

Executive summary

After conducting a study aimed at promoting the extension of car sharing in the five districts of Monza and at identifying potential users of car sharing service, in order to better plan the strategy, areas where a high number of potential users have been identified so that an efficacious campaign has been realized.

In order to implement an already existing car sharing scheme (managed by Car Sharing Italia and activated with just one car, later with three), previous locations of cars have been reconsidered exploiting experience gained before the beginning of ARCHIMEDES and it has been decided to rationalize their positioning. A marketing campaign has been focused on all citizens, but with a special consideration for young people. 50 free subscriptions to car sharing service lasting one year (25 of which are reserved to citizens between 18 and 35 years old) have been offered by Comune of Monza. GuidaMI (car sharing service provider) has added a bonus for free uses, with the aim of promoting car sharing service in Monza.

Evaluation activities, especially as far as surveys are concerned, have been aimed at :

- checking the level of use of car sharing service in the city of Monza, defining drivers and barriers;
- understanding users' satisfaction in order to improve the service;
- identifying potential target groups in order to tailor the service to expressed needs.

Moreover, economic indicators have been assessed in order to verify the economic sustainability of the measure, in order to identify any corrections to be made to better spread the use of car sharing while still allowing the operator to obtain revenues needed to ensure economic balance for the entire system.

Key result 1 - Results show a limited economic efficiency of the service, since car sharing service need public contribution in order to cover losses and to operate without high deficits. Obviously, if we consider that car sharing is one of the answers that local policy makers can give to urban mobility demand, economic support from Municipalities is necessary to allow the service to be self-sustaining. From users' point of view, people are not willing to spend money on car sharing (most users consider that a fair yearly cost for car sharing service is no more than 100 euros), perhaps because of the economic crisis, and in fact only a few actual users will confirm the service without municipal incentive.

Key result 2 – The goal of increasing the number of subscriptions and of car rentals has been completely achieved: from 40 active members in 2007 there are 146 in 2011 and from 414 rentals in 2007 there are 582 in 2011.

Key result 3 – A good level of awareness and acceptance of the measure was achieved: car sharing users like having a car only when necessary and know most of the facilities the Municipality has activated for subscribers in order to promote the service (free parking in areas with a parking fee, opportunity to use the car during traffic stops, using bus lanes, etc.).

During the implementation of the measure, some barriers have been represented by difficulty in stimulating a change in the habit of using an owned car, in identifying the right communication strategy and in shifting towards a new cultural approach to mobility, also through the respect of parking places dedicated to car sharing vehicles. On the other hand, a strong political commitment, through the activation of facilities for car sharing users can be considered an important achievement to attract new users.

A Introduction

A1 Objectives

The measure objectives are:

(A) High level / longer term:

- To change people attitude towards car ownership building a significant client base to develop car sharing in Monza

(B) Strategic level:

- To achieve a better understanding of barriers to use of car sharing

(C) Measure level:

- (1) To promote the extension of car sharing in the five districts of Monza (Figure 1) in order to reduce the number of circulating private cars
- (2) To increase of 10% the number of subscriptions to the already existing car sharing service in Monza

A1.2 Target groups

- Citizens
- Students
- Firms or offices which need a vehicle for their job transfers



Figure 1 - Monza Districts

The town is divided in five districts, as depicted in the picture. At the moment the car sharing service has been activated in District 1 (city centre) and 2 (about 30.000 inhabitants) with two cars. An approach to Districts 4 and 5 did not prove successful, so it has been decided to locate the third car outside the railway station, giving it a very visible location so to enhance knowledge of the service.

A2 Description

The aim of this measure is to implement a marketing strategy to increase the awareness of this new form of car ownership and the number of car-sharing service subscriptions in the five districts of the city.

Task 11.6.4 Study of a marketing strategy to show advantages of car sharing:

Monza has conducted a study aimed at promoting the extension of car sharing in the five districts of Monza..

Task 6.11 Car Sharing Scheme Improvements

Monza has issued a subcontract for specialist expertise in developing a marketing strategy to increase the awareness of this new form of car ownership and the number of car-sharing service subscriptions in the five districts of the city. Monza has implemented the strategy, as better described in section B4

A3 Person in charge for evaluation of this measure

Name of person	Simonetta Vittoria
Name of organisation	Comune of Monza
Direct telephone	0039 039 2832839
e-mail	mobilita@comune.monza.it

B Measure implementation

B1 Innovative aspects

The innovative aspects of the measure are:

- **New conceptual approach**—Although a car sharing scheme is already operational in Monza, the service is hardly able to take off. The implementation of the measure is aimed at developing in people a new conceptual approach towards car ownership, reducing the need for car purchase (which leads to over-use), filling the gaps in mobility needs, increasing the use of alternative modes and stimulating remarks on savings resulting from the use of a shared vehicle instead of a private owned one.
- **Targeting specific user groups** – A marketing strategy has been defined aimed at identifying potential users of car sharing service. Citizens have been addressed, with a particular attention to those living in the historical centre where there are no garages and it can be difficult to find a place to park one's car. Also firms, offices and professional studies with premises in the historical centre can be considered a good target since they may need a service car for their job transfers, besides having the problem of finding a place to park.
- **New economic instrument** – In order to encourage people to subscribe to car sharing service, the possibility of offering financial benefits like promotional packages of hours or kilometres to use, discounts of subscription fees and partnerships have been explored.
- **New policy instrument** - In order to encourage people to subscribe to car sharing service, subscribers have been allowed to free parking in paying car parks, to circulate in streets usually interdicted to traffic or in days when circulation is interdicted because of high pollution levels, to pass through reserved lanes and any other facilities which can be of help to the implementation of the measure
- **New organisational arrangements or relationships** – In order to maximise results and to optimize costs, it has been investigated the possibility of establishing promotional partnerships (co-marketing actions with PT companies) or operative arrangements (integrated services, just like bike sharing plus car sharing).

B2 Research and Technology Development Tasks

Task 11.6.4 Study of a marketing strategy to show advantages of car sharing:

Monza has conducted a study aimed at promoting the extension of car sharing in the five districts of Monza and at identifying potential users of car sharing service. In order to better plan the strategy, areas where a high number of potential users have been identified so that an efficacious campaign has been realized. Once that real targets have been identified, a plan has been defined to acquire clients: detailed forms of potential users have been collected in order to have a reasonable output useful to draw up the marketing plan.

B3 Situation before CIVITAS

A car sharing service in Monza had been launched on May 8th 2007 with three cars: two of them were located in the historical centre, in Piazza Roma, 50 metres far from the Municipality offices, whilst the third one was in Piazza Castello, not far from the railway and bus station, which is the most important transport interchange in Monza. Car sharing service was managed by a society called Car Sharing Italia, a society associated with Legambiente, one of the most important environmental association in Italy.. As the service was launched, 39 private subscriptions and one subscription from a bank whose employees used the car sharing vehicle for their work transfers were activated.

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The two cars located in the historical centre were used on working days and hours primarily by the bank Unicredit which had bought prepaid packages of half-exclusive use from 9,00 to 17,00 and is located adjacent to the parking place. The car in front of the station was at all citizens' disposal all day long. Obviously all cars were at all citizens' disposal during evening hours and at weekends.

Since the beginning, some benefits have been given to the car sharing service in the city of Monza. More specifically, car sharing vehicles have been allowed to enter limited traffic zones, to use lanes reserved for public transport, to circulate during days when traffic is banned (usually because of high pollution levels) and to have free access to parking areas where it is normally necessary to pay.

In 2007 ATM S.p.A., the society managing public transport in Milan, created a new company called "GuidaMI".

Before the end of 2008, the number of 50 subscription was reached. Times of use of the two cars located in Largo IV Novembre and Piazza Castello during 2008 are shown in the below table.

	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec08
Times of use (hh) Largo IV Novembre	173	267	256	260	259	344	303	136	215	180	149	179
Times of use (hh) Piazza Castello (FS)	100	154	391	183	173	169	225	98	53	nd	99	165

Table 1 – Times of use in 2008

B4 Actual implementation of the measure

Task 6.11 Car sharing Scheme Improvements

The measure has been implemented in the following stages:

- **Stage 1: Definition of benefits (M20 – M24)** – Following results of the research stage of the measure, a marketing campaign has been defined aimed at offering financial benefits like promotional packages of hours or kilometres to use and discounts of subscription fees. Previous locations of cars have been reconsidered exploiting experience gained before the beginning of ARCHIMEDES. More specifically, since location of the two cars in Districts 4 and 5 had proved scarcely successful, it was decided to rationalize their positioning. The two "historical" locations of Largo IV Novembre (in the historical centre) and Piazza Castello (near the railway station) have been left unchanged, and a new contract has been issued with GuidaMI, in order to have a third car positioned in Porta Castello (Figure 2): this vehicle, although located very close to Piazza Castello, is positioned in the most important interchange node in Monza, immediately outside the railway station and the bus station, so the place is very appealing for new users, also considered that in Piazza Castello some devices aimed at offering real time information about Public Transport in Monza (implemented in Measure 79) have been located.

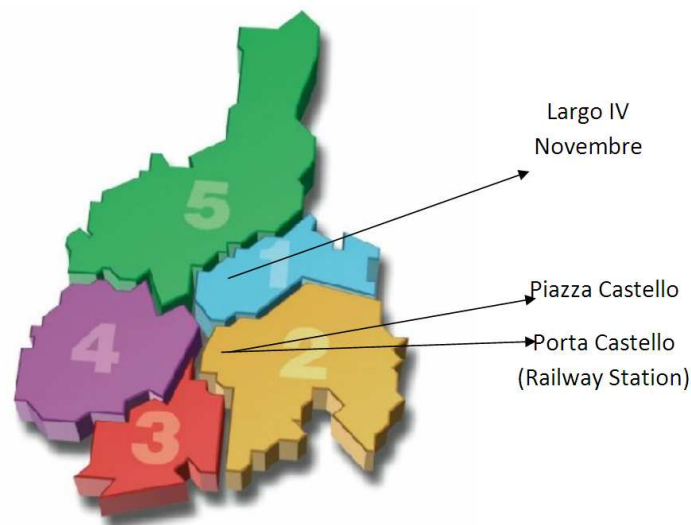


Figure 2

Monza Districts and car sharing vehicles location after implementation stage

Facilities for subscribers have been planned, like free parking in paying car parks, authorizations to circulate in streets usually interdicted to traffic and in reserved lanes or in days when circulation is interdicted because of high pollution levels.

- **Stage 2: Informative campaign (M24 – M27)** – An informative campaign has been launched aimed at communicating how car sharing service is able to guarantee similar performances to private car use, in terms of comfort, flexibility and reliability. It has been pointed out that car sharing subscribers will have at their disposal a vehicle which, presenting the same advantages of a private owned car with related savings, can be used for limited periods and routes in every moment of the day. The campaign has been focused on all citizens, but with a special consideration for young people. 50 free subscriptions to car sharing service lasting one year (25 of which are reserved to citizens between 18 and 35 years old) have been offered by Comune of Monza. GuidaMI (car sharing service provider) has added a bonus for free uses, with the aim of promoting car sharing service in Monza. The website page of Municipality of Monza has been updated and information concerning the campaign has been uploaded on GuidaMi website. 400 posters have been put up in the city and 10.000 flyers in both Italian and English have been printed and distributed in shops, libraries, public offices and during city events. An article on the municipality magazine (distributed to 55.000 families) has been written. SMS disseminating the campaign were sent to all citizens who asked to be informed of news from the Municipality. The campaign, which at the beginning should have expired in December 2011, has been extended till December 2012, to give the opportunity to people who had not tested the service yet to subscribe.
- **Stage 3: Implementation of service (M27 – M44)** – A third car has been added, situated just outside the railway station. After the informative campaign, and with the exploitation of its results in numbers of new subscriptions, it has been agreed to left locations of cars unchanged in order to have them more visible. As far as vehicles, costs and procedures to subscribe and to rent a car with the advent of Guidami as car sharing provider not much has changed, with respect to what happened when the service was managed by Car Sharing Italia . Cars that are usually located in cities launching the service are compact

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cars, like the one depicted in Figure 3, but there is always the opportunity to have a wide range of vehicles available.



Figure 3 - Car sharing vehicle

Procedures to rent a car are substantially unchanged: subscription to the service is activated on line through GUIDAMI website, filling the form with necessary information. Customers have to choose a username and password to log into reserved area and are then asked to pay by credit card. After payment, the system releases two copies of the contract to be printed: one is for the customer, whilst the other has to be signed and sent to Guidami together with a copy of driving licence, ID card and tax code. After checking documents, Guidami will ship a smart card to the customer's address.

Registrazione al sito Guidami

In questa pagina puoi iscriverti ai servizi del nostro sito. Qui puoi iscriverti ai servizi di car sharing Guidami per privati e GuidaMi per business. Per iscriverti compila i campi contrassegnati dall'asterisco, ma se vuoi aiutarci a migliorare i nostri servizi, compila anche i campi non obbligatori.

Attenzione! Se sei già iscritto a GuidaMi e vuoi entrare nella tua area riservata, vai alla pagina Login.

I campi con * sono obbligatori

Nome*	<input type="text"/>	Cognome*	<input type="text"/>
ID (e-mail)*	<input type="text"/>	Ripeti E-mail*	<input type="text"/>
Password*	<input type="text"/>	Ripeti Password*	<input type="text"/>

Min 5 e max 8 caratteri

Servizi da attivare (seleziona una voce)

- GuidaMi per privati**
Iscrizione al servizio di car sharing per clienti privati
- GuidaMi per ditte individuali / liberi professionisti**
Iscrizione al servizio di car sharing per clienti con partita iva
- GuidaMi per aziende**
Iscrizione al servizio di car sharing per Aziende

Figure 4 - Online subscription form

Reservation of the cars is made on line, or through the call center, from two months to one quarter of an hour before use. The booking can be carried out in every moment, also on holidays and 24 hours out of 24. Customers can choose the car they prefer, in the most convenient parking, but they must indicate at what time they will collect and return the vehicle car. The availability of the car is communicated to the customer in real time, as well as any alternatives.



Al fine di semplificare il processo di prenotazione, la visualizzazione della disponibilità delle risorse è mostrata automaticamente, quando prenotazione* (vedi figura).



Figure 5 - Online booking form

To pick up the car, the customer supports the Smart Card to the windshield to unlock doors. The onboard computer starts registering kilometres driven and duration of the journey. Keys are in the glove compartment.



Figure 6 - Picking up the car

At the end of the trip, the onboard computer will register the duration of use and miles driven. A release request appears on the computer: once the release request is confirmed, keys must be dropped in the glove compartment. To lock the car, the smart card has to be passed on the windshield: the doors will close and use will be concluded.



Figure 7 - Releasing the car

Guidami, which adheres to the National Car Sharing circuit called IO Guido, gives the opportunity to reserve cars not only in Milan and Monza, but also in other Italian cities.

Costs are shown in the below tables, where Table 2 shows costs for subscription of the service and Table 3 indicates costs per car category and model (first and second column) and fees for hour (third column) and for km driven (fourth column).

TYPE OF SUBSCRIPTION	ONE YEAR	TEST DRIVE (3 MONTHS)
FAMILY	€ 120	€ 50
BUSINESS	€ 180	N/A
ADDITIONAL SMART CARD	€ 30	N/A

Table 2 - Car sharing subscription fees

CATEGORIA	MODELLO *	TARIFFA ORARIA		TARIFFA A KM		
		7 - 22	22 - 7	fino a 100	101-300	> 300
ECONOMY	Smart*, Ka	€ 2,20	€ 1,00	€ 0,42	€ 0,35	€ 0,15
CITY	Punto, Micra , 500, Panda	€ 2,20	€ 1,00	€ 0,45	€ 0,35	€ 0,15
COMPACT	C3, Grande Punto , 207	€ 2,40	€ 1,00	€ 0,55	€ 0,40	€ 0,15
COMFORT	Multipla , Zafira , Doblò, Doblò Combi *	€ 2,50	€ 1,00	€ 0,60	€ 0,50	€ 0,20
SPECIAL	Prius*, Mini Cooper	€ 2,60	€ 1,00	€ 0,60	€ 0,50	€ 0,20
CARGO	Doblò Cargo	€ 2,60	€ 1,60	€ 0,70	€ 0,60	€ 0,20

Table 3 - Car sharing service fees

B5 Inter-relationships with other measures

ARCHIMEDES project plans to introduce a significant car sharing programme in Aalborg (measure AAL 63), Brighton & Hove (cancelled measure BH 54) and Donostia – San Sebastian (DSS 56).

C Impact Evaluation Findings

C1 Measurement methodology

C1.1 Impacts and indicators

C1.1.0 Scope of the impact

The indicators chosen in the table below were selected as directly related to the introduction of the measure. The indicators relate to:

Economy – both economic indicators have been evaluated.

Energy – No energy indicators have been addressed since under the same number of trips fuel consumption will not undergo any relevant changes with the implementation of the measure.

Environment – No environment indicators have been addressed since under the same number of trips emissions, air quality and noise perception do not undergo any relevant changes with the implementation of the measure.

Society – all evaluation subcategories related to society have been addressed, apart from security which is not applicable.

Transport – The introduction of the measure impacts only on quality of service, whilst other indicators are not applicable. Some new indicators have been addressed regarding increased number of shared cars and of rentals and number of active members of car sharing.

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C1.1.1 Selection of indicators

NO.	EVALUATION CATEGORY	EVALUATION SUB-CATEGORY	IMPACT	INDICATOR	DESCRIPTION	DATA /UNITS
	ECONOMY					
1		Benefits	Operating Revenues	Operating revenues	Revenues per pkm	Euros/pkm, quantitative, derived or measurement
2B		Costs	Operating Costs	Operating costs	Costs per pkm	Euros/pkm, quantitative, derived or measurement
2A			Capital Costs	Capital costs	Capital cost per system or unit	Euros, quantitative
	SOCIETY					
13		Acceptance	Awareness	Awareness level	Awareness of the policies/measures	Index (%), qualitative, collected, survey
14			Acceptance	Acceptance level	Attitude survey of current acceptance of the measure	Index (%), qualitative, collected, survey
15		Accessibility	Spatial Accessibility	Perception of accessibility	Perception of physical accessibility of service	Index(%), qualitative, collected, survey
16			Economic Accessibility	Relative cost of service	Cost of service relative to average personal income	Index(%), quantitative, measurement
	TRANSPORT					
19		Quality of Service	Quality of service	Quality of service	Perception of quality of service	Index, qualitative, collected, survey
NEW!			Increase in number of shared cars	Number of shared cars	Number of cars introduced in the city	Number, quantitative
NEW!			Increase in number of car rentals	Number of car rentals	Number of car rentals per week	Number, quantitative
NEW!			Active members	Number of active members	Number of members with more than 2 rentals within the last year	Number

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C1.1.2 Methods for evaluation of indicators

No.	INDICATOR	TARGET VALUE	Source of data and methods	Frequency of Data Collection
1	Operating revenues	Calculating revenues from car sharing subscriptions	The company managing car sharing service has provided data about revenues obtained from subscriptions	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)
2B	Operating costs	Calculating operating costs of car sharing service	Data about operating costs of car sharing service have been provided by the company managing the service.	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)
2A	Capital costs	Evaluating capital costs afforded to design car sharing service extension	Capital costs afforded to design car sharing service extension have been considered in order to define whether the expenses can be considered proportionate to obtained benefits. Data needed have been provided by the company managing car sharing service.	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)
13, 14	Acceptance	Evaluating users' acceptance of the extension of car sharing service in Monza	<p>Three different qualitative surveys have been conducted to measure acceptance and awareness level of citizens on the extension of car sharing service.</p> <p>Before the implementation of the marketing campaign two different surveys have been addressed to "historical" car sharing users (16 people) and to elderly people as potential users of the service (19 people)</p> <p>After the implementation of the campaign the survey has been addressed to 26 new users of the service in order to define if the campaign has achieved its goals.</p>	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)
15	Spatial accessibility	Ensuring major accessibility to car sharing subscribers	<p>It is important to define users' perception of the physical accessibility of car sharing service, especially in proximity of residential areas, public offices, interchange nodes and mobility attraction centres (hospitals, supermarkets...). Three different surveys have been conducted asking users how easy they find reaching the nearest car sharing place.</p> <p>Before the implementation of the marketing campaign two different</p>	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)

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No.	INDICATOR	TARGET VALUE	Source of data and methods	Frequency of Data Collection
			<p>qualitative surveys have been addressed to “historical” car sharing users (16 people) and to elderly people as potential users of the service (19 people)</p> <p>After the implementation of the campaign the survey has been addressed to 26 new users of the service in order to define if the campaign has achieved its goals.</p>	
16	Economic accessibility	Ensuring economic accessibility to car sharing service	<p>Fares’ definition in order to make service accessible to a wide number of potential users is very important, especially in this period of economic crisis to attract new users.</p> <p>Before the implementation of the marketing campaign two different qualitative surveys have been addressed to “historical” car sharing users (16 people) and to elderly people as potential users of the service (19 people)</p> <p>After the implementation of the campaign the survey has been addressed to 26 new users of the service in order to define if the campaign has achieved its goals.</p>	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)
19	Quality of service	Evaluating customers’ satisfaction for car sharing service	<p>Car sharing scheme has been planned in order to be more careful to users’ demand and to improve the general perception of quality of service. Whether and how the quality of service is satisfying and competitive if related to private car ownership has been asked to subscribers in order to investigate their level of satisfaction and which improvements to the service can be done .</p> <p>Before the implementation of the marketing campaign two different surveys have been addressed to “historical” car sharing users (16 people) and to elderly people as potential users of the service (19 people)</p> <p>After the implementation of the campaign the survey has been addressed to 26 new users of the service in order to define if the campaign has achieved its goals.</p>	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)
	Number of shared cars	Increasing number of shared cars in different locations of the city	Data about number of shared cars introduced in the city have been provided by the company managing the service.	Data have been collected twice during the project (at the start of demonstration tasks and at the end of the project)

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No.	INDICATOR	TARGET VALUE	Source of data and methods	Frequency of Data Collection
	Number of car rentals	Increasing number of car rentals	Data about number of car rentals have been provided by the company managing the service.	Data have been collected twice during the project from the start of demonstration tasks
	Number of active members	Increasing number of car sharing users	Data about number of active members who regularly use shared cars have been provided by the company managing the service.	Data have been collected twice during the project from the start of demonstration tasks

C1.1.3 Planning of before and after data collection

EVALUATION TASK	INDICATORS INVOLVED	COMPLETED BY (DATE)	RESPONSIBLE ORGANISATION AND PERSON
Calculating revenues from car sharing subscriptions	Operating revenues	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Calculating operating costs of car sharing service	Operating costs	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Evaluating capital costs afforded to design car sharing service extension	Capital costs	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Evaluating users' acceptance of the extension of car sharing service in Monza	Awareness and acceptance level	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Ensuring major accessibility to car sharing subscribers	Perception of accessibility	Month 28(before data)	Comune of Monza – Simonetta Vittoria

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EVALUATION TASK	INDICATORS INVOLVED	COMPLETED BY (DATE)	RESPONSIBLE ORGANISATION AND PERSON
		Month 40 (after data)	
Ensuring economic accessibility to car sharing service	Relative cost of service	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Evaluating customers' satisfaction for car sharing service	Quality of service	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Increasing number of shared cars in different locations of the city	NEW!	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Increasing number of car rentals	NEW!	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
Increasing number of car sharing users	NEW!	Month 28(before data) Month 40 (after data)	Comune of Monza – Simonetta Vittoria
D12.2 Baseline and first results from data collection	All indicators	Month 30	Comune of Monza – Simonetta Vittoria
D12.3 Draft results template available	All indicators	Month 47	Comune of Monza – Simonetta Vittoria
D12.4 Final version of results template available	All indicators	Month 49	Comune of Monza – Simonetta Vittoria

C1.2 Establishing a Baseline

In 2008, immediately after the launch of ARCHIMEDES project, the city of Monza was allowed to use regional grant to buy packages of a sharing use to answer to mobility needs of district offices and to implement alternative mobility modes between citizens. Thanks to this opportunity, since December 2008 one more car was located in District 4 and another one was added in District 5, close to the Municipality district offices, available for both citizens and employees during working hours: for this reason Comune of Monza bought prepaid subscriptions in order to allow its employees to use the service, but also aiming at guaranteeing to the manager of the service the backing of maintenance costs.

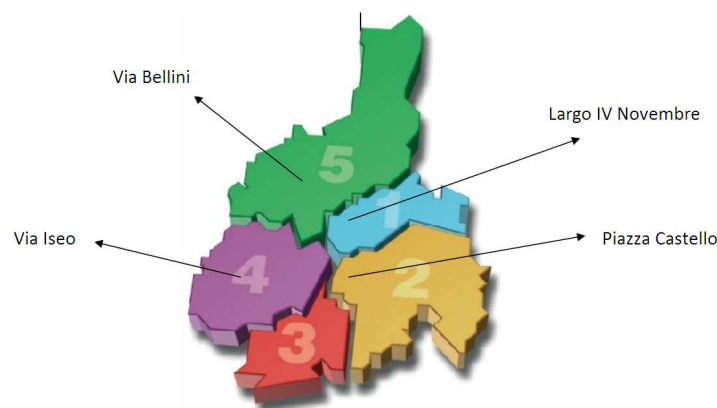


Figure 8

Monza Districts and car sharing vehicles location before marketing campaign

In January 2010, through the acquisition of Car Sharing Italia, Guidami became the only car sharing service provider in Milan area and the largest in Italy, thus completing its integrated mobility offer (metro, trams, buses, trolley buses and bike sharing of BikeMi).

C1.3 Building the Business-as-Usual scenario

When car sharing service in Monza was first introduced, 40 subscriptions were immediately activated. Before the end of 2008, the number of 50 subscription was reached. In December 2008 two new cars were placed in District 4 and District 5 of the city and 15 new subscriptions were activated, but a decrease in use during the first half of 2009 was noticed, in spite of the increase of both the number of cars and parking areas. As a matter of fact, parking areas near District offices (Via Bellini and Via Iseo) registered very little use and generally service, even in central areas, came to a standstill, especially since the beginning of 2009. A second relevant aspect of little use was partly connected to the expiry of the convention with Unicredit Bank of Monza, which had been an important customer since the beginning of the service. Unfortunately, in spite of the high satisfaction from local management, service was interrupted under request of the central direction in Bologna as part of a company reorganization.

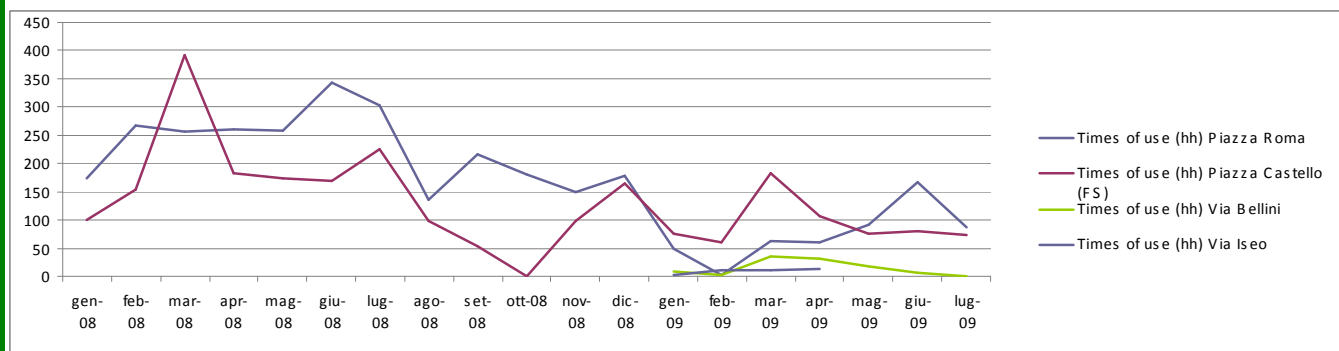
A report about car sharing use during that period is shown in Table 4 and in

Table 4 - Hours of use of car sharing vehicles 2008-2009

Graph 1, which depict data about each parking area from January 2008 to July 2009.

	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec08	Jan09	Feb09	Mar09	Apr09	May 09	Jun 09	Jul 09
Times of use (hh) Largo IV Novembre	173	267	256	260	259	344	303	136	215	180	149	179	50	2	63	61	92	166	86
Times of use (hh) Piazza Castello (FS)	100	154	391	183	173	169	225	98	53	nd	99	165	76	60	183	108	76	80	74
Times of use (hh) Via Bellini													10	2	36	32	17	7	0
Times of use (hh) Via Iseo													2	12	12	13			

Table 4 - Hours of use of car sharing vehicles 2008-2009



Graph 1 - Hours of use of car sharing vehicles 2008-2009

This situation shows, on the one hand, a weakness of actual users of service, and on the other the potential importance of business customers to the scheme, but, most of all, it demonstrates that, after the enthusiasm of first moments, the number of subscriptions tends to stabilize and no new users are found.

This probably derives from the identikit of typical users of car sharing service, between 35 to 54 years of age with above-average education (high school diploma or degree), more likely to be male, employees with earn below-average income (low percentage of professionals, who combine car sharing with an unprofessional image), and sensitive to environmental and traffic problems. Car sharing users are usually residents in historical centres, where it is rather difficult to find a parking place unless if paying or where there are areas with limited access, so car sharing is perceived as an opportunity to overcome parking difficulties (usually parking fees are free for car sharing users) or traffic restrictions (bus reserved lanes, car-free days).

Once that this target has been reached with the implementation of the service, the number of subscriptions is reduced.

Without a strong marketing and promotional campaign to accompany the introduction of new cars in the other Districts of the city, it can be stated that the number of subscribers will not increase in a sensible way.

For this reasons, the marketing campaign will have to be addressed to new users, which can be easily found between novice drivers (usually 18-20 years old students whose families cannot afford the cost of another car) or, more generally, citizens with an ecological sensitiveness who could be interested in testing the service.

C2 Measure results

In this section the results achieved are shown.

C2.1 Economy

Table C2.1.1: Benefits and Costs

Indicator	Before (2009)	B-a-U (date)	After		Difference: After –Before	Difference: After – B-a-U
			2010	2011		
No. 1: Benefits	€ 10.259,00	Not applicable	€ 10.272,00	€ 21.441,00	+ € 11.169,00	Not applicable
No. 2A: Capital Costs	€ 10.756,00	Not applicable	€ 10.610,00	€ 11.855,00	+ € 1.145,00	Not applicable
No. 2B: Operating Costs	€ 30.000,00	Not applicable	€ 30.000,00	€ 30.000,00		Not applicable

Data concerning costs and benefits are available only since 2009, due to the fact that until 2008 car sharing service was managed by Car Sharing Italia, so, even though there is evidence of use of the service, it is not possible to recover data concerning economic indicators from the previous management.

Regarding costs, for capital costs it has been decided to indicate sums Guidami (the society which manages the car sharing service) spends to rent and maintain cars, even though they do not actually invest in buying vehicles. As a matter of fact, Guidami spends about 300 € a month for the rental of one car and about 100 € a month for its maintenance (about € 4.800 per vehicle). These costs have been applied to the number of cars located in Monza. In the row concerning operating costs, it has been considered that each car “costs” about 10.000 € a year to pay for staff, petrol, development and maintenance of hardware and softwares, communicating activities etc.: this sum has been considered the same for all the three years of implementation of the measure.

Moreover, Municipality of Monza pays the sum of 9.210 € (one year use of the car and 50 free subscriptions) a year to Guidami for the third car and for free subscriptions to offer to citizens within the marketing campaign. These sums have not been considered due to the fact that if, on the one hand, they represent costs for the Municipality, on the other hand they also assess revenues for the managing company, so the two sums are compensated.

It can be easily seen that benefits are not enough to pay back costs afforded by the managing society. As a matter of fact, Guidami is maintaining its vehicles in Monza in order not to loose the achieved

customers and because economic losses suffered in Monza are offset by revenues from Milan, thanks to the joint management of the service in the two cities.

Otherwise, it is likely that Guidami would not invest further in Monza, given the high costs and limited revenues.

More generally speaking, the given results show a limited economic efficiency of the service, since car sharing service need public contribution in order to cover losses and to operate without high deficits. Obviously, if we consider that car sharing is one of the answers that local policy makers can give to urban mobility demand, economic support from Municipalities is necessary to allow the service to be self-sustaining.

It is possible that such a situation is due not only to the limited knowledge of the car sharing, but also to the fact that at national level there is no centralized management that could achieve considerable economies of scale: for instance, a unique head office could obtain more convenient conditions for car rentals or purchasing, vehicles' fitting and maintenance.

A centralized national management could lead to an improvement of the activity as a whole through:

- greater weight of negotiation agreements at national level;
- single point of reference for Municipalities;
- greater standardization of procedures;
- better quality of service provided.

C2.5 Society

Considering the limited number of subscriptions to car sharing service, it has been decided to conduct three different qualitative surveys instead of quantitative ones interviewing, during focus groups, different groups of citizens in order to assess indicators concerning transport and society. Two groups were surveyed to collect before data: the first group (which was interviewed on the telephone) was formed by 16 "historical" users of car sharing, whilst the second group was made up by 19 elder people (interviewed at the social centre they attend) who could be an interesting target to extend car sharing use in the city. Questions have been asked concerning mobility habits and suggestion to improve the service.

In the first two surveys questions about mobility habits were the same for both groups, but, as far as social indicators are concerned, some questions were different, since one group already knew the service and all its aspects, whilst the other one was made up by potential users which were not completely informed about all aspects of the service.

Unfortunately, since awareness of the service between elder people was rather low and surveyed people declared they were all owners of a car (on the one hand) and were not available to spend much money for car sharing service (on the other), it was quite evident that this group was not particularly interested in car sharing. For this reason the marketing campaign implemented was addressed to all citizens in Monza, with a special attention to young people.

The third qualitative survey was held in March 2012 and 26 new car sharing users were interviewed, in order to assess their use, knowledge and evaluation of the service.

In this section results of the three surveys will be summarized, whilst all findings from the three groups of interview will be shown in the annex to the present document.

Indicator	Before (April/May 2010)	B-a-U (date)	After (March 2012)	Difference: After – Before	Difference: After – B-a- U
No. 13: Awareness	<p>HISTORICAL USERS: All surveyed people knew car sharing (8 out of 16 from Municipality website)</p> <p>ELDER PEOPLE: Only 47 % knew about car sharing (4 out of 19 through word of mouth, 3 through local press) 78% did not know about the possibility of a free subscription through Comune of Monza</p>	Not applicable	<p>57% knew car sharing before subscribing (11 people through Municipality website) All facilities for subscribers are well known by surveyed people</p>	Not applicable	Not applicable
No. 14: Acceptance	<p>HISTORICAL USERS: 9 people subscribe to use a car only when necessary, 5 people subscribe for money savings. In order to attract more subscribers, 6 people think car sharing should be less expensive, 6 that there should be more available cars, 4 ask for more parking opportunities and 3 for a marketing campaign</p> <p>ELDER PEOPLE: 6 people would subscribe to get free parking, 5 to use a car only when necessary, 5 for money savings.</p>		<p>11 people subscribed to use a car only when necessary, 6 people because they do not own a car 50% would suggest car sharing to other people, 42 % do not answer.</p>		
No. 15: Spatial accessibility	<p>HISTORICAL USERS: 79% think that cars are easily accessible</p> <p>ELDER PEOPLE: 50% think that cars are easily accessible, whilst the remaining 50% would prefer to have cars located in more peripheral areas</p>	Not applicable	<p>50% think that cars should be located where people really live, even though 40% admit that parkings are easily accessible</p>	Not applicable	Not applicable
No. 16: Economic accessibility	<p>HISTORICAL USERS: 63% think that fares are economically accessible, 31% think car sharing is too much expensive, 6%</p>		<p>61% would pay less than 100 € a year, 4% would pay between 100 and 200 €, 35% do not answer</p>		

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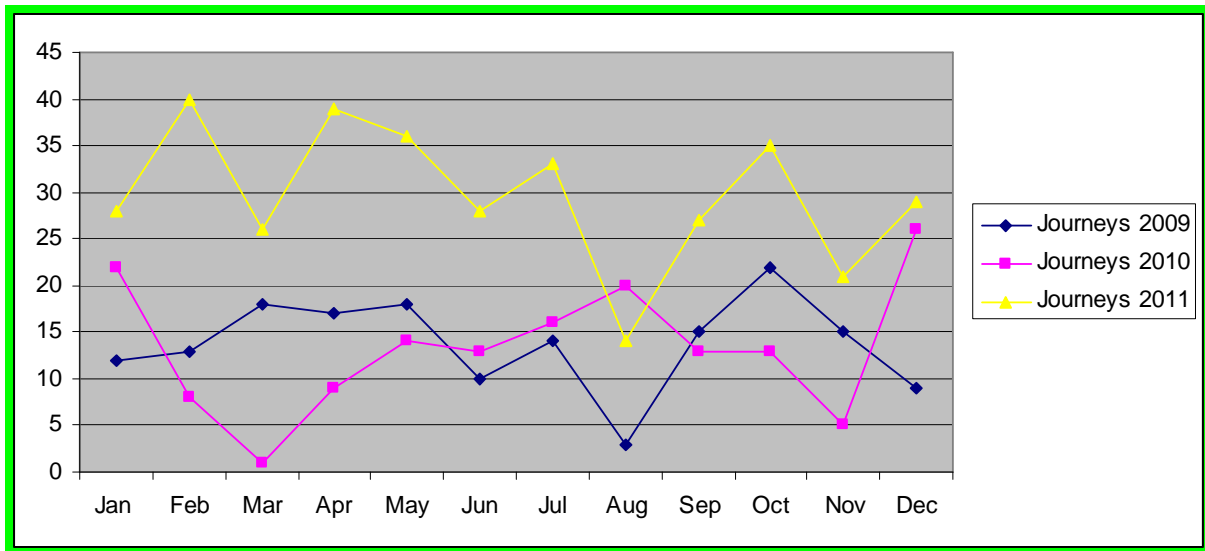
	do not know ELDER PEOPLE: 35% would pay less than 100 € a year for subscribing, 35% would pay between 100 and 200 €				
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Indicators concerning car sharing service

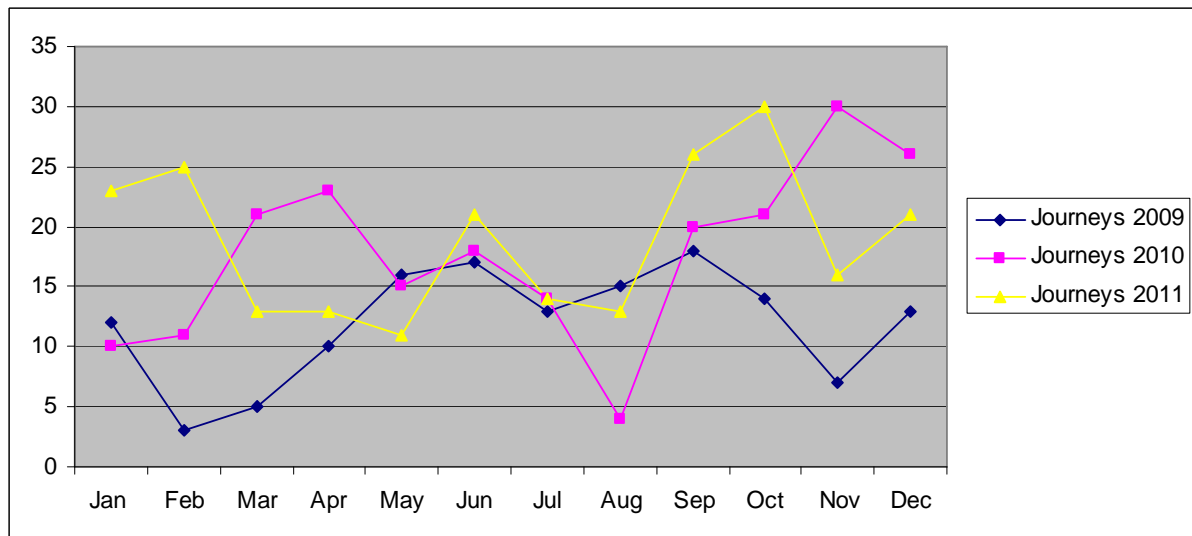
Indicator	Before	B-a-U	After	Difference: After –Before	Difference: After – B-a-U
NEW 1: Number of shared cars	3 in 2007 3 in 2008 4 in 2009	Not applicable	3 in 2010 3 in 2011	See note below the table (1)	Not applicable
NEW 2: Number of car rentals	414 in 2007 773 in 2008 (2) 363 in 2009	Not applicable	373 in 2010 582 in 2011	+ 2,75% compared to 2009 + 56% compared to 2010	Not applicable
NEW 3: Number of active members	40 in 2007 50 in 2008 65 in 2009	Not applicable	84 in 2010 146 in 2011	+ 29,2% compared to 2009 + 73,8% compared to 2010	Not applicable

(1) Apart from 2009, when an attempt was made to increase the number of available cars in the city (registering very little use which led to the decision to come back to the original number of vehicles) , there have always been three cars.

(2) 356 trips were made during working days by Unicredit Bank users, which in that year had a business contract with the society which managed the car sharing service. The others (417) were made by private users.



Graph 2 - Number of journeys (car located at the Railway Station)



Graph 3 - Number of journeys (car located in City Centre)

C3 Achievement of quantifiable targets and objectives

No.	Target	Rating
1	Calculating revenues from car sharing subscriptions	**
2A	Evaluating capital costs afforded to design car sharing service extension	**
2B	Calculating operating costs of car sharing service	**

13-14	Evaluating users' acceptance of the extension of car sharing service in Monza	**
15	Ensuring major accessibility to car sharing subscribers	**
16	Ensuring economic accessibility to car sharing service	**
19	Evaluating customers' satisfaction for car sharing service	**
NEW 1	Increasing number of shared cars in different locations of the city	O
NEW 2	Increasing number of car rentals	**
NEW 3	Increasing number of car sharing users	**
<p>NA = Not Assessed O = Not Achieved * = Substantially achieved (at least 50%) ** = Achieved in full *** = Exceeded</p>		

All target and objectives have been achieved in full, apart from the increase of the number of shared cars located in the city.

Anyway, if the particular economic contingency is considered, it can be stated that the maintenance of the same number of cars till now can be considered a success, especially when we consider that the placement of three cars in Monza does not pay back costs afforded by the managing society Guidami, as better explained in Section C2.1.

C4 Up-scaling of results

The implementation of the measure concerning car sharing improvements in Monza has showed that up-scaling of the results is not necessary successful if the service is extended from some areas of the city to others. For instance, when cars were located in Districts 4 and 5 of the city, they registered very little use: for District 4 this can be explained with the fact that it is physically divided from the rest of the urban asset by State Street no. 36, which in Monza is named SP5, so residents need to cross this very busy street to reach the city centre and they could prefer using their private car. As for District 5, the decision to locate the car there was due to the fact that in that district there are many associations which, at the start up of the implementation, seemed interested in testing the service.

The replication of a success in different contexts, even though in the same city, is subject to certain conditions. In the richest areas of the city, it is more difficult that people will renounce to purchasing a car, whether in working-class areas car sharing may prove more attractive.

On the other hand, it can be assumed that social classes with an elevated cultural background, which are supposed to be more careful on environmental problems, can better understand the importance of a sustainable approach to mobility.

From focus groups and surveys realized during the evaluation stage of the measure, it emerged that booking system, technological system and accessibility to service have not reached a high standard yet, although these elements are considered among the most important. More specifically, even though a positive experience was registered as far as the call centre is concerned, in some cases booking was not allowed or data were uncorrectly registered. Booking on line proved quite easy, apart from the frequent unavailability of vehicles which forces customers to try several times to book the car. Another problem which restrains people from subscribing is that a credit card number is required and many people are reluctant to give it.

On the other hand, car maintenance (especially as far as cleanliness is concerned) looks adequate to users' expectations (even though customers would like to be reassured on frequency and reliability of mechanical checks), whilst facilities, billing, rates and accessibility to parking places are still considered insufficient. As a matter of fact, one of the most difficult problems to solve seems that parking places reserved for car sharing vehicles are illegally occupied by other cars, so users are

forced to look for another place, and, in some cases, they are fined even though they have free access to charged parking areas.

Whilst some improvements like technological improvements, accessibility or fares are strictly dependant from service management, others like facilities for users and accessibility to parking places depend on the interest and intervention of local authorities.

Starting from these assumptions, up-scaling of the measure should contemplate, on the one hand, the solution to all barriers which have been identified by actual car sharing users, in order to offer to new subscribers a more efficient service, together with the implementation of the number of available cars in the city centre to be located in peripheral areas of the city, so giving the opportunity to users to take the car and leave it somewhere else. On the other hand, there is still much to do about communication activities: even though Comune of Monza has done much in terms of dissemination and marketing (thus achieving good results in increasing the number of subscriptions), the feeling is that there are still people who are not informed at all about the service. Many people seem to ignore that there is an active car sharing service in Monza. It is important to act at a cultural level, stimulating people to more sustainable mobility habits.

Anyway, these considerations must be accompanied by an assessment of the economic impact of the up-scaling. Even though users' number has significantly increased, revenues are still not sufficient to justify an increase in the number of cars by the managing company, in spite of the strong marketing campaign launched by the municipality.

Results shown in Section C2.1 have demonstrated that benefits are not enough to pay back costs afforded by the managing society. As a matter of fact, Guidami is maintaining its vehicles in Monza in order not to lose the achieved customers and because economic losses suffered in Monza are offset by revenues from Milan, thanks to the joint management of the service in the two cities.

All these considerations must be taken in due account to understand to which extent car sharing can be scaled up, so that results achieved may lead to a real and lasting implementation on the territory of a service which can be strategic for a more sustainable approach to traffic congestion in the city.

C5 Appraisal of evaluation approach

Evaluation activities, especially as far as surveys are concerned, have been aimed at :

- checking the level of use of car sharing service in the city of Monza, defining drivers and barriers;
- understanding users' satisfaction in order to improve the service;
- identifying potential target groups in order to tailor the service to expressed needs.

When ARCHIMEDES evaluation plan was submitted, the idea was to have both quantitative and qualitative surveys, but the very limited number of car sharing users on the one hand and the scarce knowledge of a service which is still considered innovative in the city, on the other.

For this reason the initial approach of quantitative surveys has left space to three different qualitative surveys.

With a more "personal" approach it has been easier to better understand users' needs, to identify drivers and barriers in order to facilitate the process of measure implementation, to plan the marketing campaign and to plan future activities. For this reason, it has been easier to understand that the group which had been identified as a potential target to address the marketing campaign to (elder people group), was not actually interested in the service: this helped to tailor the marketing campaign to a more general target, with a particular focus on young people.

On the other hand, such an approach has not allowed to compare social indicators between the same categories of people: as a matter of fact, questions asked had to be tailored to the needs and to the knowledge of the car sharing service expressed by the different groups of people.

C6 Summary of evaluation results

Collection of before data has showed a good interest of surveyed people in the implementation of car sharing service. Suggestions have been proposed to improve the service with better and easier to use booking systems, more available cars and parking places.

From survey results, respondents have very different opinions about car sharing service. Some of them, in fact, use it (even if only 5 people used it more than 6 times in the last 12 months), have a good opinion of the service, find it useful for them (mainly for job or hobby/sport reasons) and would suggest the service to other people. But other users have a completely different opinion and 10 people canceled their subscription during the year.

Car sharing users like having a car only when necessary and know most of the facilities the Municipality has activated for subscribers in order to promote the service (free parking in areas with a parking fee, opportunity to use the car during traffic stops, using bus lanes, etc.); what is most appreciated is that cars suit needs, booking system is easy to use, informations needs are always satisfied; on the other hand, respondents think that car sharing spots should be nearer to where people really live, different type of cars would be useful and booking system should be better organized (some people have reported they did not find the car even though it had been booked).

As for costs, most users consider that a fair yearly cost for car sharing service is no more than 100 euros. As for communications, more efforts must be done to let users know about opportunities: actually judgements about the service are positive but half of the surveyed people know they can subscribe to car sharing directly at the Comune of Monza offices and only a few know that the car sharing card ("RICARICA-MI") can be used both for car sharing and bike sharing in Milan and to buy bus tickets.

At present standard service, in conclusion, only a few actual users will confirm the service without municipal incentive.

C7 Future activities relating to the measure

The campaign has been extended until December 2012. At the end of the campaign, according to the number of new subscriptions achieved, it will be evaluated whether to increase the number of available cars on the territory.

It will also be evaluated the launch of other marketing initiatives, like communicating through social networking channels using Web technology (communities, forum, blogs etc.), or highlighting car sharing locations with visible signs like totems, which at the moment are too expensive if compared to actual returns of the service.

According to what has emerged in the surveys, this decision will depend on how many people will confirm their subscription to the service, since some of the surveyed people said they are not going to do it. While this report is being written, there are still free subscriptions available, but no particular interest has been shown by citizens.

D Process Evaluation Findings

D.0 Focused measure

X	0	No focussed measure
	1	Most important reason
	2	Second most important reason
	3	Third most important reason

D1 Deviations from the original plan

Apart from the decision of conducting three qualitative surveys instead of a quantitative and a qualitative one (better described in Section C5), no deviations from the original plan have been reported.

D2 Barriers and drivers

Monza, which today is the capital city of the new Province of Monza and Brianza, is a medium sized historical city which has today acquired metropolitan features. Each day Monza draws in a greater number of people than the number of residents who travel to conduct their business elsewhere which shows Monza's role as a mobility attractor centre and capital city of the new Province of Monza and Brianza. Its dimensions that are adequate to justify a car sharing service, especially if we consider its proximity to Milan.

The distribution of residents in the city is relatively homogeneous, although District 1 presents the highest density. This high density is a first positive parameter with reference to potential demand for a car sharing service.

It is also interesting to point out that the educational degree is quite elevated: more than 31.9 of residents has completed secondary schools and more than 13% has a university degree.

Monza's economic situation is important both in terms of dimensions and of characteristics. Activities in the city are strongly oriented towards commerce and the service sector. Residents of productive age are primarily engaged in individual enterprises and in managerial and employment roles.

The ratio between the number of inhabitants and available jobs is high when compared to the average for the province and the number of business journeys presents lower values if compared to provincial data. This means that Monza's residents have less need to leave the city for employment reasons, even though a certain level of dependency on Milan can still be shown by examination of traffic flows to and from Milan.

In this social, economical and mobility context, the process aimed at implementing car sharing as a real alternative to privately-owned vehicles has been developed

D.2.1 Barriers

Preparation phase

- **Communication** – Lack of consciousness of already operational service in Monza. Even though Comune of Monza has started communication activities about car sharing, the feeling is that people is not informed at all about the service. Many people still seem to ignore that there is an active car sharing service in Monza.

- **Technological** – booking system, technological system and accessibility to service have not reached a high standard yet, although these elements are considered among the most important by customers. More specifically, even though a positive experience was registered as far as the call centre is concerned, in some cases booking was not allowed or data were uncorrectly registered. Booking on line proved quite easy, apart from the frequent unavailability of vehicles which forces customers to try several times to book the car. Another problem which restrains people from subscribing is that a credit card number is required and many people are reluctant to give it.

Implementation phase

- **Cultural** – Habit to use owned car, which prevents people from testing this form of mobility.
- **Spatial/cultural** – Parking places reserved for car sharing vehicles are illegally occupied by other cars, so users are forced to look for another place, and, in some cases, they are fined even though they have free access to charged parking areas.

Operation phase

- **Financial** – Increase of fuel costs and economic crisis are driving people to reduce expenditures. Moreover, the actual use of cars does not pay back investments afforded by the managing society, which is maintaining cars in Monza in order not to lose achieved customers and because economic losses suffered in Monza are offset by revenues from Milan, thanks to the joint management of the service in the two cities.
- **Spatial** – Location of cars should be more carefully considered. People generally would prefer to have cars located in peripheral areas, in order to use them to reach interchange nodes or the city centre. On the other hand, the managing society wants cars to be more visible and would rather locate them near the station or the city centre, but once that people reach these locations they do not need the car any longer.

D2.2 Drivers

Preparation phase

- **Political** – In order to encourage people to subscribe to car sharing service, as a viable alternative to the private car subscribers have been allowed to free parking in paying car parks, to circulate in streets usually interdicted to traffic or in days when circulation is interdicted because of high pollution levels, to pass through reserved lanes.
- **Cultural** – Car sharing has been presented to potential new subscribers as a new conceptual approach towards car ownership, aimed at reducing the need for car purchase (which leads to over-use), filling the gaps in mobility needs, increasing the use of alternative modes and stimulating remarks on savings resulting from the use of a shared vehicle instead of a private owned one.

Implementation phase

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- **Financial** – In order to encourage people to subscribe to car sharing service, the marketing campaign has focused on the possibility of offering financial benefits like promotional packages of hours or kilometres to use, discounts of subscription fees and partnerships.
- **Organizational** – The approach to the marketing campaign has been shared with GuidaMI, in order to maximise results and to optimize costs, targeting those citizens who were really interested in testing car sharing service, so to have new subscribers who will actually use car sharing vehicles and not people who just activated the subscription moved by the ““free gadget effect””.

Operation phase

- **Communication** – Offering to citizens 50 free subscriptions to the car sharing service lasting one year (25 of which are reserved to citizens between 18 and 35 years old), to which GuidaMI has added a bonus for free uses, with the aim of promoting car sharing service in Monza
- **Financial** – Savings from use of a shared car

D.2.3 Activities

Preparation phase

- **Communication** – Organization of a focus group to identify possible improvements to the service distribution of leaflets and informative flyers, press releases in agreement with Comune of Monza and Province of Milan, events organized with the cooperation of local circle for environmental protection called Legambiente
- **Planning** – Activities in this stage have been aimed at identifying potential users to address the marketing campaign to and at better depicting strengths and weaknesses of the service so to help the diffusion and improvement of the service.

Implementation phase

- **Spatial** - Locations of cars have been reconsidered exploiting experience gained before the beginning of ARCHIMEDES and it has been decided to rationalize their positioning. The two “historical” locations of Largo IV Novembre (in the historical centre) and Piazza Castello (near the railway station) have been left unchanged, and a new contract has been issued with GuidaMI, in order to have a third car positioned in Porta Castello: this vehicle, although located very close to Piazza Castello, is positioned in the most important interchange node in Monza, immediately outside the railway station and the bus station, so the place is very appealing for new users.
- **Institutional** – Initiatives have been taken to prepare the launch of the marketing campaign: information concerning facilities for car sharing has been directed to the Local Police and auxiliaries to avoid unfair fines. A stricter control of complying with no parking signs has been activated in order to increase people’s awareness to the importance of making car sharing service accessible.

Operation phase

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- **Communication** – Launching of the marketing campaign « L’auto di tutti ». The campaign has been focused on all citizens, but with a special consideration for young people, through a shared approach with Councillor to Youth Policies of the city of Monza
- **Positional** – During Monza Consortium Meeting a thematic workshop has been held about car sharing experience in other CIVITAS cities, in order to share common problems, to exchange experience and to move towards common strategies aimed at better implementing this measure.

D3 Participation of stakeholders

D.3.1. Measure Partners

- **Comune of Monza** – Mobility and Transportation Department has coordinated activities for the implementation of the measure.
- **Car Shairng Italia** – As first car sharing provider in Monza, it operated as subcontractor for designing the marketing campaing in the RTD stage of the measure.
- **Guidami** – As Car Sharing society born from the merger between Car Sharing Italia and ATM, it has been the manager of car sharing service during the implementation stage of the measure

D.3.2 Stakeholders

- **Citizens** – The implementation of the measure has been primarily addressed to citizens in order to encourage them to try out car sharing service.
- **Business activities** – During the marketing campaign business activities have been targeted, showing the opportunity of adopting car sharing both as a substitution of part of their fleet or as a benefit for their employees or customers. To this extent, a presentation was showed at Monza Chamber of Commerce and it was inserted in their newsletter and uploaded on their website so that every firm enrolled to the Chamber could have an idea of what car sharing is, how it works, and how much does it cost

D4 Recommendations

Car sharing is by now a widely spread measure in cities which are strongly committed in developing initiatives concerning sustainable mobility, so potential for replication and take-up by other cities is very high .

As far as Monza experience is concerned, some lessons have been learned during the development of the research stage of the measure which could be helpful for other cities willing to activate a car sharing scheme.

D.4.1 Recommendations: measure replication

- **Importance of RTD stage** – A careful approach to the research stage of the measure has allowed to better understand strenghts and weaknesses of the already existing service in Monza,

so to identify the most suitable marketing campaign to be activated in order to implement car sharing subscriptions in the city.

- **Raising awareness of car sharing** - The implementation of the measure in Monza suggests that awareness of car sharing is poor, even though general awareness is growing rapidly. The results suggest that more needs to be done in terms of marketing strategy.
- **Evaluating the right location of cars** – It is very important to define the right location of cars, since some places are more visible than others, so they can be more attractive for potential users and managing societies could prefer them. Nevertheless, car sharing service should be aimed at covering the “last mile” and at giving people a connection from peripheral areas to the city centre or to interchange nodes. For this reason it is very important to find an agreement about the location of cars between the Municipality and the managing company. In case a location demonstrates to be scarcely attractive, it is useful to change it in order to serve different areas of the city.
- **Offering financial benefits to new car sharing subscribers** – The idea of offering a one year subscription to new subscribers has proved very successful in Monza, since it has offered the opportunity to test the service without having to pay for annual subscriptions. Number of users has grown up and also number of journeys has increased significantly.

D.4.2 Recommendations: process

- **Involvement of car sharing provider** - Car sharing is a commercial activity, so managing societies tend to implement the number of cars only when revenues are enough to guarantee the backing of maintenance costs. On the other hand, many available cars are important to guarantee good performances of the service. It is important to create a good relationship with the company which manages car sharing service in order to pursue a policy which on the one hand satisfies the commerciale needs of the provider, but on the other meets the demands of the Municipality (location of cars in peripheral areas, affordable fees, financial benefits).
- **Communication** –Communication strategy has to be the widest possible, so that people are informed about benefits of car sharing, both as a more conscious approach to mobility themes, and as far as benefits are concerned in terms of savings resulting from the use of a shared vehicle instead of a private owned one. For this reasons, Monza communication strategy has concentrated not only on flyers and posters, but also on Municipality magazine (55.000 copies handed out to resident families) and website, as well as on SMS sent to all citizens who asked to be informed of news from the Municipality.

ANNEX 1 TO MERT NO. 61

Car Sharing Scheme Improvements

As explained in Section no. C.2.5 of the MERT to Measure no. 61, considering the limited number of subscriptions to car sharing service, it has been decided to conduct three different qualitative surveys instead of quantitative ones interviewing, during focus groups, different groups of citizens in order to assess indicators concerning transport and society. Two groups were surveyed to collect before data: the first group (which was interviewed on the telephone) was formed by 16 “historical“ users of car sharing, whilst the second group was made up by 19 elder people (interviewed at the social centre they attend) who could be an interesting target to extend car sharing use in the city. Questions have been asked concerning mobility habits and suggestion to improve the service.

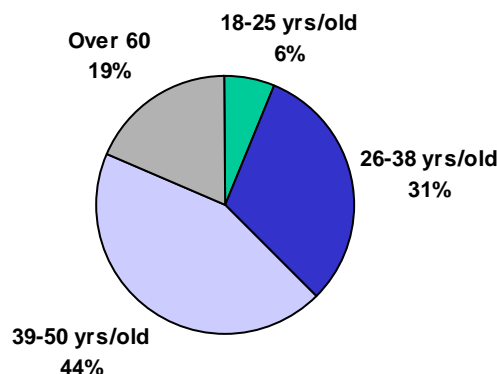
In the first two surveys questions about mobility habits were the same for both groups, but, as far as social indicators are concerned, some questions were different, since one group already knew the service and all its aspects, whilst the other one was made up by potential users which were not completely informed about all aspects of the service.

The third qualitative survey was held in March 2012 and 26 new car sharing users (acquired after the implementation of the marketing campaign) were interviewed, in order to assess their use, knowledge and evaluation of the service.

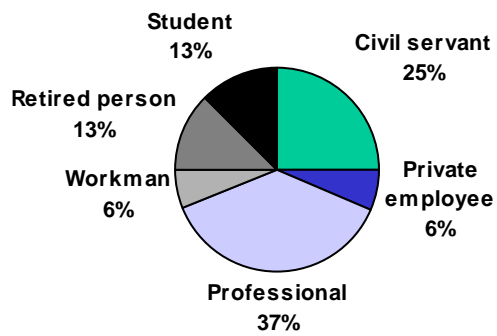
Results of the three surveys, in which findings concerning transport and society are described, are shown in the below graphs.

1. FIRST SURVEY: HISTORICAL USERS OF CAR SHARING

The sample size (16 people) was made up by 50% of males and 50% of females. All surveyed people live in the city of Monza. Age and professional condition of surveyed people are shown in the below graphs.



Graph 4 - Age of surveyed people



Graph 5 - Professional condition of surveyed people

Mobility habits

Question asked	“Historical” car sharing users						
1. Have you got at least one car in your family?	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>62%</td> </tr> <tr> <td>No</td> <td>38%</td> </tr> </tbody> </table>	Response	Percentage	Yes	62%	No	38%
Response	Percentage						
Yes	62%						
No	38%						
2. Have you got a Public Transport card?	<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>25%</td> </tr> <tr> <td>No</td> <td>75%</td> </tr> </tbody> </table>	Response	Percentage	Yes	25%	No	75%
Response	Percentage						
Yes	25%						
No	75%						

<p>3. Number of daily trips for job/study reasons and means of transport used</p> <p>SURVEYED PEOPLE GAVE MORE THAN ONE ANSWER AS FAR AS MEANS OF TRANSPORT ARE CONCERNED SINCE THEY USE MORE THAN ONE</p>	<p style="text-align: center;">Daily trips</p> <table border="1"> <caption>Daily trips for job/study reasons</caption> <thead> <tr> <th>Frequency</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2 a week</td> <td>68%</td> </tr> <tr> <td>More than 3 a week</td> <td>19%</td> </tr> <tr> <td>None</td> <td>13%</td> </tr> </tbody> </table> <p style="text-align: center;">Means of transport used</p> <table border="1"> <caption>Means of transport used for job/study reasons</caption> <thead> <tr> <th>Transport Mode</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Public Transport</td> <td>33%</td> </tr> <tr> <td>Bicycle</td> <td>27%</td> </tr> <tr> <td>Scooter</td> <td>20%</td> </tr> <tr> <td>Private car</td> <td>13%</td> </tr> <tr> <td>On foot</td> <td>7%</td> </tr> </tbody> </table>	Frequency	Percentage	2 a week	68%	More than 3 a week	19%	None	13%	Transport Mode	Percentage	Public Transport	33%	Bicycle	27%	Scooter	20%	Private car	13%	On foot	7%
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<p>4. Number of daily trips for leisure reasons and means of transport used</p>	<p style="text-align: center;">Daily trips</p> <table border="1"> <caption>Daily trips for leisure reasons</caption> <thead> <tr> <th>Frequency</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Two</td> <td>31%</td> </tr> <tr> <td>One</td> <td>25%</td> </tr> <tr> <td>Three</td> <td>19%</td> </tr> <tr> <td>None</td> <td>25%</td> </tr> </tbody> </table> <p style="text-align: center;">Means of transport used</p>	Frequency	Percentage	Two	31%	One	25%	Three	19%	None	25%										
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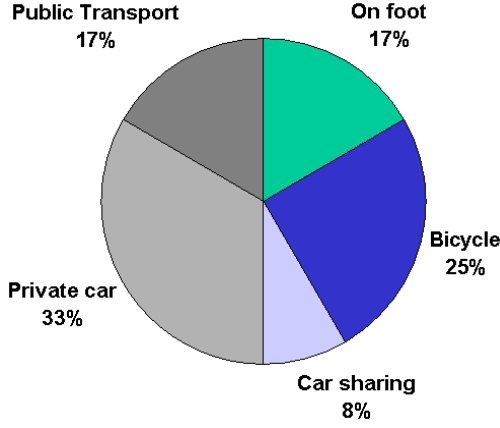
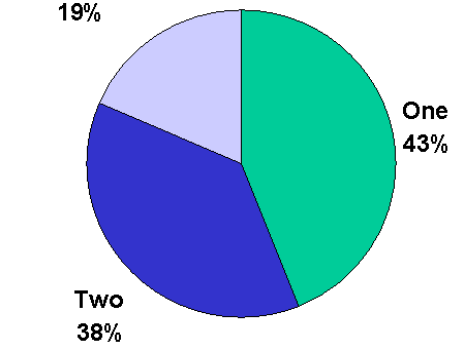
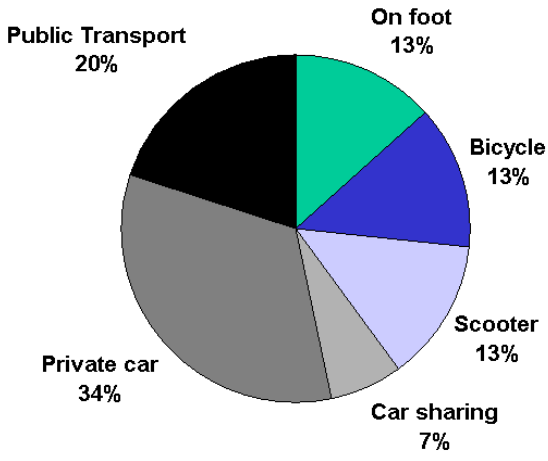
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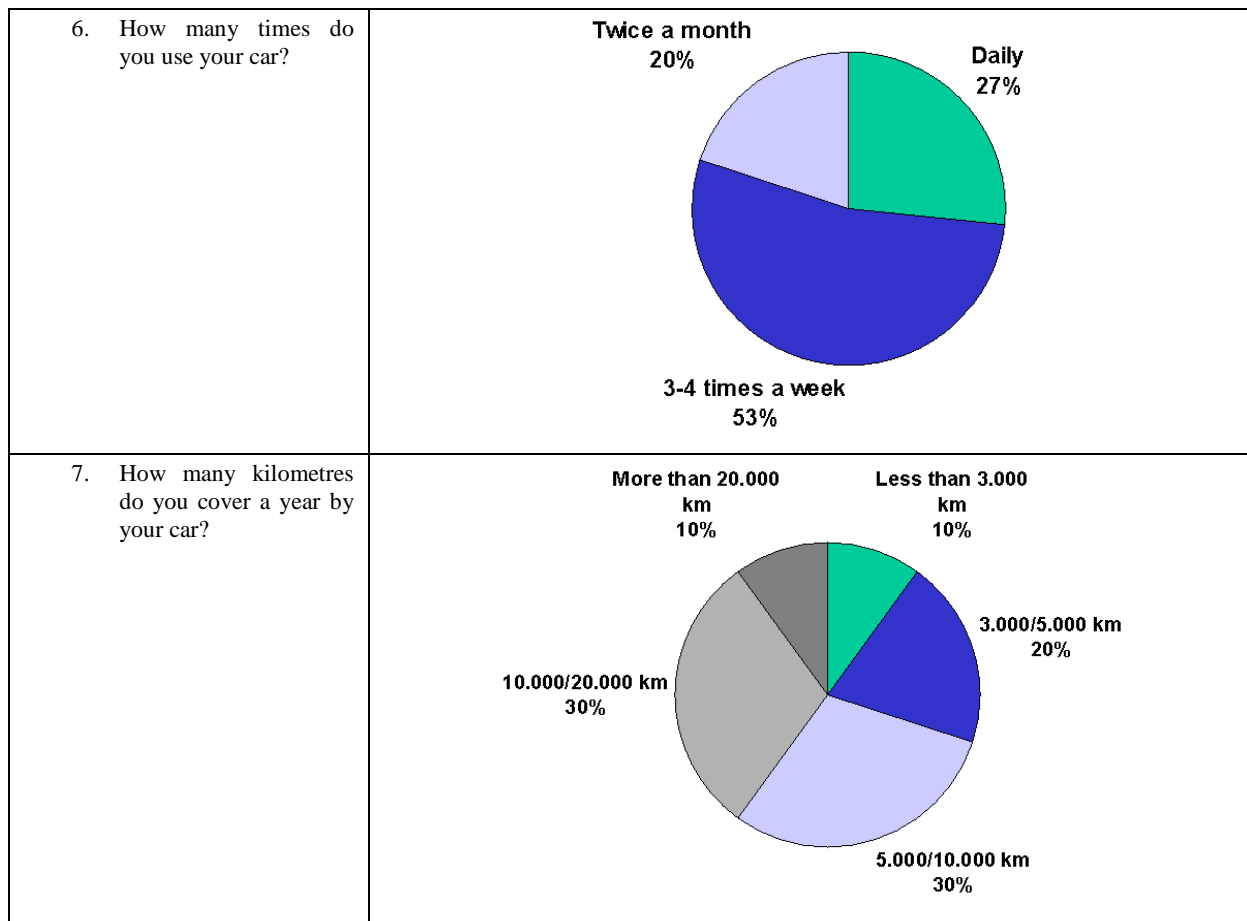
Car Sharing Scheme Improvements in Monza

City: **Monza**

Project: **ARCHIMEDES**

Measure number: **61**

	 <table border="1"><thead><tr><th>Mode</th><th>Percentage</th></tr></thead><tbody><tr><td>Private car</td><td>33%</td></tr><tr><td>Bicycle</td><td>25%</td></tr><tr><td>On foot</td><td>17%</td></tr><tr><td>Public Transport</td><td>17%</td></tr><tr><td>Car sharing</td><td>8%</td></tr></tbody></table>	Mode	Percentage	Private car	33%	Bicycle	25%	On foot	17%	Public Transport	17%	Car sharing	8%										
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<p>5. Number of daily trips for shopping reasons and means of transport used</p>	<p>Daily trips</p>  <table border="1"><thead><tr><th>Number of trips</th><th>Percentage</th></tr></thead><tbody><tr><td>One</td><td>43%</td></tr><tr><td>Two</td><td>38%</td></tr><tr><td>More than 3</td><td>19%</td></tr></tbody></table> <p>Means of transport used</p>  <table border="1"><thead><tr><th>Mode</th><th>Percentage</th></tr></thead><tbody><tr><td>Private car</td><td>34%</td></tr><tr><td>Public Transport</td><td>20%</td></tr><tr><td>On foot</td><td>13%</td></tr><tr><td>Bicycle</td><td>13%</td></tr><tr><td>Scooter</td><td>13%</td></tr><tr><td>Car sharing</td><td>7%</td></tr></tbody></table>	Number of trips	Percentage	One	43%	Two	38%	More than 3	19%	Mode	Percentage	Private car	34%	Public Transport	20%	On foot	13%	Bicycle	13%	Scooter	13%	Car sharing	7%
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Social indicators

In the qualitative surveys also questions about social indicators have been asked to the group of car sharing historical users in order to evaluate awareness and acceptance of the service, on the one hand, and spatial and economic accessibility of it, on the other.

It is very interesting to notice that, as far as the awareness of maintenance costs of private car is concerned, “historical “ car sharing users have answered that they do not know or they have never calculated these costs.

Question asked	“Historical” car sharing users
How much does your car cost to you (taxes, insurance, petrol, parkings, maintenance)?	Surveyed people have all answered they do not know or they have never calculated
Do you know there is a car sharing service in Monza?	Obviously all surveyed people have answered yes to this question

INDICATOR NO. 14

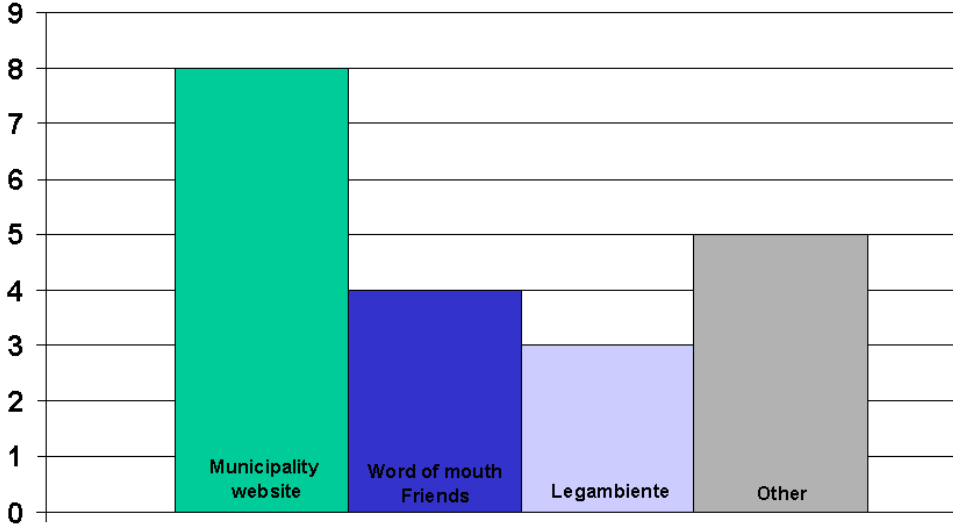
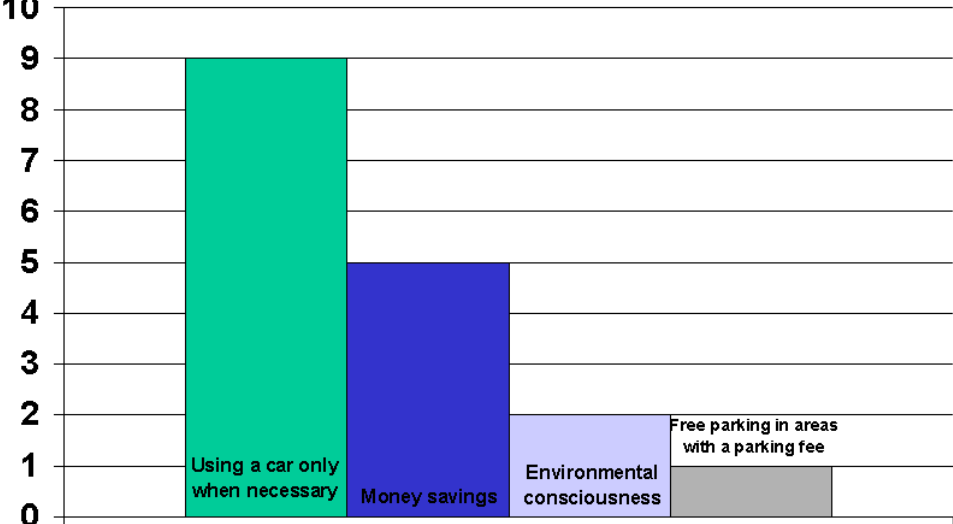
Measure title:

Car Sharing Scheme Improvements in Monza

City: **Monza**

Project: **ARCHIMEDES**

Measure number: **61**

(Awareness)											
<p>How did you know about the car sharing service in Monza?</p> <p>INDICATOR NO. 14 (Awareness)</p>	 <table border="1"><thead><tr><th>Source</th><th>Value</th></tr></thead><tbody><tr><td>Municipality website</td><td>8</td></tr><tr><td>Word of mouth Friends</td><td>4</td></tr><tr><td>Legambiente</td><td>3</td></tr><tr><td>Other</td><td>5</td></tr></tbody></table>	Source	Value	Municipality website	8	Word of mouth Friends	4	Legambiente	3	Other	5
Source	Value										
Municipality website	8										
Word of mouth Friends	4										
Legambiente	3										
Other	5										
<p>What reasons could you subscribe car sharing service for?</p> <p>INDICATOR NO. 13 (Acceptance)</p>	 <table border="1"><thead><tr><th>Reason</th><th>Value</th></tr></thead><tbody><tr><td>Using a car only when necessary</td><td>9</td></tr><tr><td>Money savings</td><td>5</td></tr><tr><td>Environmental consciousness</td><td>2</td></tr><tr><td>Free parking in areas with a parking fee</td><td>1</td></tr></tbody></table>	Reason	Value	Using a car only when necessary	9	Money savings	5	Environmental consciousness	2	Free parking in areas with a parking fee	1
Reason	Value										
Using a car only when necessary	9										
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Measure title:

Car Sharing Scheme Improvements in Monza

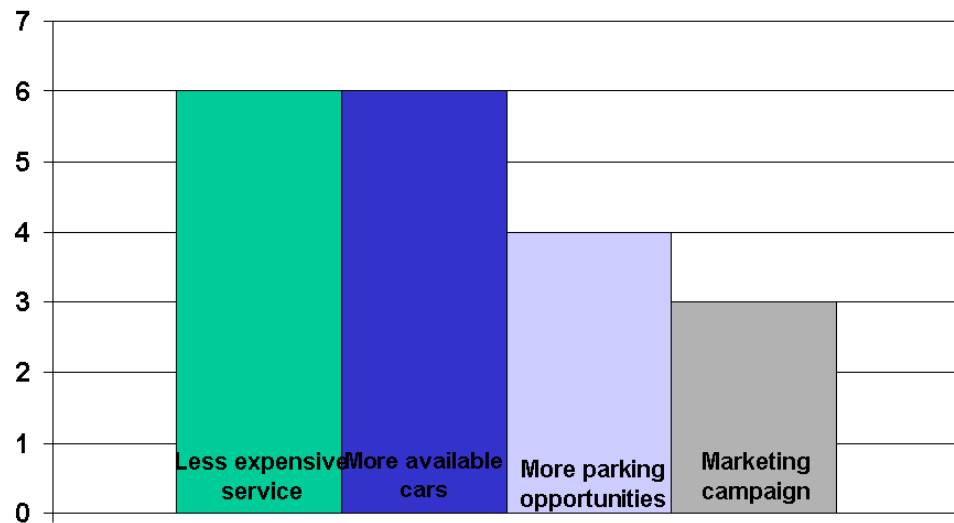
City: **Monza**

Project: **ARCHIMEDES**

Measure number: **61**

How could other people be attracted to subscribe car sharing service?

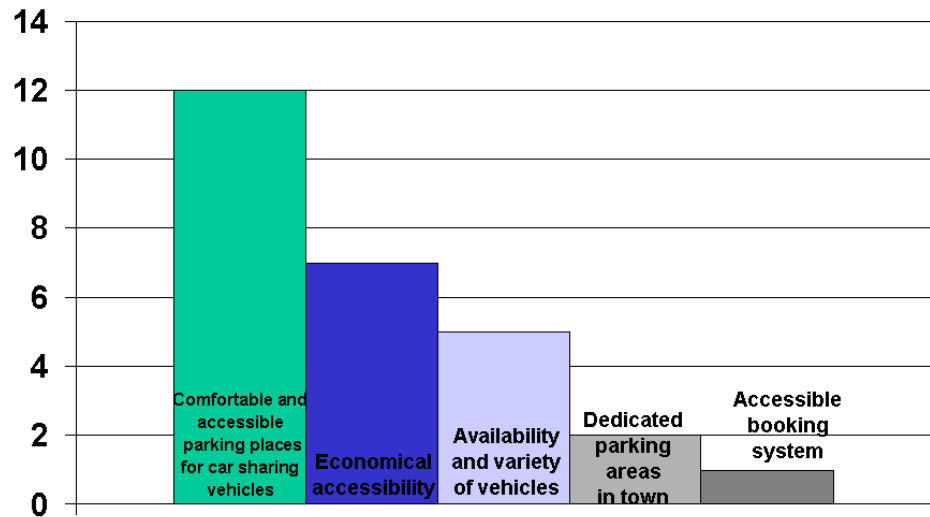
INDICATOR NO. 13 (Acceptance)



Which are your expectations for the improvement of car sharing service?

INDICATOR NO. 19 (Quality of service)

More than one answer was allowed



Which actions could be activated to stimulate people to subscribe to car sharing service?

INDICATOR NO. 19 (Quality of service)

THESE SUGGESTIONS EMERGED DURING THE DISCUSSION, SO NO PERCENTAGE IS INDICATED

- Cheaper fares
- More available cars
- More parking places
- Opportunity to leave the car in a different place from the one where it was taken
- Improvement of booking systems
- Creation of a car sharing network with nearby cities

<p>Are car sharing vehicles easily accessible?</p> <p>INDICATOR NO. 15 (Spatial accessibility)</p>	<p>No 21%</p> <p>Yes 79%</p> <p>Interviewed people who answered no said there are few parking places in the city and would welcome both more cars in the city centre and more peripheral locations</p>														
<p>Costs of car sharing service</p> <p>INDICATOR NO. 16 (Economic accessibility)</p>	<p>To “historical” car sharing users it was asked if actual costs of the service are considered economically accessible</p> <p>Don't know No answer 6%</p> <p>No 31%</p> <p>Yes 63%</p>														
<p>Suggestions to improve quality of service</p>	<table border="1"> <thead> <tr> <th>Suggestion</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Less expensive service</td> <td>7</td> </tr> <tr> <td>Opportunity to leave car in a different parking place from the pick up location</td> <td>4</td> </tr> <tr> <td>Increase the number of available cars</td> <td>6</td> </tr> <tr> <td>Increase the number of dedicated parking places</td> <td>3</td> </tr> <tr> <td>Improve booking systems</td> <td>1</td> </tr> <tr> <td>Create an integrated system with nearby cities</td> <td>1</td> </tr> </tbody> </table>	Suggestion	Count	Less expensive service	7	Opportunity to leave car in a different parking place from the pick up location	4	Increase the number of available cars	6	Increase the number of dedicated parking places	3	Improve booking systems	1	Create an integrated system with nearby cities	1
Suggestion	Count														
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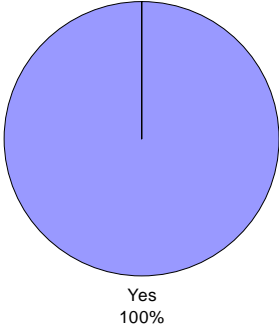
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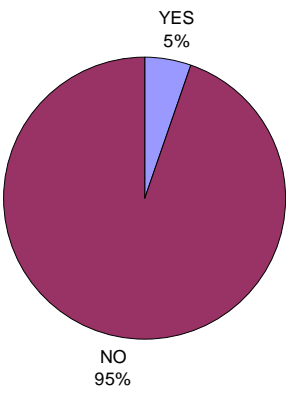
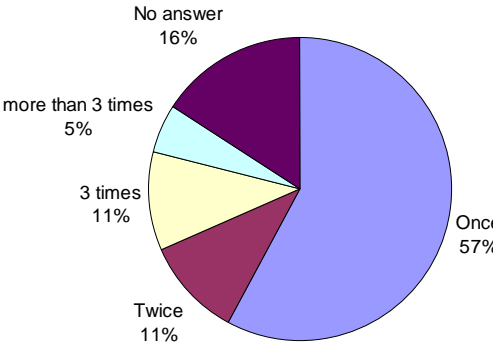
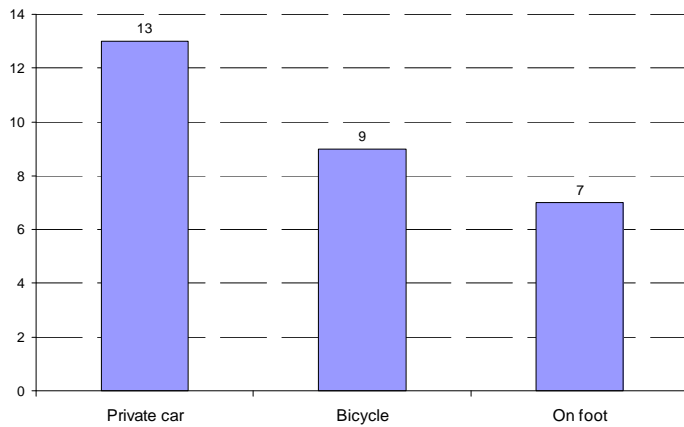
2. SECOND SURVEY (MAY 2010) : ELDER PEOPLE

Elder people attending a social centre in Monza were surveyed because, before implementing the marketing campaign, there was the opinion they could be a potential target for car sharing. Unfortunately, since awareness of the service was rather low and surveyed people declared they were all owners of a car (on the one hand) and were not available to spend much money for car sharing service (on the other), it was quite evident that these people were not particularly interested in car sharing. For this reason the marketing campaign implemented was addressed to all citizens in Monza, with a special attention to young people.

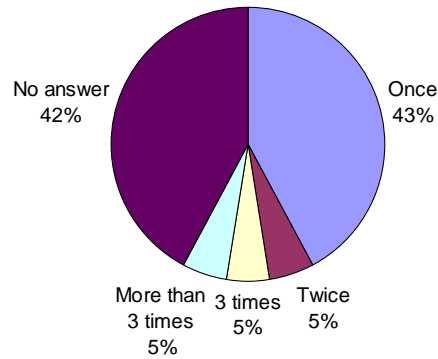
The sample size (19 people) was made up by 74% of males and 26% of females. 89% of surveyed people live in the city of Monza, whilst the remaining 11% live in the area of Brianza. Surveyed people are all retired.

Mobility habits

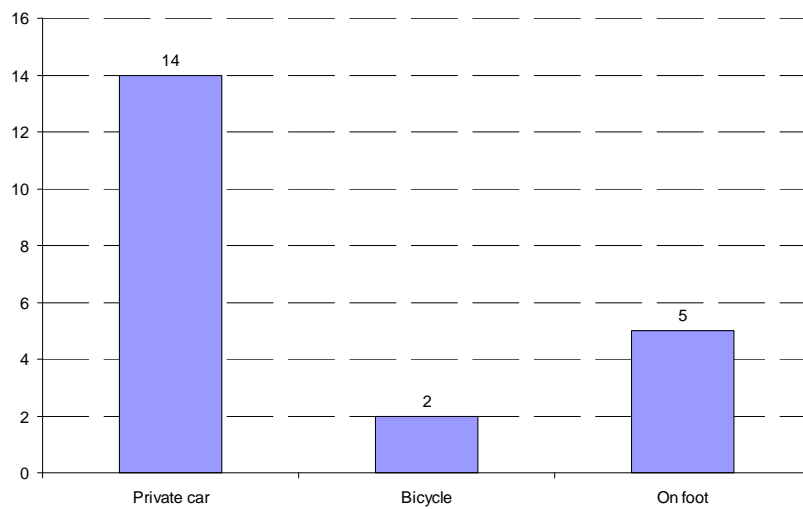
Question asked	Answer				
8. Have you got at least one car in your family?	 <p>A pie chart representing the data for question 8. The chart is a single solid blue circle, indicating that 100% of the respondents answered 'Yes'. Below the chart, the text 'Yes' and '100%' is displayed.</p> <table border="1"><thead><tr><th>Response</th><th>Percentage</th></tr></thead><tbody><tr><td>Yes</td><td>100%</td></tr></tbody></table>	Response	Percentage	Yes	100%
Response	Percentage				
Yes	100%				

<p>9. Have you got a Public Transport card?</p>	 <p>A pie chart showing the distribution of responses for question 9. The chart is divided into two segments: a small light blue segment representing 'YES' at 5%, and a large maroon segment representing 'NO' at 95%.</p>
<p>10. Number of daily trips for leisure reasons and means of transport used</p> <p>SURVEYED PEOPLE GAVE MORE THAN ONE ANSWER AS FAR AS MEANS OF TRANSPORT ARE CONCERNED SINCE THEY USE MORE THAN ONE</p>	<p style="text-align: center;">Daily trips</p>  <p>A pie chart titled 'Daily trips' showing the frequency of trips. The segments are: 'Once' (57%, light blue), 'No answer' (16%, dark purple), '3 times' (11%, yellow), 'Twice' (11%, maroon), and 'more than 3 times' (5%, cyan).</p> <p style="text-align: center;">Means of transport used</p>  <p>A bar chart titled 'Means of transport used' showing the number of respondents for each category. The y-axis ranges from 0 to 14. The bars are: 'Private car' (13), 'Bicycle' (9), and 'On foot' (7).</p>
<p>11. Number of daily trips for shopping reasons and</p>	<p style="text-align: center;">Daily trips</p>

means of transport used

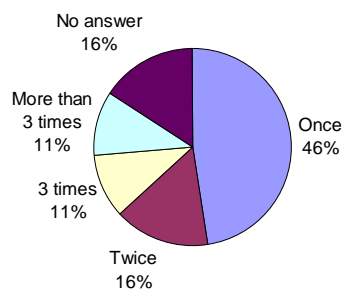


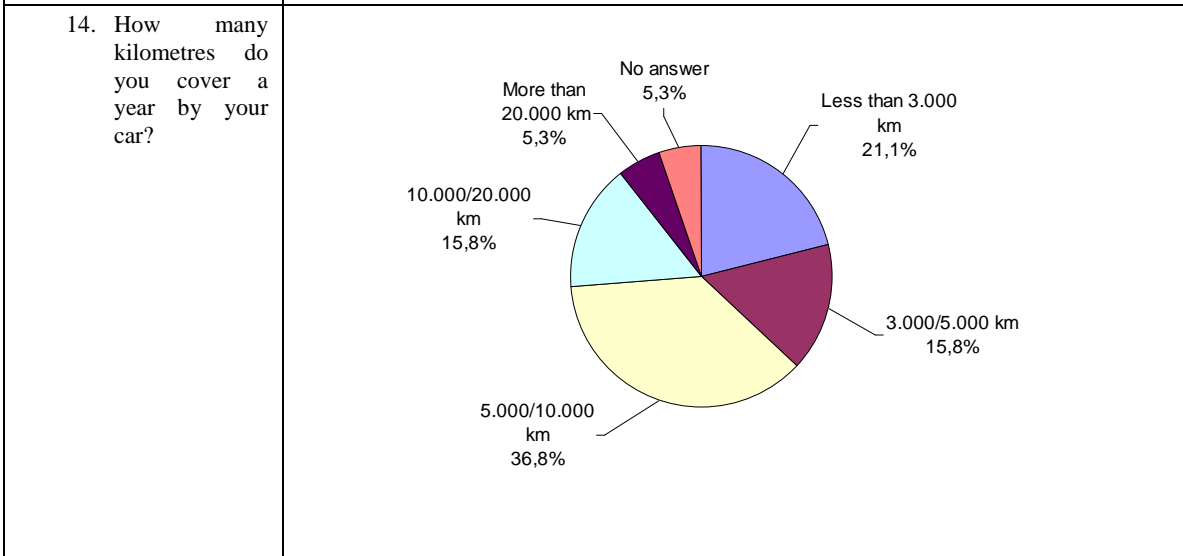
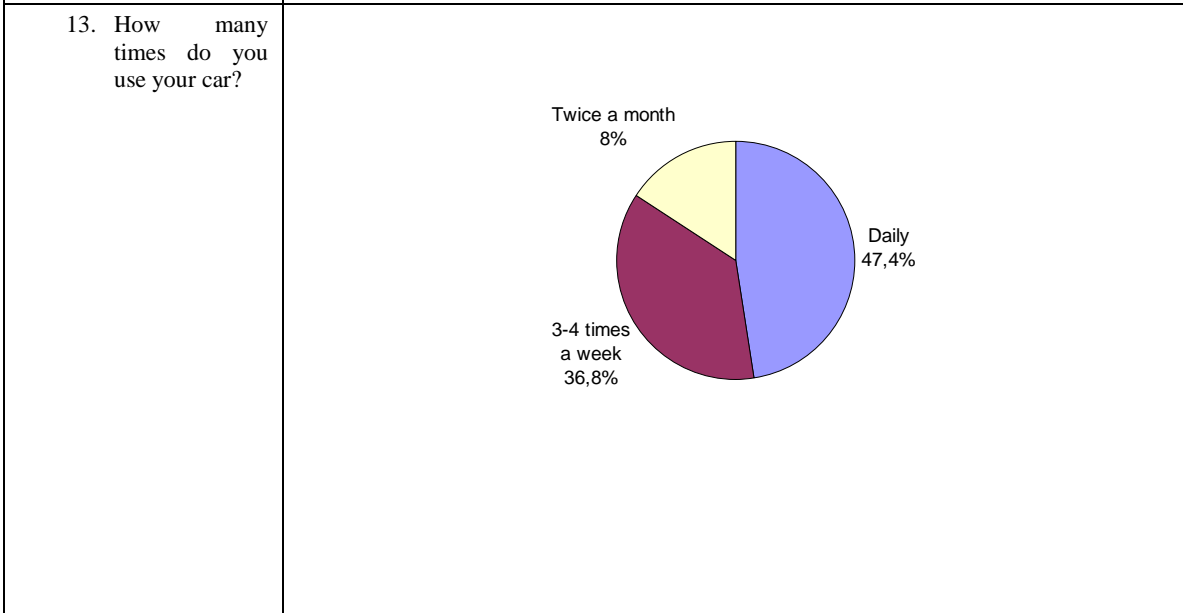
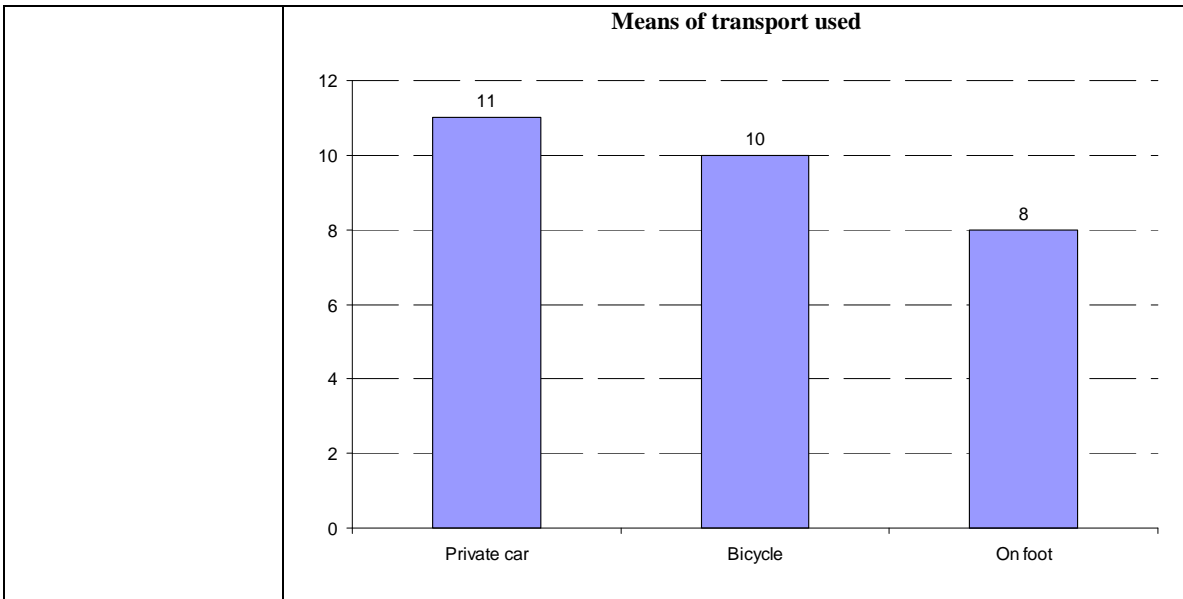
Means of transport used



12. Number of daily trips for errands and means of transport used

Daily trips

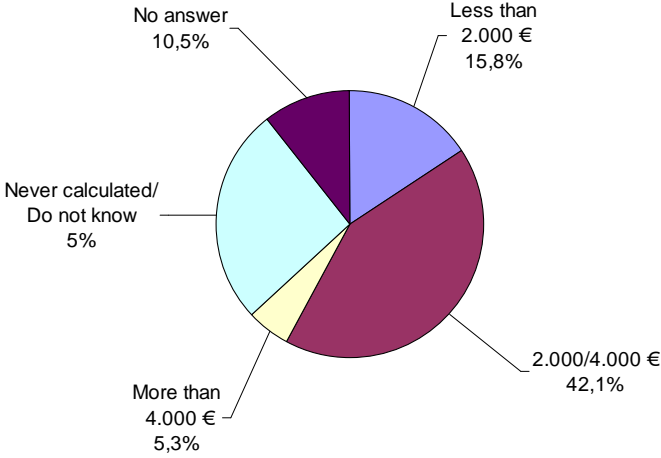
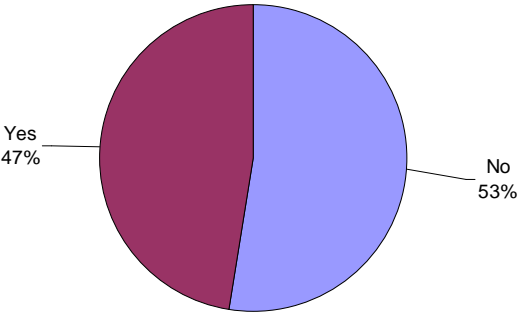




Social indicators

In the survey also questions about social indicators have been asked to the group of elder people which have been surveyed in order to evaluate awareness and acceptance of the service, on the one hand, and spatial and economic accessibility of it, on the other.

It is very interesting to notice that, as far as the awareness of maintenance costs of private car is concerned, “historical “ car sharing users have answered that they do not know or they have never calculated these costs, whilst 63,2 of the elder people sample appear more careful to maintenance costs, even though 36,8% do not answer or have never calculated these costs.

Question asked	Elder people												
<p>15. How much does your car cost to you (taxes, insurance, petrol, parkings, maintenance)?</p>	 <table border="1"> <caption>Car Costs Data</caption> <thead> <tr> <th>Cost Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2.000/4.000 €</td> <td>42,1%</td> </tr> <tr> <td>Less than 2.000 €</td> <td>15,8%</td> </tr> <tr> <td>No answer</td> <td>10,5%</td> </tr> <tr> <td>More than 4.000 €</td> <td>5,3%</td> </tr> <tr> <td>Never calculated/Do not know</td> <td>5%</td> </tr> </tbody> </table>	Cost Category	Percentage	2.000/4.000 €	42,1%	Less than 2.000 €	15,8%	No answer	10,5%	More than 4.000 €	5,3%	Never calculated/Do not know	5%
Cost Category	Percentage												
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Never calculated/Do not know	5%												
<p>16. Do you know there is a car sharing service in Monza?</p> <p>INDICATOR NO. 14 (Awareness)</p>	 <table border="1"> <caption>Awareness of Car Sharing Service Data</caption> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>47%</td> </tr> <tr> <td>No</td> <td>53%</td> </tr> </tbody> </table>	Response	Percentage	Yes	47%	No	53%						
Response	Percentage												
Yes	47%												
No	53%												

Measure title:

Car Sharing Scheme Improvements in Monza

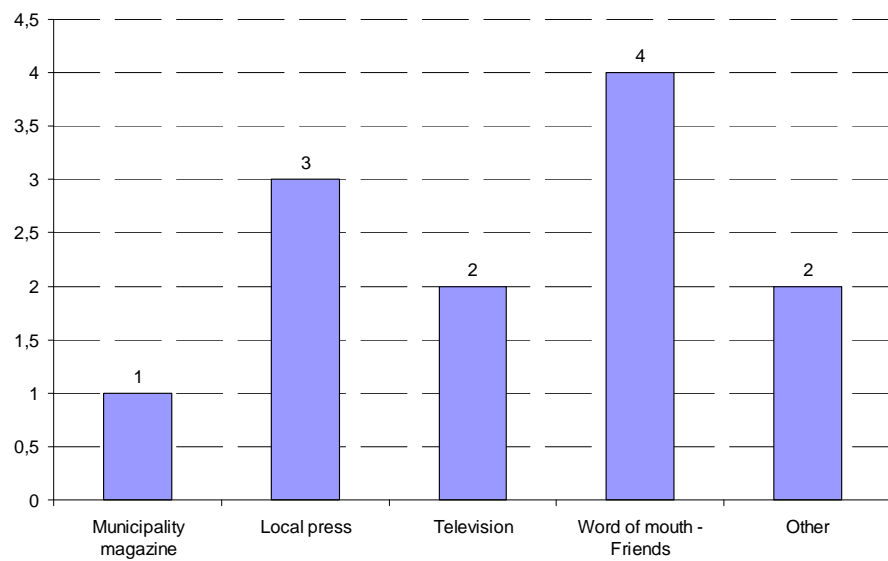
City: **Monza**

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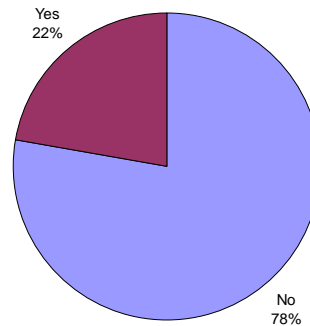
How did you know about the car sharing service in Monza?

INDICATOR NO. 14 (Awareness)



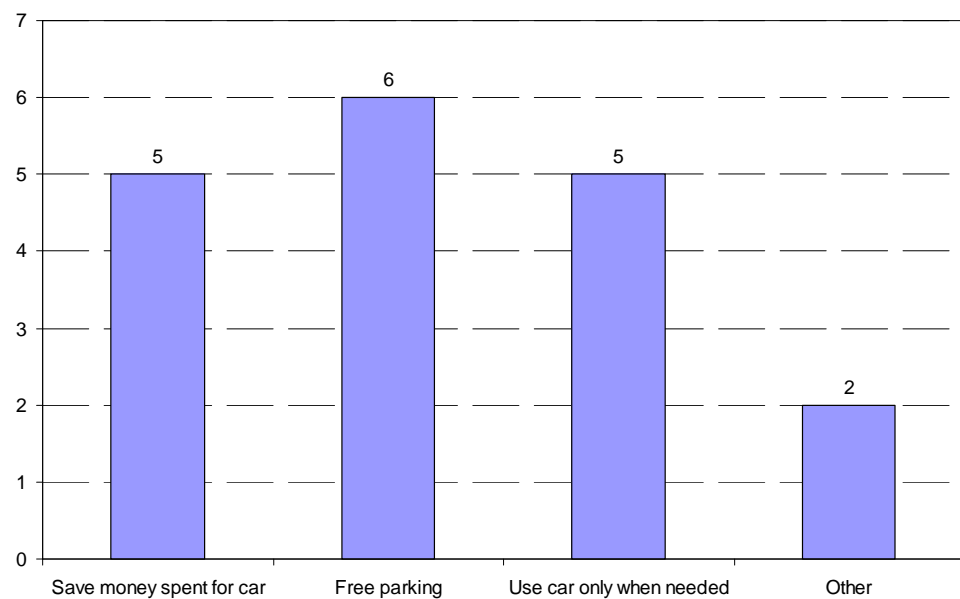
17. Are you informed about the opportunity of having an annual free subscription to car sharing through the Municipality?

INDICATOR NO. 14 (Awareness)



18. What reasons could you subscribe car sharing service for?

INDICATOR NO. 13 (Acceptance)



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Car Sharing Scheme Improvements in Monza

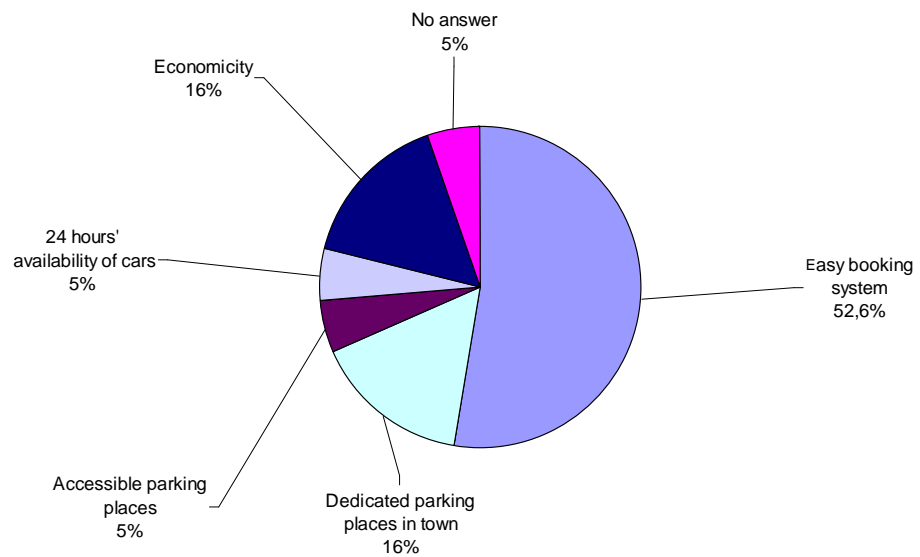
City: **Monza**

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19. Which are your expectations for the improvement of car sharing service?

INDICATOR NO. 19
(Quality of service)
More than one answer was allowed



20. Are car sharing vehicles easily accessible?

INDICATOR NO. 15
(Spatial accessibility)

YES – 50%

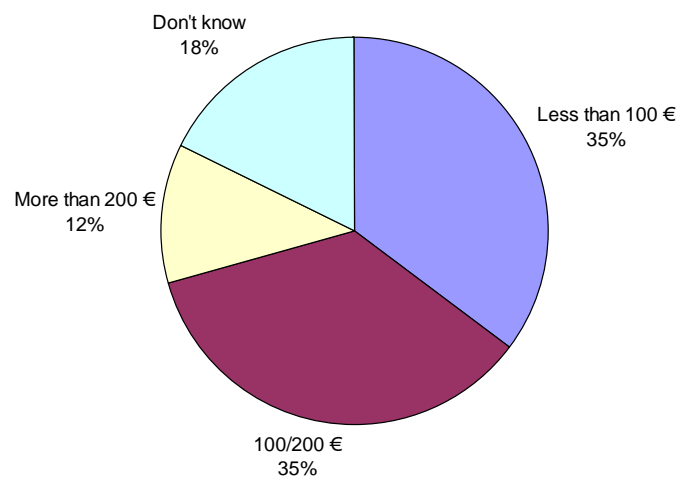
NO - 50%

Interviewed people who answered no said cars are only located in central areas of the town, so there is the need to reach the city centre in order to use them.

Location in each District of the town would be welcomed

21. How much do you think you would pay for car sharing service?

INDICATOR NO. 16
(Economic accessibility)

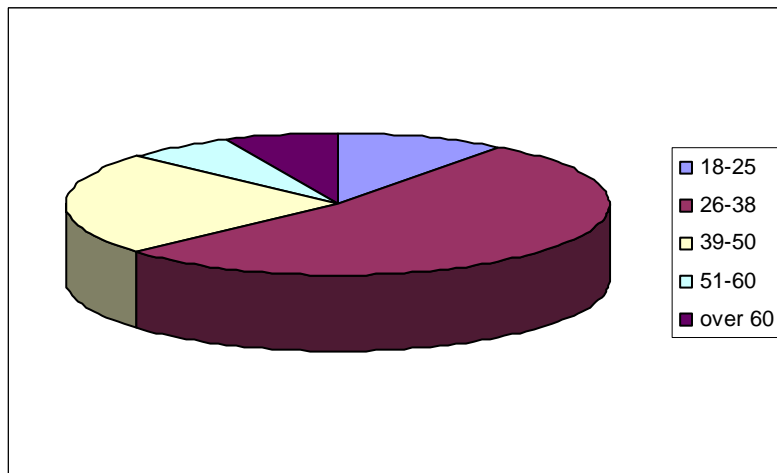


3. THIRD SURVEY (MARCH 2012) : NEW CAR SHARING SUBSCRIBERS

A survey aimed at collecting after data has been realized in March 2012 on 26 people living in Monza who subscribed the car sharing service after the launch of the marketing campaign. The opinions of the respondents were acquired through telephone interviews based on a questionnaire designed ad hoc.

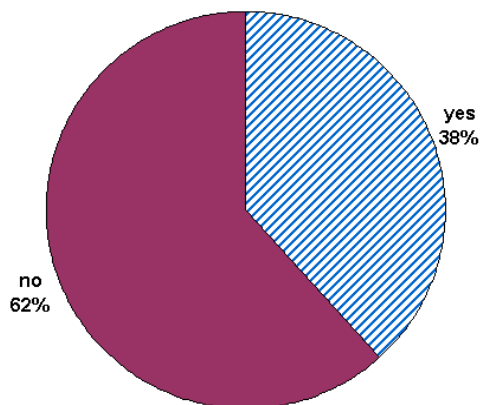
Questions were mostly directed at assessing the opinion of car sharing users about the service, its economic and spatial accessibility and their awareness and acceptance of the service, as implemented thanks to the marketing campaign

Results are shown in the graphs below.

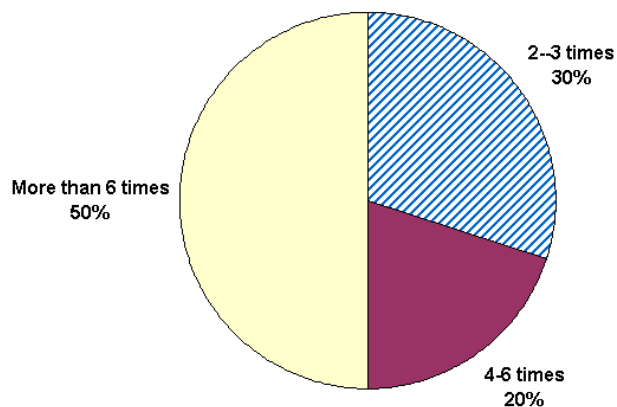


Graph 6 - Age of surveyed people

1. Did you use car sharing in the last 12 months?



2. If you used it, how many times did you use it?



Measure title:

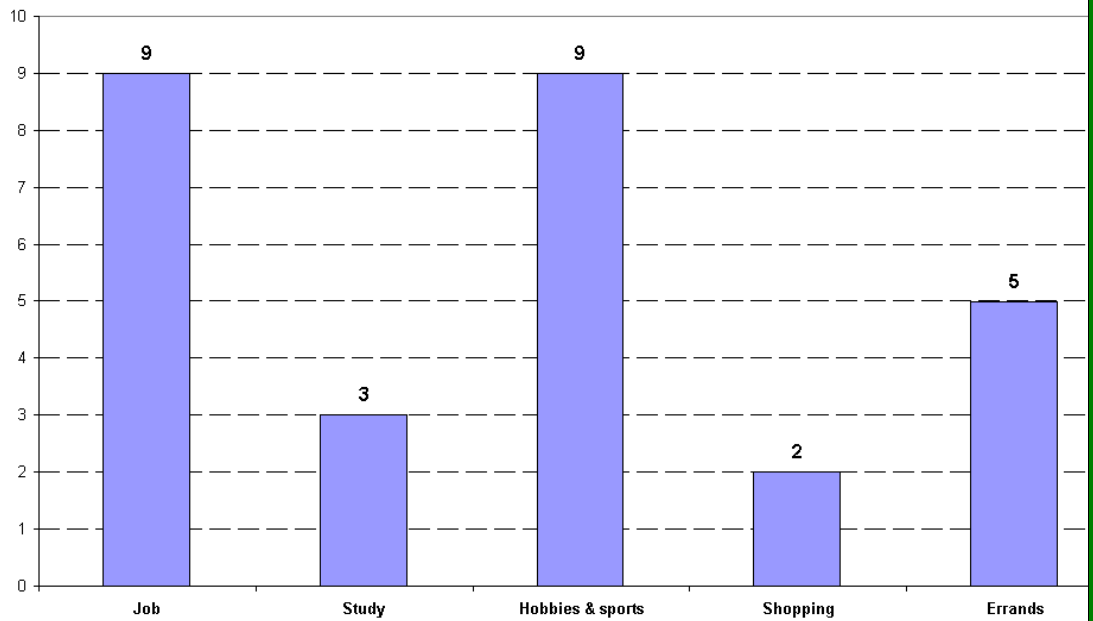
Car Sharing Scheme Improvements in Monza

City: **Monza**

Project: **ARCHIMEDES**

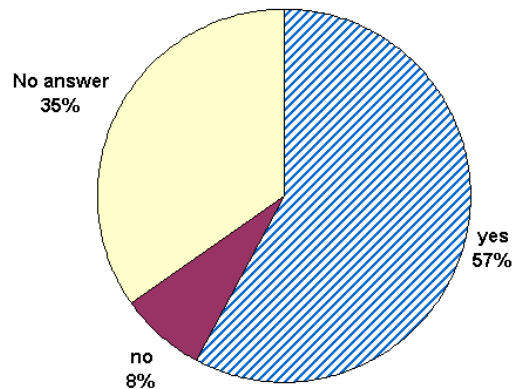
Measure number: **61**

3. What reasons do you use car sharing for?



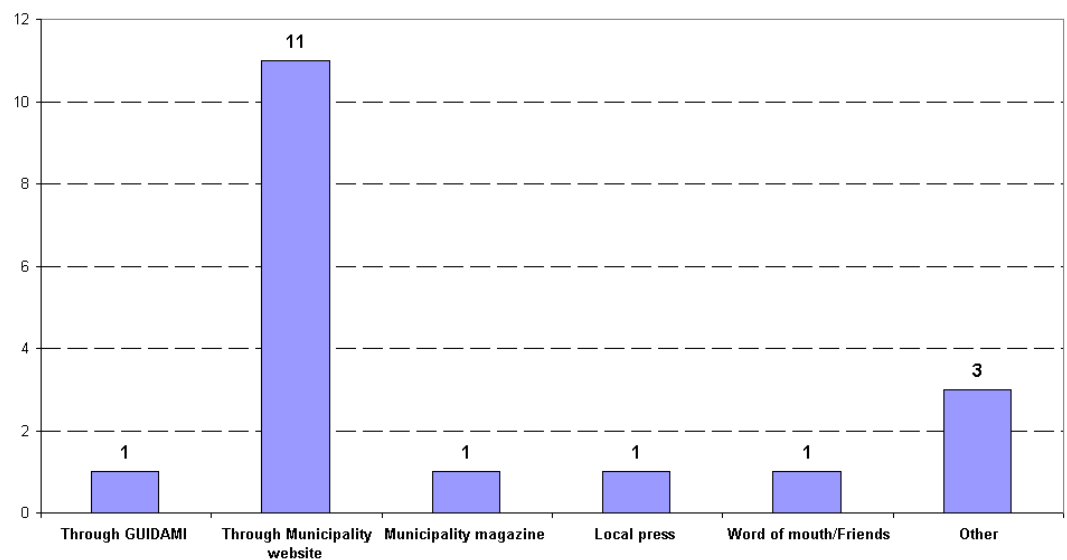
4. Did you already know car sharing before subscribing?

INDICATOR NO. 14 (Awareness)



5. How did you get informed?

INDICATOR NO. 14 (Awareness)



Measure title:

Car Sharing Scheme Improvements in Monza

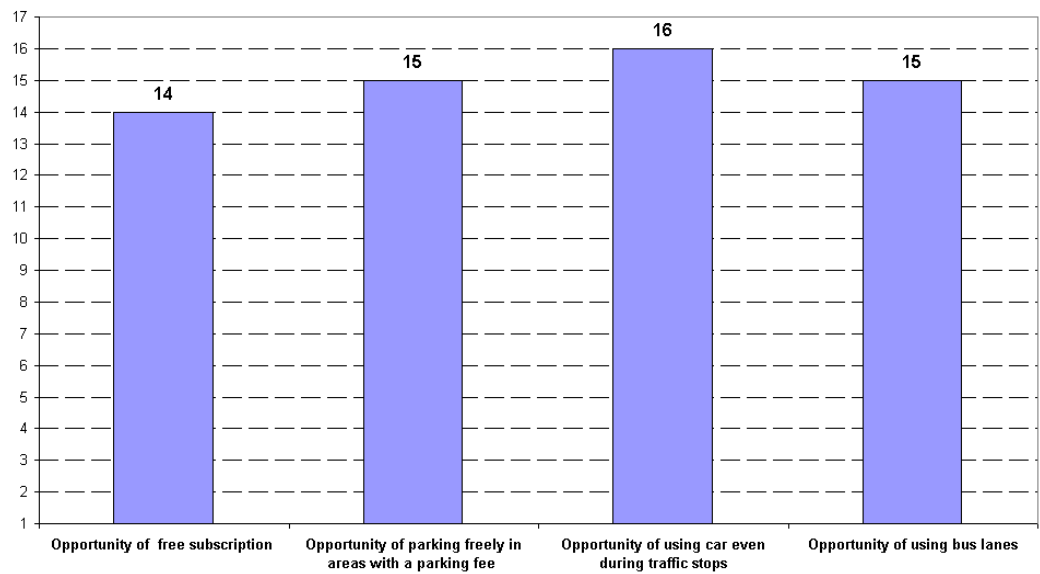
City: **Monza**

Project: **ARCHIMEDES**

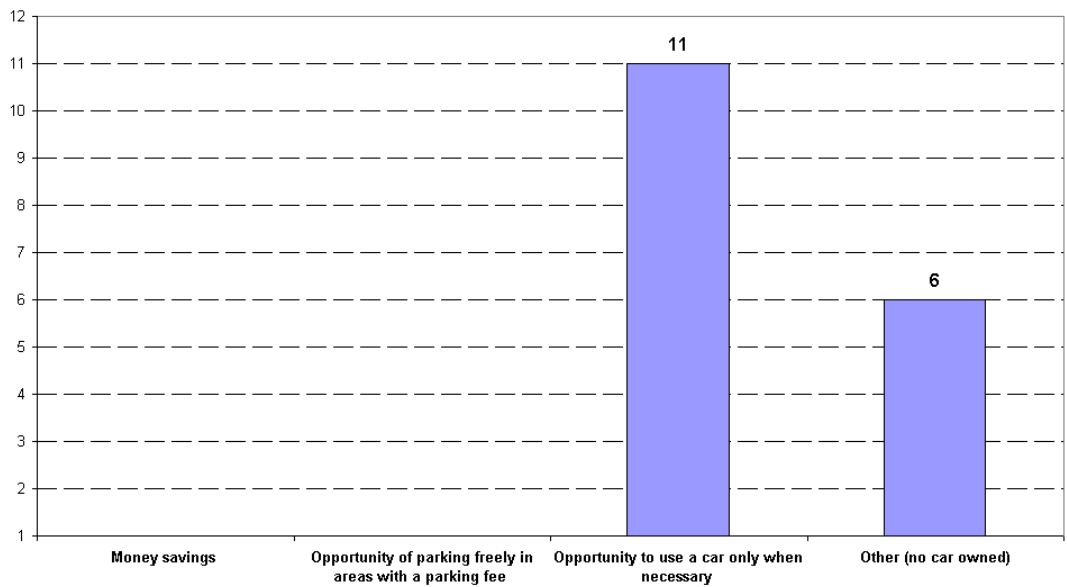
Measure number: **61**

6. Which facilities for car sharing users do you know?

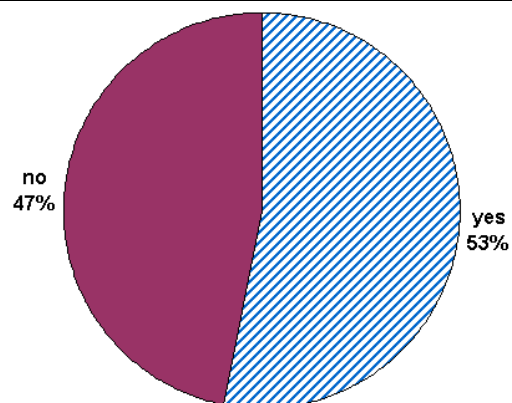
INDICATOR NO. 14
(Awareness)



7. Why do you use car sharing?



8. Are these reasons still valid?



Measure title:

Car Sharing Scheme Improvements in Monza

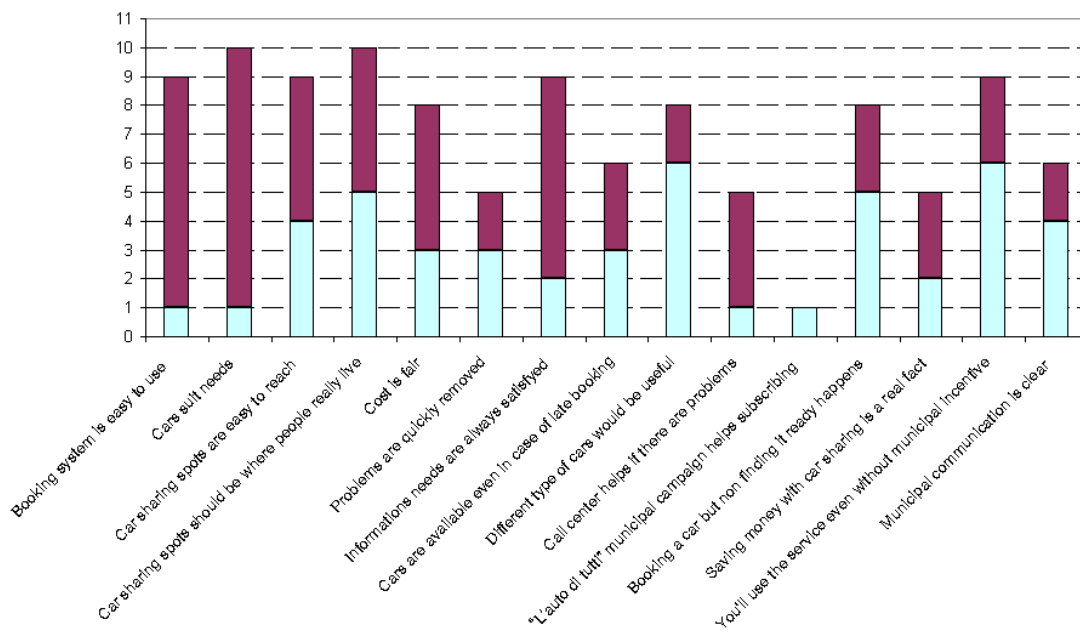
City: **Monza**

Project: **ARCHIMEDES**

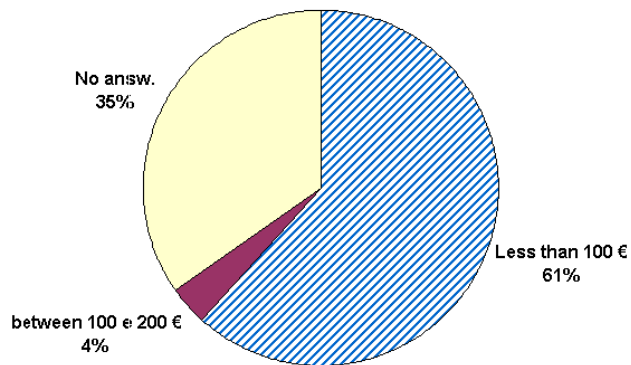
Measure number: **61**

9. What do you think about car sharing service?

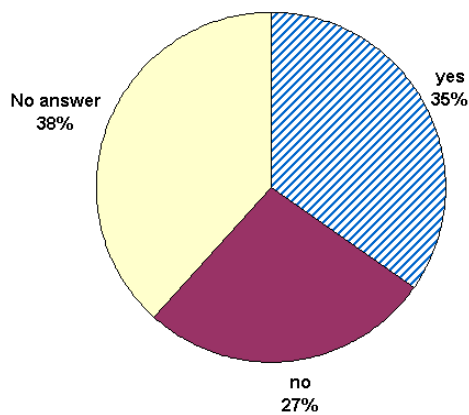
**INDICATOR NO. 19
(Quality of service)**



10. How much would you consider economically accessible for car sharing service?



11. Do you know you can subscribe in Municipality offices?



Measure title:

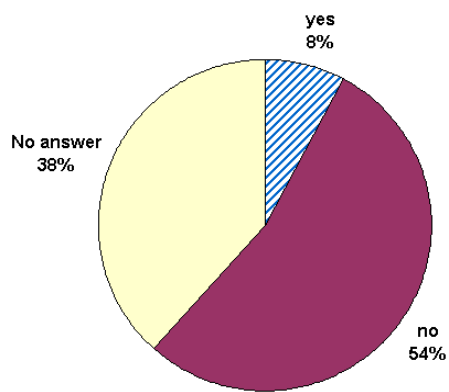
Car Sharing Scheme Improvements in Monza

City: **Monza**

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12. Do you know that car sharing card can be used also in Milan for car/bike sharing and to buy PT tickets?



13. Would you suggest car sharing to other people?

