have sensitised employees on the issue. These efforts include the sustainability day staged at the Wuppertal headquarters for the first time in 2013 where Deutsche Bahn was one of the companies to present what it has to offer. Furthermore, the carbon footprint of all business travel is documented, calculated as emissions and compensated through a certified climate-change mitigation project. The headquarters in Wuppertal have been operating with a zero-carbon footprint since 2016.



PETER HEYDER
DEPARTMENT HEAD
PAYROLL SERVICES

"We want to create awareness for the environment, which is why we strongly focus on dialogue and communication. In addition to that, all employees can travel first class on Deutsche Bahn trains. This allows for comfortable travel with a zero-carbon footprint."



Barmenia Versicherungen
Contact: Stephan Bongwald
Sustainability representative
Tel.: +49 202 438-3240
Mail: nachhaltigkeit@barmenia.de
Industry: insurances
Employees: 3,400
www.nachhaltige.versicherung.de

REEVALUATING BUSINESS TRAVEL



NATURSTROM AG is a company with a sustainable mission that now has more than 400 employees. Its vision comprises decentralised renewable energy that focuses on the customer. NATURSTROM currently operates at 12 locations in Germany where it provides local, decentralised renewable energy with a personal touch. It has always been company policy to use trains as the first option for business travel and company electric cars for shorter distances. In the past, business trips

were also required for company-internal meetings. Since the beginning of the year, video-conference systems have been up and running at all locations with the aim of cutting both the time needed for business travel as well as travel-related carbon emissions. Communication among locations and within departments distributed over several locations has become much simpler. Especially executives and management can now reduce the burden on staff and the environment.



MIRIAM MÜLLER
MARKETING AND STRATEGY

"Our colleagues love that the introduction of a video-conferencing system decreased long commutes as well as the amount of business travel and nights spent away from home. During the first month, we already noticed that the system was in constant use while time savings and the reduced carbon footprint were positively received."



naturstrom
ENERGIE MIT ZUKUNFT

NATURSTROM AG
Contact: Miriam Müller
Tel.: +49 9545 443843644
Mail: miriam.mueller@naturstrom.de
Industry: renewable energy
Employees: 420 at 12 sites
www.naturstrom.de

WHAT DEFINES A GOOD MOBILITY CONCEPT?

Operational mobility management is a cross-sector function. It only unfolds its full power with a coordinated approach: effective mobility looks to the needs of employees while also conserving the environment and natural resources. As a result, those in charge of mobility management must meet high demands. Experts share their different viewpoints on the current status of the qualification.

A question for...



JOHANNES AUGE
MANAGING DIRECTOR
B.A.U.M. CONSULT GMBH HAMM

What is the status of German companies regarding mobility management?

In the past, many companies have already employed mobility measures, for example with special job tickets for public transport, leasing models for work bicycles or efficiency increases in their fleet. Increasingly, companies are recognising that it can be worth their while to systematically analyse and manage company mobility. Often they lack the staff and expertise to successfully do that. This is where expert consultants can help.

Info

B.A.U.M. is a partner in the project "mobil gewinnt" (Mobility is a winning factor) and as a part of that has already coordinated 300 initial consultations at companies and institutions, directly conducting 150 of the consultations. B.A.U.M. consultants have also designed and supervised numerous company mobility concepts for other projects (e.g. "Mobil.Pro.Fit", "effizient mobil" (Efficient mobility), "Fahrrad-Fit" (Fit for cycling)). Find out more (in German): www.mobilprofit.de
www.baumgroup.de
www.baumev.de



CHRISTOPH PETRI
HEAD OF THE PROJECT GERMAN SME
INITIATIVE ENERGIEWENDE AND CLIMATE
PROTECTION AT THE GERMAN ASSOCIATION
OF CHAMBERS OF COMMERCE AND INDUSTRY

Can companies be trained in mobility management?

We developed a mobility manager qualification in 2016 that we are offering in various regions of Germany for the first time in 2018. Interest has been huge. Wherever we announce the course, it fills up very quickly. During their training, participants design a mobility concept for their own company. The results are impressive.

Info

As part of the German SME Initiative Energiewende and Climate Protection, the umbrella organisations German Association of Chambers of Commerce and Industry and the German Confederation of Skilled Crafts coordinate activities and offers for companies and businesses in Germany. The SME Initiative's core focus is operational mobility management. Find out more:
www.mittelstand-energiewende.de/en/



PROF. DR. ANDRÉ BRUNS
HEAD OF THE MOBILITY MANAGEMENT
DEGREE AT THE RHEIN/MAIN UNIVERSITY
IN WIESBADEN

Is it possible to get young people enthusiastic about mobility?

Since 2016, we have been offering a degree in mobility management in Wiesbaden. What we have learned is that we need interdisciplinary and communicative engineers who can think outside the box to successfully bring sweeping change to traffic. For the future, we plan to become even more active right here in our region with our highly committed students.

Info

The Faculty of Architecture and Engineering at the Rhein/Main University in Wiesbaden has offered the Mobility Management degree programme since the winter semester of 2016/2017. It is the first of its kind in all of Germany. Almost 60 young men and women have enrolled so far. Find out more (in German): www.hs-rm.de/mobilitaetsmanagement



DR. RER. NAT. RUDOLF NEUROTH
HEAD OF THE VDI/DIN COMMISSION
ON AIR POLLUTION PREVENTION -
STANDARDS COMMITTEE

Why is there a VDI standard on company mobility managers?

The VDI standard 5110 Blatt 1 "Mobility management for employers - Qualification criteria for corporate mobility management professionals" gives companies and institutions a basic understanding of how to implement mobility in a goal-oriented fashion and it describes necessary qualifications of company mobility managers. It also helps public and private project sponsors choose suitable employees.

Info

The VDI standard 5110 Blatt 1 "Mobility management for employers - Qualification criteria for corporate mobility management professionals" (only in German) was developed by various experts between 2015 and 2017. It is available to anyone interested in getting his or her bearings on quality-oriented mobility management. Find out more (in German): www.beuth.de.



KERSTIN HUREK
HEAD OF THE ADMINISTRATIVE UNIT TRAFFIC
POLICIES AT ACE AUTO CLUB EUROPA E. V.

Are works council members active in operational mobility management?

Our project "Gute Wege" (Good commutes) aims to get works council and staff council representatives excited about mobility management so that they introduce the concept at their companies. Employee representatives are important multipliers as they are in close contact with the workforce and can promote sustainable mobility via their participatory rights. They are very interested in good solutions, particularly when specific problems arise.

Info

The ACE has been working toward affordable and green mobility for many years. Germany's second largest automobile club takes a multi-modal approach to transport. Currently, ACE is actively involved in the projects "Gute Wege" (Good commutes) and "mobil gewinnt" (Mobility is a winning factor). Before it worked on "effizient mobil" (Efficient mobility). Find out more (in German): www.ace.de

PROGRAMMES FUNDING MOBILITY MANAGEMENT

The Federal Ministry of the Environment, Nature Conservation and Nuclear Safety (BMU) partnered with the Federal Ministry of Transport and Digital Infrastructure (BMVI) for the project “mobil gewinnt” (Mobility is a winning factor) and started an initiative to effectively support operational mobility management.

The two ministries also offer various types of support beyond the confines of the project to help develop sustainable mobility solutions.

BMVI funding guideline “Betriebliches Mobilitätsmanagement” (Operational mobility management)

The BMVI developed a funding guideline “Betriebliches Mobilitätsmanagement”. Its first call for applications constitutes Phase II of the “mobil gewinnt” competition. For that reason, it only addresses current winners of the competition. The guideline is designed in a way that – available public funds provided – other candidates can be supported in further calls for applications besides “mobil gewinnt” winners.

Financial support is granted subject to European legislation, based on the General Block Exemption Regulation (GBER) and the De Minimis Regulation. Support is granted to measures of operational mobility management that reduce environmentally harmful traffic emissions. In the case of financing through GBER, this only applies to investments.

Measures should focus on commuter mobility, fleet management as well as business travel (including infrastructure measures) that encourage the use of eco-friendly modes of transport, thus reducing emissions that harm the environment and the climate.

The BMVI is generally well versed in mobility management. Its activities in previous years are testament to this: the BMVI represents Germany in the European Platform on Mobility Management (EPOMM) and established a National Focal Point (NFP) on mobility management at the Federal Institute for Research on Building, Urban Affairs and Spatial Development in 2018. As part of the federal government’s sustainability strategy, the BMVI is currently piloting a project to determine if and how to introduce mobility management at top-level federal agencies. The ministry is also involved in the Association of German Engineers’ (VDI) “AG Mobilitätsmanagement” (working group on mobility management) that has developed a VDI standard to safeguard quality assurance in operational mobility management.



The BMU’s National Climate Initiative (NCI)

Climate-protection efforts will never succeed if climate and environmental issues are not factored into mobility. On top of that, climate-friendly traffic solutions often benefit urban quality of life and health protection. The BMU promotes eco-friendly mobility as part of its National Climate Initiative (NCI).

All-round instruments for sustainable mobility Local Authorities Guideline (“Kommunalrichtlinie”)

The National Climate Initiative has supported more than 12,500 climate-change mitigation projects in more than 3,000 communities through its Local Authorities Guideline since 2008. It provides funding for various causes: it supports the development of sub-concepts of climate-change mitigation with a focus on sustainable mobility and also their implementation by a climate-protection manager. Other projects that can be supported by the Local Authorities Guideline: investment measures for eco-friendly traffic, multi-modal mobility stations, bicycle-parking facilities, signposting systems for daily mobility or the expansion of existing bicycle routes with added LED lighting.

More room for bicycles and alternative drive systems in public transport

With the goal of improving the traffic situation for bicycles in specific areas such as residential neighbourhoods or at the heart of villages or neighbourhoods, the BMU also launched the competition “Klimaschutz durch Radverkehr” (Protecting the climate by cycling). The funding aims to reduce greenhouse gases and to improve local quality of life. Particularly successful projects can and should serve as examples for other communities all over Germany. Furthermore, the BMU has also been supporting bus companies and helping them integrate electric and hybrid buses into regular bus services since 2009.

Putting trailblazing mobility projects centre-stage

Just like the federal competition “Klimaschutz durch Radverkehr” other programmes rely on the example that successful climate-protection projects set to inspire imitation. The BMU’s call for applications for innovative climate-change mitigation projects supports non-investment projects targeting communities, consumers, economy and education that have the potential to reduce greenhouse gases and remove target-group specific obstacles. Sustainable mobility plays a significant role for this, such as in the projects “Wohnen leitet Mobilität” (Where you live determines mobility), “Gute Wege” (Good commutes) and Lastenradtest (Testing cargo bikes).

You can find further information (in German) at:
<https://www.klimaschutz.de/mobilitaet>.

EXPANDING MOBILITY CONSULTING

Municipal and operational mobility management are currently being developed at several levels. In almost all German states, there are initiatives looking to expand mobility management.

There are also institutions dedicated to further adding to the field of (operational) mobility management as well as making the options and possibilities it provides known all over Germany.

Deutsche Plattform für Mobilitätsmanagement (DEPOMM) e. V. (German Platform on Mobility Management)

DEPOMM is a group of people and institutions active in mobility management. Its objective is to promote sustainable and green mobility. In particular, DEPOMM is looking to encourage the implementation of mobility management all over Germany and to provide information about the opportunities and potentials that mobility management offers. This includes discussing and sharing good-practice solutions, also in collaboration with the European Platform on Mobility Management EPOMM.

Netzwerk intelligente Mobilität (NiMo) e. V. (Network for intelligent mobility)

NiMo aims to develop a realistic and comprehensive idea of the mobility of the future. It wants to achieve this through interdisciplinary collaboration of various actors from the field of mobility and other disciplines and also in discussion with interested parties from all parts of society. Based on this, NiMo and its members design and share concepts, products and services for intelligent mobility.



Find out more (in German):
www.depomm.de

Find out more (in German):
www.nimo.eu

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