

Document Control Sheet

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Author (s)	Sara Carciotti (UNITS) Margherita Cipriano (UNITS) Paolo Ferrari (UNITS) Chiara Gelmini (UNITS) Alberto Locatelli (UNITS)

D 5.2.2 Step Up Business Model

	Walter Ukovich (UNITS)
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1 Maas Models

1.1. Definition of Maas Models

A **Business Model** describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural or other contexts. Organization is an entity comprising multiple people, such as a company, an institution or an association, that has a particular purpose.

In other words: Who is my customer? What I offer to him? How can I do that? And last but not least Why I do that: what's my logical to create value, my mission, my motivation.

Value Proposition is the set of products and services that create value for a specific customer segment.

The elements to consider into the value proposition are not only the **products** and **services**.

It is essential also to consider other valuable elements:

- **Making innovation.** To create a new value giving to customers something that was not there before
- **Make a product/service accessible.** It allows Customer Segments that previously could not use a product/service to access it (think, for example, of Ryanair's low-cost flights)
- **Improve a product or service,** by adding relevant features or modifying the current ones to make them more functional to a specific need.
- **Decrease the price** for a product/service. Solving a specific problem, starting from the study of the real and urgent needs of customers
- Use **the brand/status** to convey an identity and create a **community**
- Improve **the design** and **the performance** of a product

- Make the products **more convenient** and **easier to use**
- **Reduce the risks** related to a product/service

These methods allow the company to transfer not only the intrinsic value of the product/service but, above all, **the intangible values** that can be associated with it.

The global transport system (and everything that is part of it) is becoming increasingly integrated; the attention is shifted from the simple supply of transport services to the wondering which is the demand for services, where it is located and how to satisfy it more effectively.

Society is moving towards an era in which everything is service. Expectations and needs of people will become increasingly demanding and fragmented, while resources for its transport development are decreasing. New technologies allow travellers to take on a more dynamic and proactive role as a developer and producer of data within of the transport system.

Mobility as a Service (MaaS) is the integration of various forms of transport modes into a single mobility service accessible on demand.

It provides a new way of thinking in terms of how the delivery and consumption of transport or mobility: the key concept behind MaaS is to put the users at the core of transport services, offering them tailor made mobility solutions based on their individual needs.

A successful MaaS service also brings new business models and ways to organise and operate the various transport options, with advantages for transport operators including access to improved user and demand information and new opportunities to serve unmet demand.

Maas is a **multi-side platform**¹ and in this kind of business model:

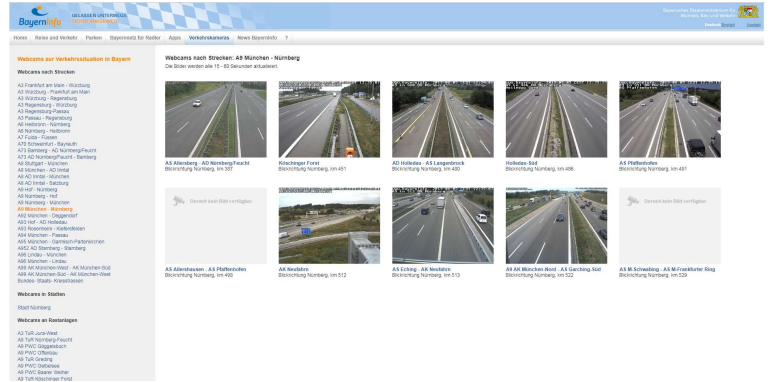


- The platform brings together two or more distinct but interdependent customer groups.
- These platforms are a value for a group of customers only if the other group of customers is also present.
- The platform creates value by facilitating interactions between different groups.
- The value of a multi-sided platform grows when it attracts more users, a phenomenon known as the network effect

¹ “Business Model Generation” by Alexander Osterwalder and Yves Pigneur (2010)

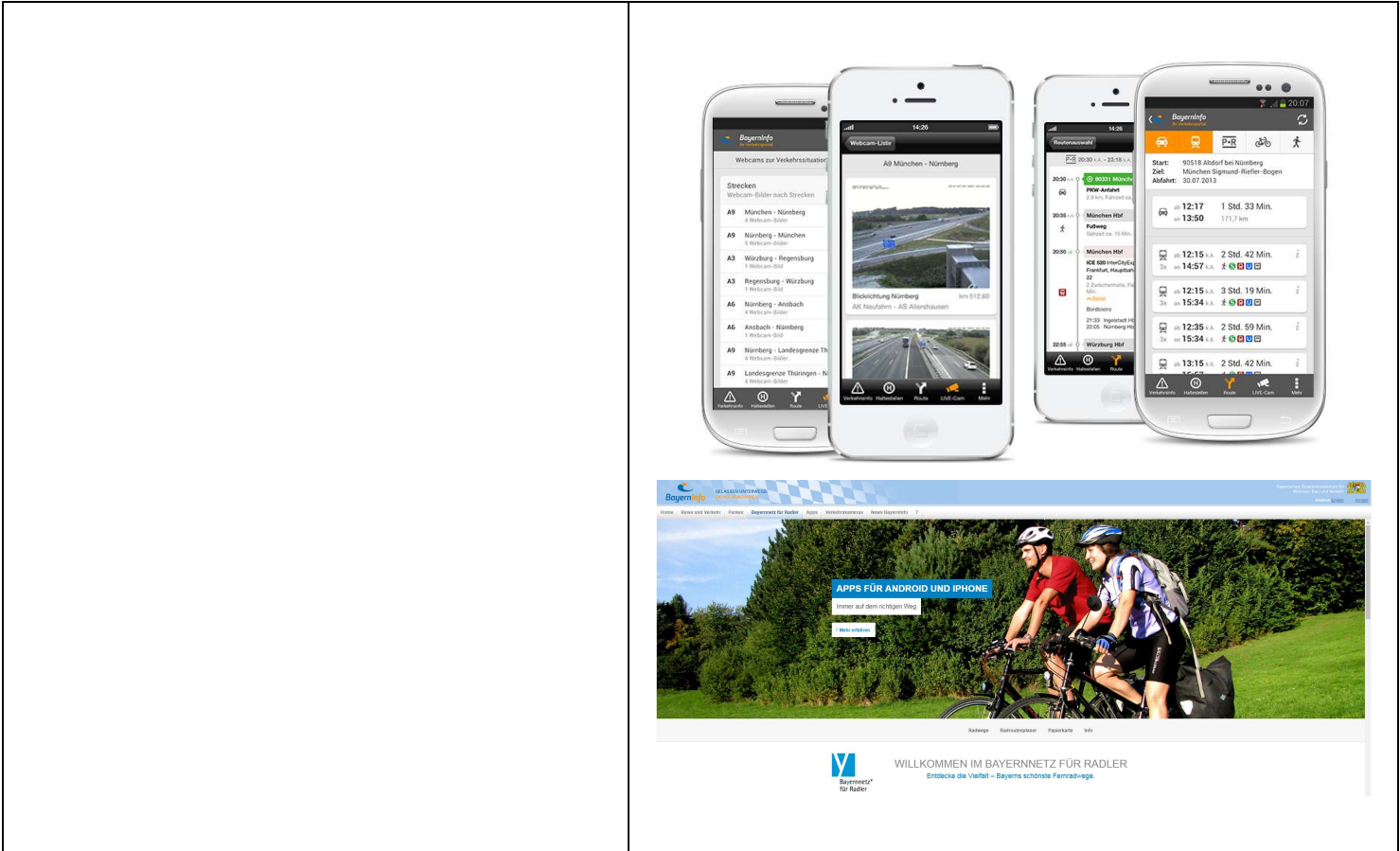
1.2. Maas business model analyses

PLATFORM NAME		Bayerninfo.de
LINK		http://bayerninfo.de/
COUNTRY OF CREATION		Germany
DOWNLOAD	Free	APP download and portal registration are free
	For a fee	No additional paid service is provided
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	The app provides information on the best means of transport to use or the best combination of means of transport.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	--
CONNECTED APPS		--
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		The APP doesn't provide information on the environment but urges the use of bicycles and gives information for hikers.
REBATE LINKED TO THE USE OF THE APP		--

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<p>POINT OF INTEREST</p>	<p>The site/APP also promote the use of bicycles and in particular the Bavarian route. The Bavarian Network for Cyclists Team wishes you happy planning and a safe and fun tour on the cycle routes of the Bavarian Network for Cyclists.</p>
<p>LANGUAGE</p>	<p>English and German</p>
<p>MORE INFO</p>	<p>The site and the APP give real-time traffic information in Germany. It is also possible to view the following data:</p> <ul style="list-style-type: none"> – parking available along the route – photos of the road network, – list of means of transport needed to travel the route – real-time navigation system
<p>SOME PHOTOS OF THE SITE/APP</p>	 <p>BayernInfo Maps mobil informiert, gelassen unterwegs, sicher ankommen.</p> <p>BayernInfo Maps kann mehr: "Routenplanung für PKW" und "Reiseauskunft für Bus & Bahn" in seiner App - und das alles kostenlos im Straßenverkehr! behalten Sie mit den neuen LIVE-Cams, den aktuellsten Sperrungs- und Baustellenmeldungen sowie dem Staubarometer immer den Überblick.</p> <p>BayernInfo Maps bietet Fahrtenempfehlungen für Bus & Bahn mit aktuellen Pünktlichkeits- und Verspätungsinfos. Jede Fahrt jetzt auch als interaktive Routenvorschau in der Karte. Oder doch die Gesamtfahrt als übersichtliche Liste - ganz wie Sie wünschen. Doch BayernInfo Maps kann noch mehr: P+R-Routen, Fahrrad-Routen und Fußwege werden auf Wunsch als weitere Alternativen berechnet.</p>  


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PLATFORM NAME		Bird Rides
LINK		https://www.bird.co/
COUNTRY OF CREATION		USA / Europe
DOWNLOAD	Free	The download is free and all you need to do is provide the e-mail, but in order to use the platform, you must register your credit card or connect Google pay
	For a fee	The platform includes three types of subscription: € 10, € 15, € 20
BOOKING	Blockchain	--
	Payment security	Credit card, Bank account
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	--
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	Riders must be 18+ years old to Bird.
CONNECTED APPS		Google Pay
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site only informs you about how the service is delivered, for real use you need to download the app
	Totem	--
ENVIRONMENTAL RATING		<p>Bird is committed to Vision Zero, a global movement to make mobility safer, healthier and more equitable for everyone on the road. Bird scooters not only reduce the need for cars, they raise awareness of transportation alternatives and encourage cities to invest in safety infrastructure that benefits everyone.</p> <p>Bird shares a mission with cities to reduce traffic congestion and carbon emissions by providing people with a safe, affordable, and</p>

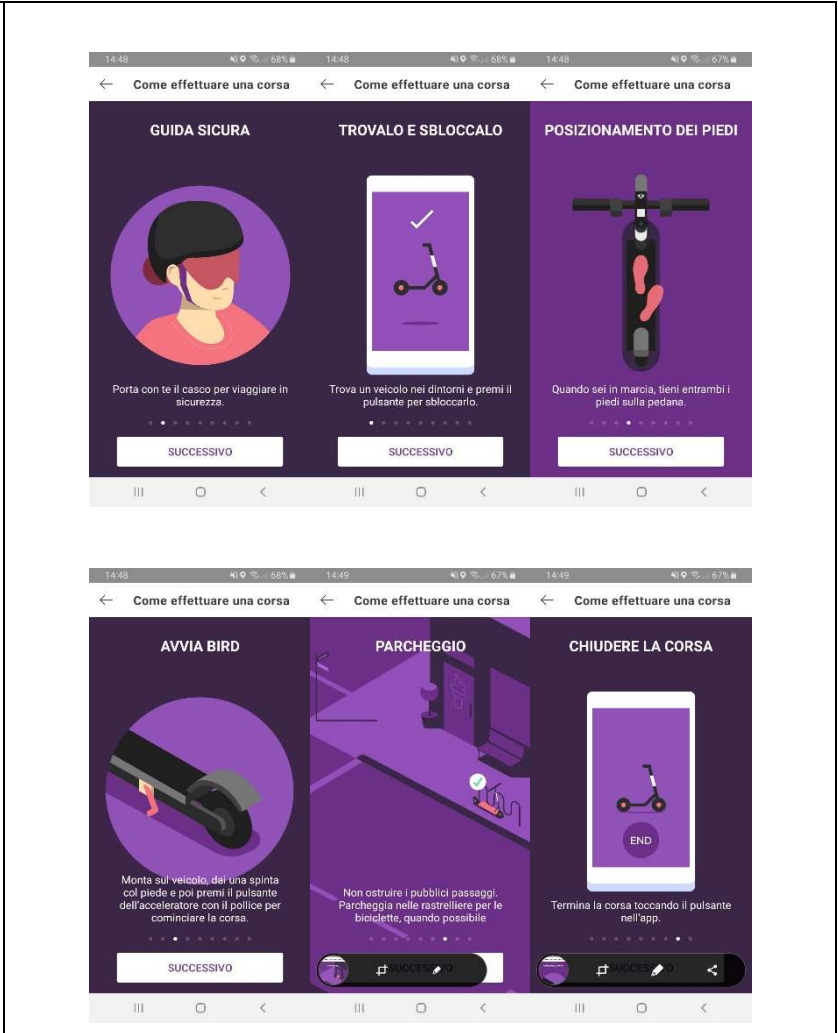
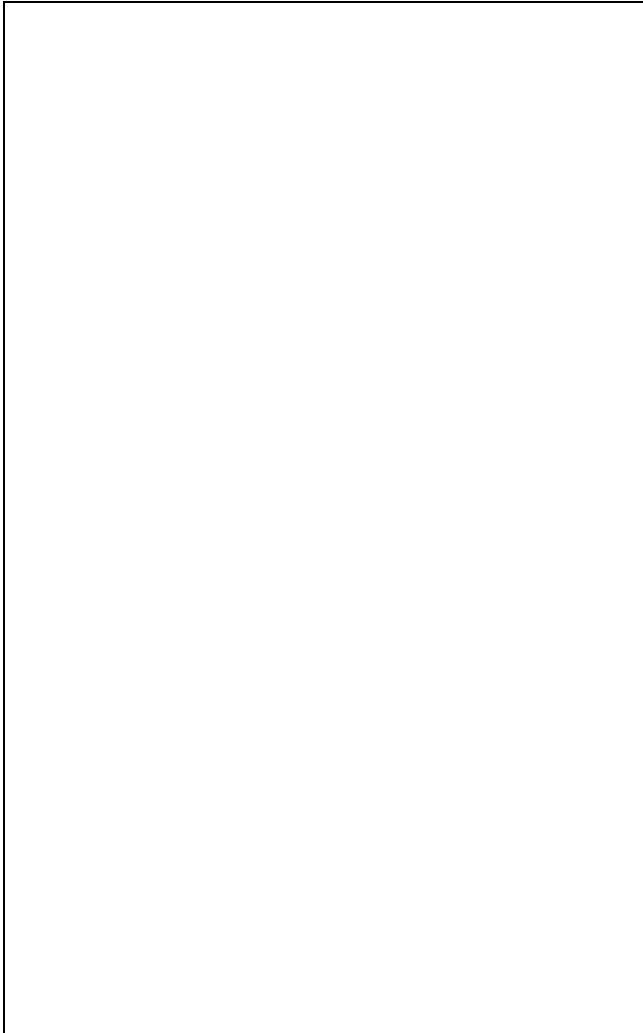
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	<p>environmentally friendly alternative to cars. Together, we can create a more liveable city for our communities.</p> <p>When you partner with Bird, you are partnering with an organization that understands your top priorities, because they are our priorities, too. We continually create technology, programs, and data solutions that you need to make Bird a safe and sustainable piece of your transportation infrastructure.</p> 
<p>REBATE LINKED TO THE USE OF THE APP</p>	<p>Choosing the 15 € pass, the APP gives you 1 €, if you choose the 20 € one, the APP gives 2 €.</p> <p>Through the APP you can also earn if you follow the steps below:</p> <ol style="list-style-type: none"> 1. sign up for Bird's "charger" community, 2. find electric scooters in the evening, 3. recharge them at night 4. release them the next morning by 7:00 am to be paid, 5. every morning they will pay the money to the account for work done the previous evening.
<p>POINT OF INTEREST</p>	<p>--</p>
<p>LANGUAGE</p>	<p>Web Site: English, Spanish</p> <p>App: Dutch, Hebrew, French, Spanish, English, German</p>
<p>MORE INFO</p>	<p>Bird Platform enables independent operators to manage their own fleet of shared e-scooters. For partners there are the following advantages:</p>


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	<ul style="list-style-type: none"> – Branded Vehicles: Industry-leading vehicles specifically designed and built to be used for shared mobility, branded for your company. – Operating Software: Mobile access for your fleet staff and riders, data dashboard with real-time metrics that matter to you, and GovTech features to assist in regulation compliance. – Account Management: An extensive suite of materials, ongoing personal support, and curated best practices from over 125 markets around the world. – Hardware: Bird will sell its vehicles at cost to all independent operators participating on the platform. Operators will enjoy Bird’s economies of scale, which will only grow as more operators join the platform (i.e. a purchasing co-op). Operators will be able to brand the scooters and run through the Bird app. Scooters will arrive map-ready, equipped with the latest in GPS, anti-theft technology, and Government Technology. – Operations: Set your pricing, operating hours, and zoning to keep your riders happy and your market on track for success. Build a local team to help charge and maintain your scooter fleet. Optimize your operations with advanced metrics, historical performance, and geospatial tooling exclusively built for our platform partners. – Pricing: In exchange for all of these benefits, Bird will charge a service fee on every scooter ride.
<p>SOME PHOTOS OF THE SITE/APP</p>	

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PLATFORM NAME		BlaBlaCar
LINK		https://www.blablacar.it/
COUNTRY OF CREATION		International
DOWNLOAD	Free	APP download and portal registration are free
	For a fee	Each "transporter" user decides on a fare for the journey to be made and the "transported" users, if accepted, can pay by bank transfer or PayPal
BOOKING	Blockchain	--
	Payment security	PayPal
	Alternative payments	Bank transfer
SHARE MOBILITY	Change vehicles with rentals	--
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	<p>You can register by connecting your Facebook profile and providing the following data: friends, date of birth, gender, email. In the biography, everyone can add their own preferences regarding who wants to be a traveling companion. The choices are between: I am a person who loves having a conversation, a smoker, listening to music during the journey, I also offer the passage to animals. Each user can insert his availability to give a ride, to do this he must indicate the model of the car he is traveling with.</p> <p>Each transported user can leave feedback and assign a score to the transporter in order to inform other users.</p> 
CONNECTED APPS		--

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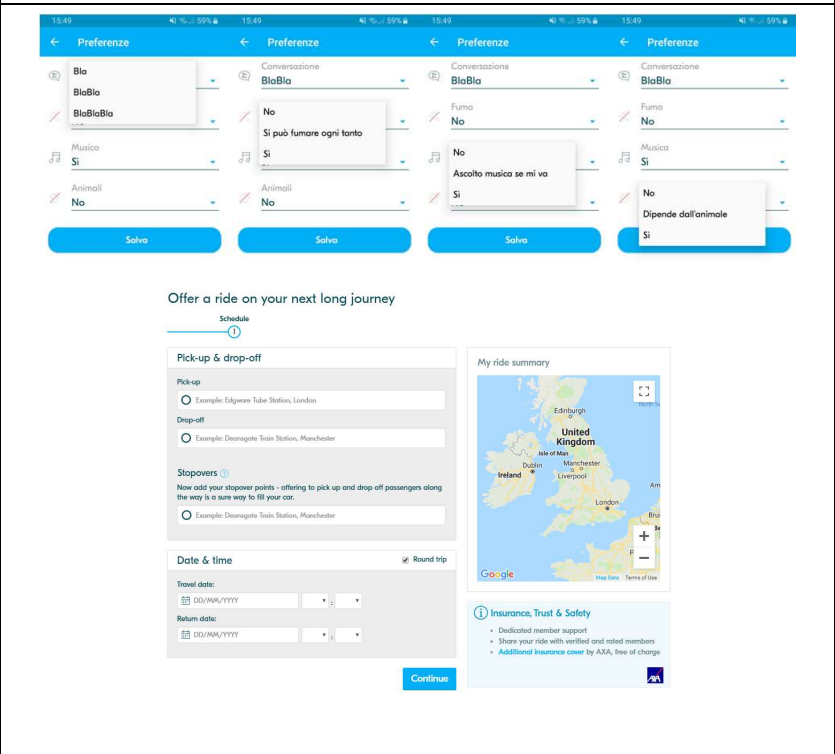
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		The use of the App implicitly seeks to motivate the shared use of the car, but there are no direct references to the environment.
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		--
LANGUAGE		English, Cestina, Deutsch, English, Español, Français, Hrvatski, Magyar, Italian, Dutch, Polski, Portugues, Romana, Pyccknn, Slovencina, Srpski, Turkce, Ykpaihcbka
MORE INFO		<p>BlaBlaCar is the world's leading long-distance carpooling platform – a global, trusted community of 75 million drivers and passengers in 22 countries. The platform connects people looking to travel long distances with drivers heading the same way, so they can travel together and share the cost.</p> <p>With the recent integration of a coach network and a commuter carpooling service, BlaBlaCar aims to become the go-to marketplace for shared road mobility. Affordable, convenient and user-friendly, wherever there's a road, there's a BlaBlaCar.</p> <p>Go literally anywhere. From anywhere.</p> <p>The strong points of the portal are:</p> <ul style="list-style-type: none"> – Smart: With access to millions of journeys, you can quickly find people nearby travelling your way. – Simple: Enter your exact address to find the perfect ride. Choose who you'd like to travel with. And book!

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- **Seamless:** Get to your exact destination, without the hassle. No queues. No waiting around.
- 3 things the user will love about BlaBlaCar
- **Choice:** They go everywhere. Literally thousands of destinations. No station required.
 - **Community:** They take the time to get to know their members. All profiles and ratings are checked. IDs are properly verified. So you know who you're travelling with.
 - **Covered:** Really? Free as in nothing to pay? You've got it. They partner with AXA. So your ride's covered from start to finish, absolutely free of charge.

SOME PHOTOS OF THE SITE/APP



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🔍 **Milan, city centre → Udine, city centre**
 Today 17:00

47 rides available from Milan to Udine Filter
 5 full rides

Tomorrow

09:00
Milan
£22.00

🕒
⬇️
🕒

13:30
Udine

🕒
👤
👤

Marco

13:00
Calvenzano
£21.00

🕒
⬇️
🕒

16:10
Porpetto

🕒
👤
👤

Camilla

17:30
Milan
£19.50

🕒
⬇️
🕒

21:30
Lestizza

🕒
👤
👤

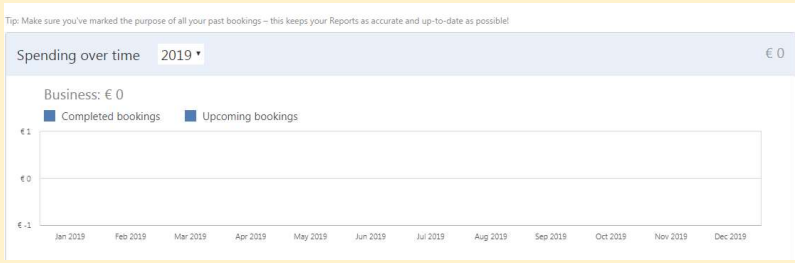
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Ratings

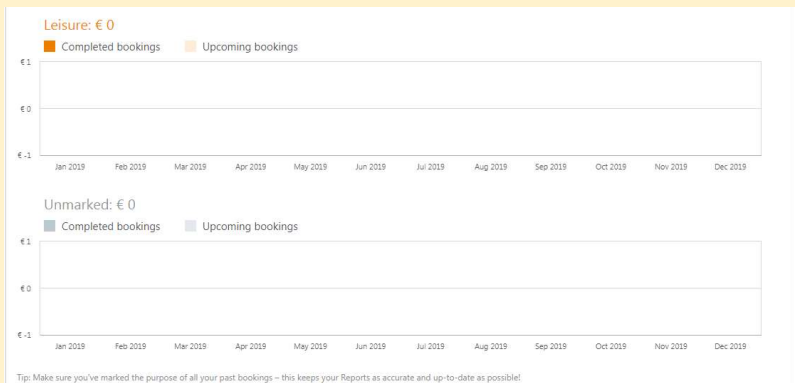
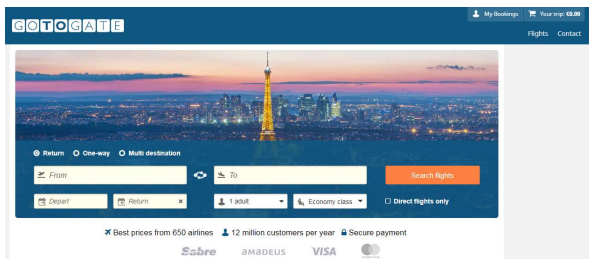
★ 4.9/5 – 20 ratings

Outstanding	18
Excellent	1
Good	1
Poor	0
Very disappointing	0

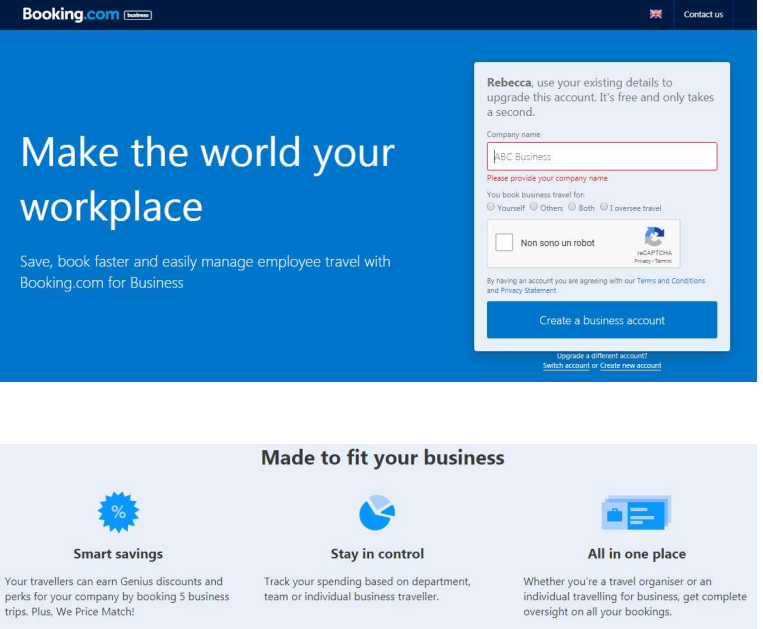
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PLATFORM NAME		Booking
LINK		https://www.booking.com
COUNTRY OF CREATION		International
DOWNLOAD	Free	APP download and portal registration are free
	For a fee	There are no direct costs for using the platform but only for reservations.
BOOKING	Blockchain	--
	Payment security	PayPal
	Alternative payments	Credit card, bank transfer
SHARE MOBILITY	Change vehicles with rentals	The APP only allows the rental of cars, scooters, motorcycles but not sharing them with others or exchanging between different means of transport.
ACCOMODATION	Offers for sleeping	The app allows you to choose the dates of departure and arrival, and to select different types of services to combine with your holiday.
CUSTOMIZED ACCOUNT	Traveller identikit	<p>You can register by connecting your Facebook profile and providing the following data: friends, date of birth, gender, email.</p> <p>The portal allows you to see how much was spent during the year for work, leisure or undefined journeys.</p> 

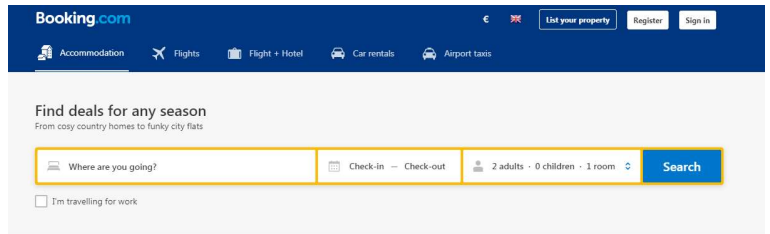
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CONNECTED APPS		<p>If you want a flight, the APP in the English version automatically connects to the “GOTOGATE” portal. If you want the flight + hotel mode, the portal automatically connects to the partner portal "LAST MINUTE FOR BOOKING".</p> 
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		After making a certain number of stays over a two-year period a discount is guaranteed ranging from 10% up on many facilities, free breakfast, upgrade of the accommodation, ...

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<p>POINT OF INTEREST</p>	<p>The APP shows at the time of booking all the attractions in the surroundings and also provides "themed" holiday suggestions. There is also a special section in which to view places of interest for each state / city.</p>
<p>LANGUAGE</p>	<p>The platform is available in all languages.</p>
<p>MORE INFO</p>	<p>The portal was created to give users the possibility to book a place to stay during holidays or business trips. Over the years, a number of additional services have been associated with the platform: car rental, taxi booking for the journey from the airport to the place where overnight accommodation is required, flight booking. The platform has a dedicated section dedicated to companies.</p>
<p>SOME PHOTOS OF THE SITE/APP</p>	

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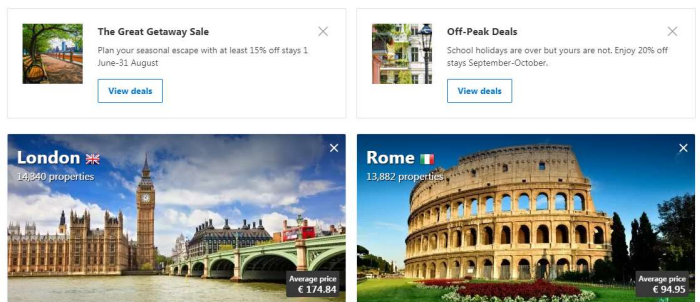
Booking.com

Accommodation Flights Flight + Hotel Car rentals Airport taxis

Find deals for any season
From cosy country homes to funky city flats

Where are you going? Check-in — Check-out 2 adults · 0 children · 1 room Search

I'm travelling for work



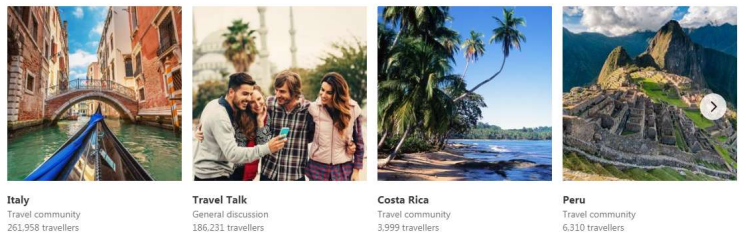
The Great Getaway Sale
Plan your seasonal escape with at least 15% off stays 1 June-31 August
[View deals](#)

Off-Peak Deals
School holidays are over but yours are not. Enjoy 20% off stays September-October.
[View deals](#)

London 1,040 properties
Average price € 174.84

Rome 13,882 properties
Average price € 94.95

Connect with other travellers

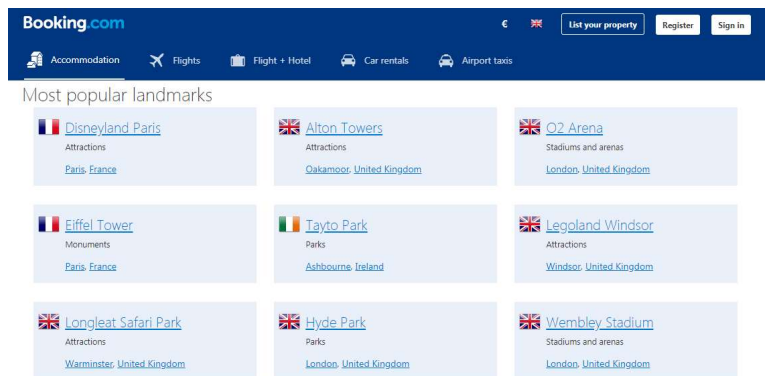


Italy
Travel community
261,956 travellers

Travel Talk
General discussion
186,231 travellers

Costa Rica
Travel community
3,999 travellers

Peru
Travel community
6,310 travellers



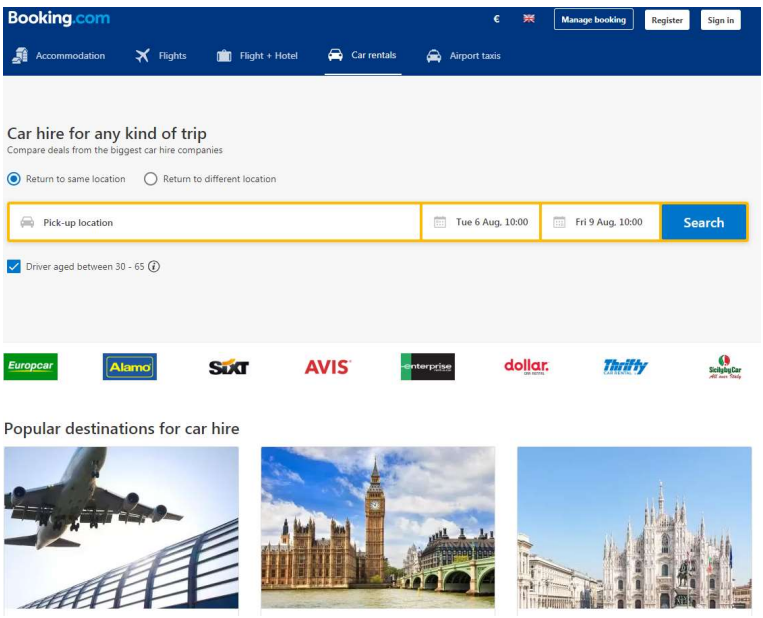
Booking.com

Accommodation Flights Flight + Hotel Car rentals Airport taxis

Most popular landmarks

- Disneyland Paris**
Attractions
Paris, France
- Alton Towers**
Attractions
Oakham, United Kingdom
- O2 Arena**
Stadiums and arenas
London, United Kingdom
- Eiffel Tower**
Monuments
Paris, France
- Tyto Park**
Parks
Ashbourne, Ireland
- Legoland Windsor**
Attractions
Windsor, United Kingdom
- Longleat Safari Park**
Attractions
Warminster, United Kingdom
- Hyde Park**
Parks
London, United Kingdom
- Wembley Stadium**
Stadiums and arenas
London, United Kingdom

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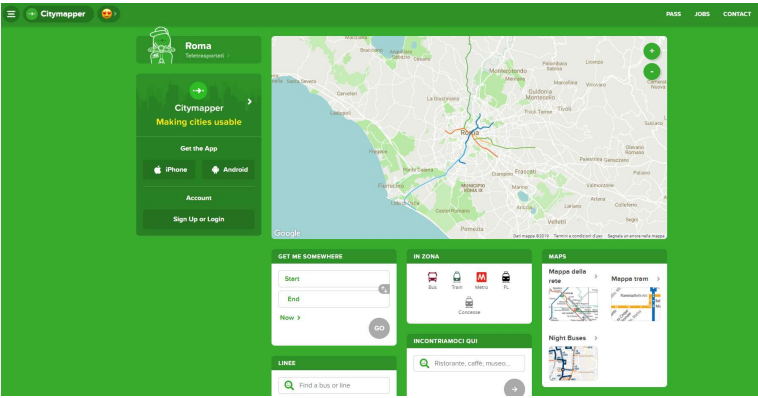


The screenshot shows the Booking.com website interface for car hire. At the top, there is a navigation bar with the Booking.com logo and links for Accommodation, Flights, Flight + Hotel, Car rentals, and Airport taxis. Below this, the main heading is "Car hire for any kind of trip" with a sub-heading "Compare deals from the biggest car hire companies". There are two radio buttons for "Return to same location" (selected) and "Return to different location". A search bar contains a "Pick-up location" field, a date field for "Tue 6 Aug, 10:00", and a time field for "Fri 9 Aug, 10:00", followed by a "Search" button. A checkbox for "Driver aged between 30 - 65" is checked. Below the search bar, there is a row of logos for car hire companies: Europcar, Alamo, SIXT, AVIS, Enterprise, Dollar, Thrifty, and Sixt. Underneath, the section "Popular destinations for car hire" features three images: an airplane taking off, the Big Ben clock tower in London, and the Duomo di Milano cathedral in Italy.

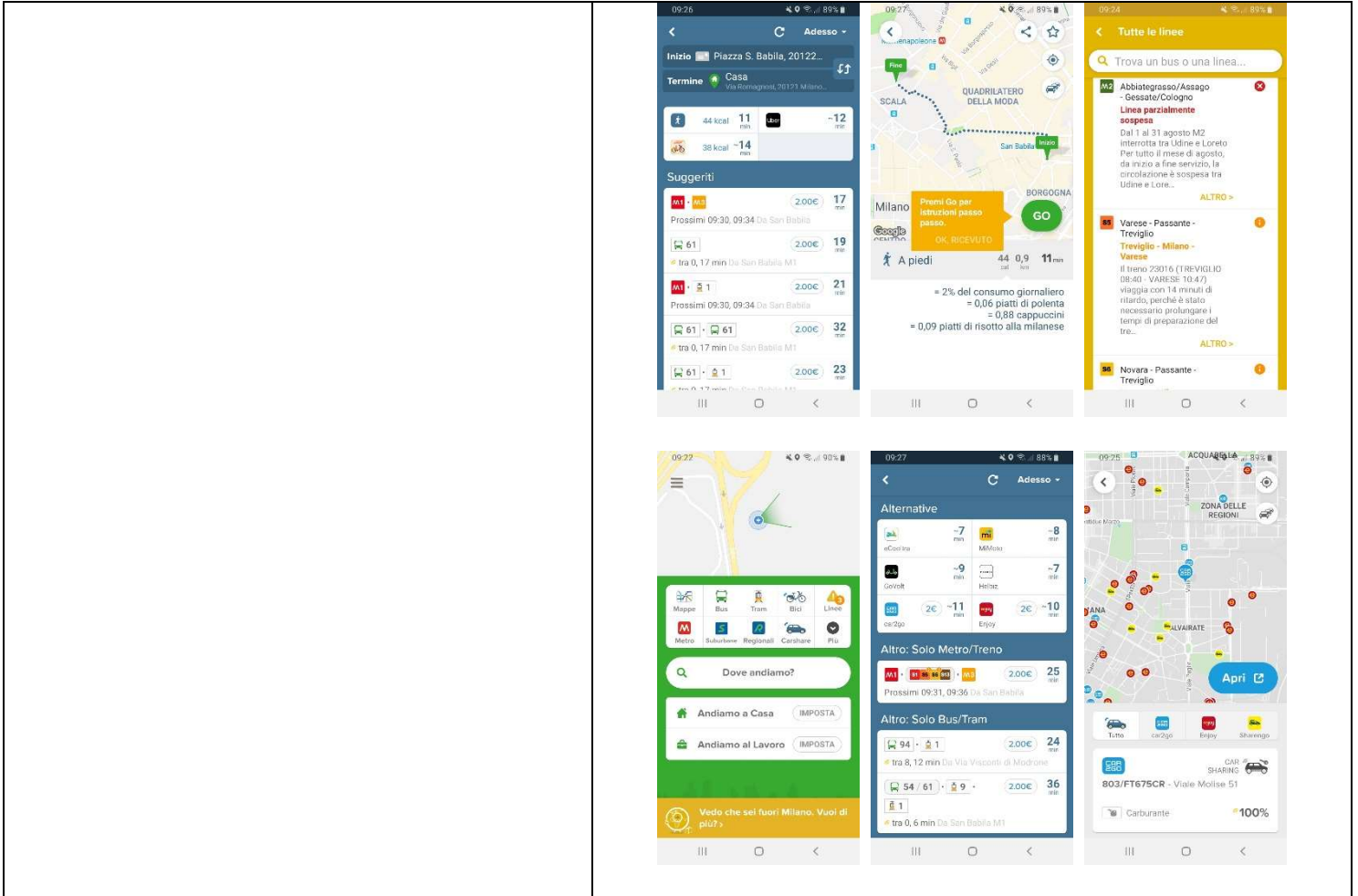
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PLATFORM NAME		Citymapper
LINK		https://citymapper.com/roma
COUNTRY OF CREATION		UK (London) / Germany (Berlin)
DOWNLOAD	Free	The APP is completely free and also provides the most convenient single fare for the requested journey.
	For a fee	--
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	The APP provides a perfect integration between all public and private means of transport, also shows the most suitable routes for a walk and provides updated timetables for the metro, trams, buses, trains (including delays!)
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	<p>You can register by connecting your Facebook profile and providing the following data: friends, date of birth, gender, email;</p> <p>Or you can connect your google account by providing the following data: mail, profile picture.</p> <p>In the APP you can set your home or work address to be updated on the traffic situation when you leave and receive notifications in real time on the fastest route to get to your destination.</p>
CONNECTED APPS		The platform is perfectly connected to other external APPs for renting bikes, cars, scooters, scooters, ...
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.

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	Totem	--
ENVIRONMENTAL RATING	The site encourages the user to use the bicycle or to walk, providing data on the consumption of kcal to make the required routes.	
REBATE LINKED TO THE USE OF THE APP	--	
POINT OF INTEREST	--	
LANGUAGE	English, German, Spanish, French, Italian, Portuguese, Turkish, Polish	
MORE INFO	<p>Citymapper provides all the information you always wanted to know about metro, trams, buses, regional and even Malpensa Express. The APP says which lines work and which don't, if there are delayed media and what alternatives should be taken.</p> <p>Thanks to the CITY page the user can see, in the blink of an eye, the entire status of the vehicles in a city. For each line the APP will say it is timely, suspended, or if you take it at your own risk.</p> <p>It is also possible to set personal notices, which will let you know immediately if something that can delay you has happened on your way to work or school.</p>	
SOME PHOTOS OF THE SITE/APP		

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PLATFORM NAME		DB mobility services
LINK		https://www.deutschebahnconnect.com
COUNTRY OF CREATION		Germany
DOWNLOAD	Free	APP download and portal registration are free
	For a fee	Deutsche Bahn Connect GmbH creates an optimal mobility offer that adapts individually to your company. At the moment the company is working on a mobility management software that we want to offer to our customers in the future. (<i>Illustrations below as an example</i>). This program determines the optimal mobility mix for the user based on their specific needs.
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	the APP allows you to optimize travel by proposing solutions that include the use of: cars, scooters, bicycles, ... in addition to information on public transport and ticket costs. From the APP it is also possible to buy tickets for public transport.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	Through the site, the company offers a personalized consulting service to companies that intend to make use of car rental services and use of means for their employees for certain periods of time. Thanks to the interview it is possible for the site / platform managers to provide the best solution to the end customer (company). The APP, on the other hand, can be used by anyone for their own journeys and is therefore more oriented to private users.
CONNECTED APPS		DB Carsharing, Call a Bike

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ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	<p>On the site it is possible to access a reserved area.</p> <p>Not all information in the APP can be used for a simple unregistered user.</p> <p>Through the site it is possible for companies to request a free consultation to be advised on the best mobility solution.</p>
	Totem	--
ENVIRONMENTAL RATING		The platform helps companies reduce costs and emissions and provides employees with innovative compensation components, such as access to the car sharing system and bicycle rental.
REBATE LINKED TO THE USE OF THE APP		The platform operators offer a combined system of means for intelligent mobility in order to save companies.
POINT OF INTEREST		--
LANGUAGE		<p>Site: English, German</p> <p>APP: English</p>
MORE INFO		<p>Deutsche Bahn Connect GmbH has developed an individual mobility concept for each customer. At the base of the platform there is a variety of mobility products mixed together. Deutsche Bahn Connect GmbH integrates a wide range of mobility components into an intelligent mobility concept that also includes the services offered by DB Carsharing and Call a Bike.</p> <p>Offered services: Fleet Solutions; Carsharing; Advice; Integrated mobility offers; bicycle rental systems. In detail:</p> <ul style="list-style-type: none"> – Advice on holistic mobility, including alternatives to company cars, e.g. Corporate car sharing – A personal contact for all your questions about mobility – Fleet management processes displayed individually – Significant reduction of administrative burdens thanks to full support supported by intelligent online tools

D 5.2.2 Step Up Business Model

- Complete cost transparency through a personalized invoice structure

It is possible to set alerts in the APP to notify the arrival of public transport, travel information, if "comfort check in" is possible 15 minutes in advance



SOME PHOTOS OF THE SITE/APP



D 5.2.2 Step Up Business Model

Unsere Mobilitätsempfehlung:

Mobilitätspaket M: Die komplette Mobilität



Unsere Mobilitätsempfehlung:

Wir empfehlen Ihnen die Kombination aus klassischem Leasing und die Verteilung des Restbudgets auf die Mobilitätsergänzung „Flinkster - Mein Carsharing“ und Call a Bike.

Der Mobilitätsrechner

Ihr Gesamtbudget: **15.000,00**

Ihr Restbudget: **2.000,00 €**

Unser Ergänzungsangebot:



Budgetverteilung



Anpassen Anfragen

12:29

Connections

From: **FRANKFURT(MAIN)**
To: **Wien Meidling**

Today, mar, 06.08.2019

Dep	Arr	Duration	Changes	
12:54	20:23	7:27	2	184,20 €
ICE - EC - R.JX Frankfurt(Main)Hbf Wien Meidling				
14:21	20:38	6:17	0	
ICE 29 Frankfurt(Main)Hbf Wien Meidling				
14:54	22:23	7:29	2	184,20 €
ICE - EC - R.JX				

12:31

Journey details

Today, mar, 06.08.2019

From: **Frankfurt(Main)Hbf**
To: **Graz Hbf**

EC 219

- Eurocity
- Bicycles conveyed - subject to reservation
- Number of bicycles conveyed limited
- Reservation optional (Salzburg Hbf - Graz Hbf)
- Bordrestaurant (Salzburg Hbf - Graz Hbf)
- Bordbistro (Frankfurt(Main)Hbf - München Hbf)
- Bordbistro (München Hbf - Salzburg Hbf)
- space for wheelchairs (Salzburg Hbf - Graz Hbf)
- Wheelchair space - For advance notification, call +43 5 1717 (Salzburg Hbf - Graz Hbf)
- WC accessible for wheelchair (Salzburg Hbf - Graz Hbf)
- parent-and-children compartment (Salzburg Hbf - Graz Hbf)
- Operator: DB Fernverkehr AG, Österreichische Bundesbahnen

12:20 Frankfurt(Main)Hbf Pl. 13

12:30

Itinerary

Continue to booking

12:54 Frankfurt(Main)Hbf Pl. 7

ICE 625 → München Hbf

Low to average demand

Intercity-Express

Komfort Check-in möglich <http://bahn.de/komfortcheckin>

Operator: DB Fernverkehr AG

13:22 13:25
13:23 13:26

14:01 14:03
14:04 14:06

15:00 15:00

Aschaffenburg Hbf Pl. 6

Würzburg Hbf Pl. 4

D 5.2.2 Step Up Business Model

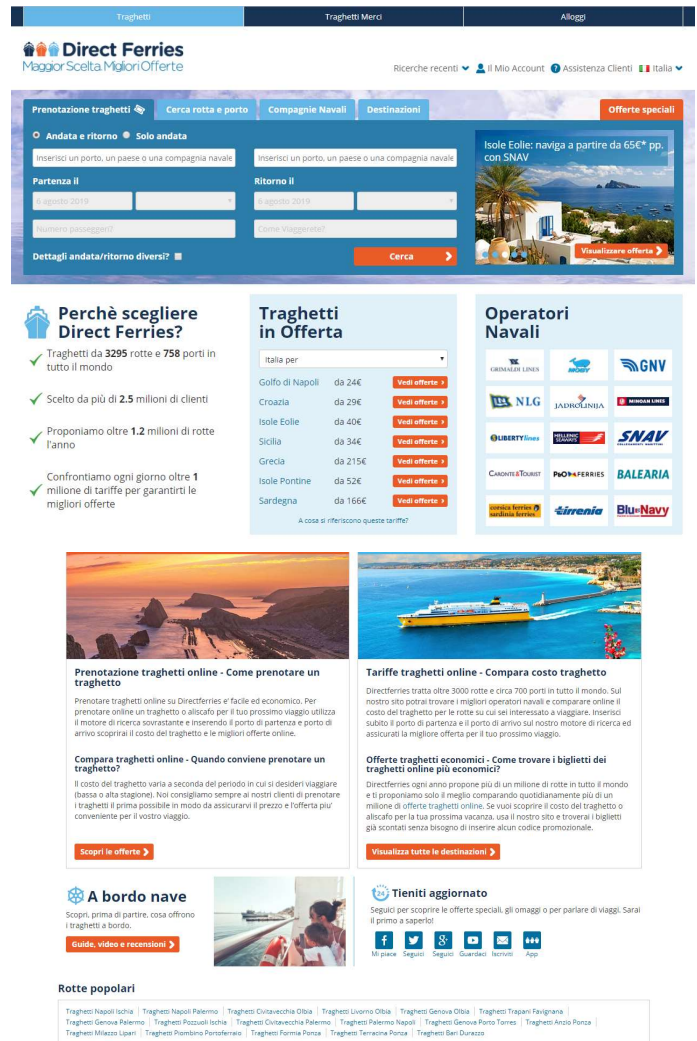
PLATFORM NAME		Direct Ferries
LINK		https://www.directferries.it/
COUNTRY OF CREATION		Italy
DOWNLOAD	Free	The APP download is free.
	For a fee	It is possible to book your seat on the ferries via website or APP, the platform compares different lines, timetables, companies to give the end customer a wide range of prices.
BOOKING	Blockchain	--
	Payment security	PayPal
	Alternative payments	Credit card, prepaid card
SHARE MOBILITY	Change vehicles with rentals	--
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	The App allows you to save the data relating to the usual passengers to be able to easily select them for future bookings.
CONNECTED APPS		--
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		--
LANGUAGE		Italian

D 5.2.2 Step Up Business Model

MORE INFO

The site provides information on ferries and sea routes from all European ports. Users in a special section can also leave comments on the routes and the journey they have made. You can enter your phone number at the time of booking to receive a reminder message of departure on your mobile phone.

SOME PHOTOS OF THE SITE/APP

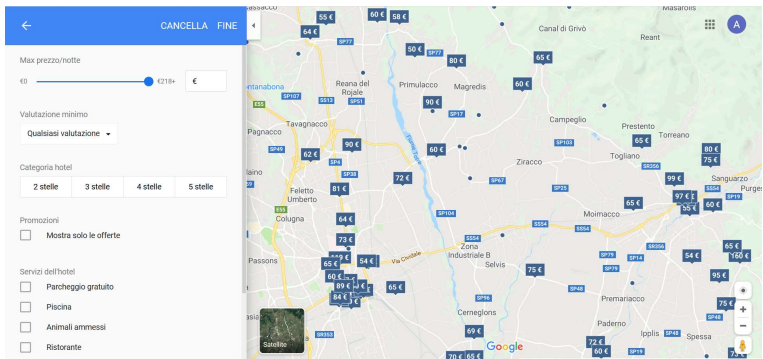
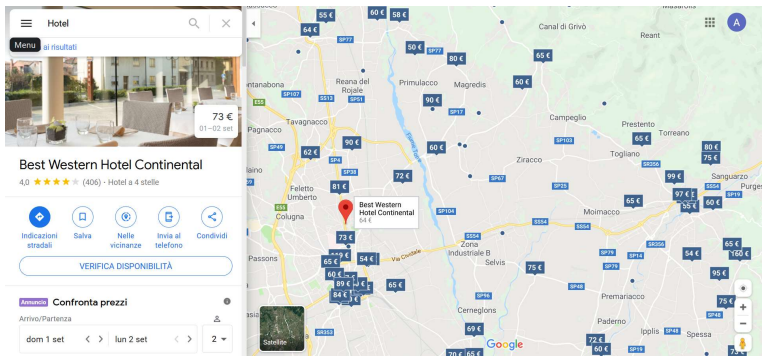


The screenshot shows the Direct Ferries website interface. At the top, there are navigation tabs for 'Traghetti', 'Traghetti Merid', and 'Alloggi'. The main header includes the Direct Ferries logo and navigation links like 'Ricerche recenti', 'Mio Account', 'Assistenza Clienti', and 'Italia'. Below the header is a search section with options for 'Prenotazione traghetti', 'Cerca rotta e porto', 'Compagnie Navali', and 'Destinazioni'. There are input fields for departure and return dates, and a 'Cerca' button. A promotional banner for 'Isola Eolie' is visible on the right. The main content area is divided into several sections: 'Perché scegliere Direct Ferries?' with bullet points, 'Traghetti in Offerta' listing routes and prices, 'Operatori Navali' with logos of various ferry companies, and several informational articles with images and text. At the bottom, there are social media links and a list of popular routes.

D 5.2.2 Step Up Business Model

PLATFORM NAME		GoogleMaps
LINK		https://www.google.com/maps
COUNTRY OF CREATION		International
DOWNLOAD	Free	The APP download is free.
	For a fee	--
BOOKING	Blockchain	The app is connected to some games that allow you to earn Bitcoins. The usefulness of the platform is to show the roads to be travelled or to "buy" a road on earth.
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	<p>The platform gives the possibility to indicate a point of departure and arrival and provides different routes to reach the destination. The shortest, fastest and other alternative routes (if present) are highlighted. In addition, directions are provided to reach the destination on foot, by car, by public transport, by bicycle (if there are bicycle lanes), by plane (if the itinerary is provided). Google is also able to make hilarities if the places in which there is an ocean in the middle are selected and the "on foot" mode is selected.</p> <p>As for the use of public mail, the platform shows some time options for departure and then refers to the site of the service provider for the booking, which is not done through Google Maps.</p>
ACCOMODATION	Offers for sleeping	The platform gives the possibility to book a hotel, an apartment or a room (depending on your needs) and find offers near the selected point of interest or around the current location of the user. It is possible to insert different filters and services including: presence of a swimming pool, free parking, pets allowed, bar or restaurant service, hotel stars, user evaluation, price per night, ...

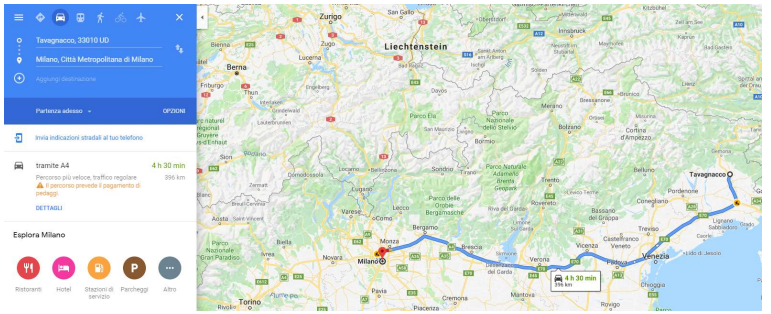
D 5.2.2 Step Up Business Model

		 
<p>CUSTOMIZED ACCOUNT</p>	<p>Traveller identikit</p>	<p>The user can also browse the reviews and photos of the locals where he needs to go to make a more informed decision (and can later leave reviews in turn). The user can subscribe to "Local Guides" and share his favourite places.</p> <p>it is therefore possible to Write a positive review for the beloved places, criticize those that you do not like with an evaluation, add your photos and keep track of each activity step by step.</p> <p>The user can also save the home and work address in Google Maps. They will be filled in automatically and make the search faster. You can also allow the Google Maps app to access contacts on Android and iPhone devices to quickly search for saved addresses.</p>

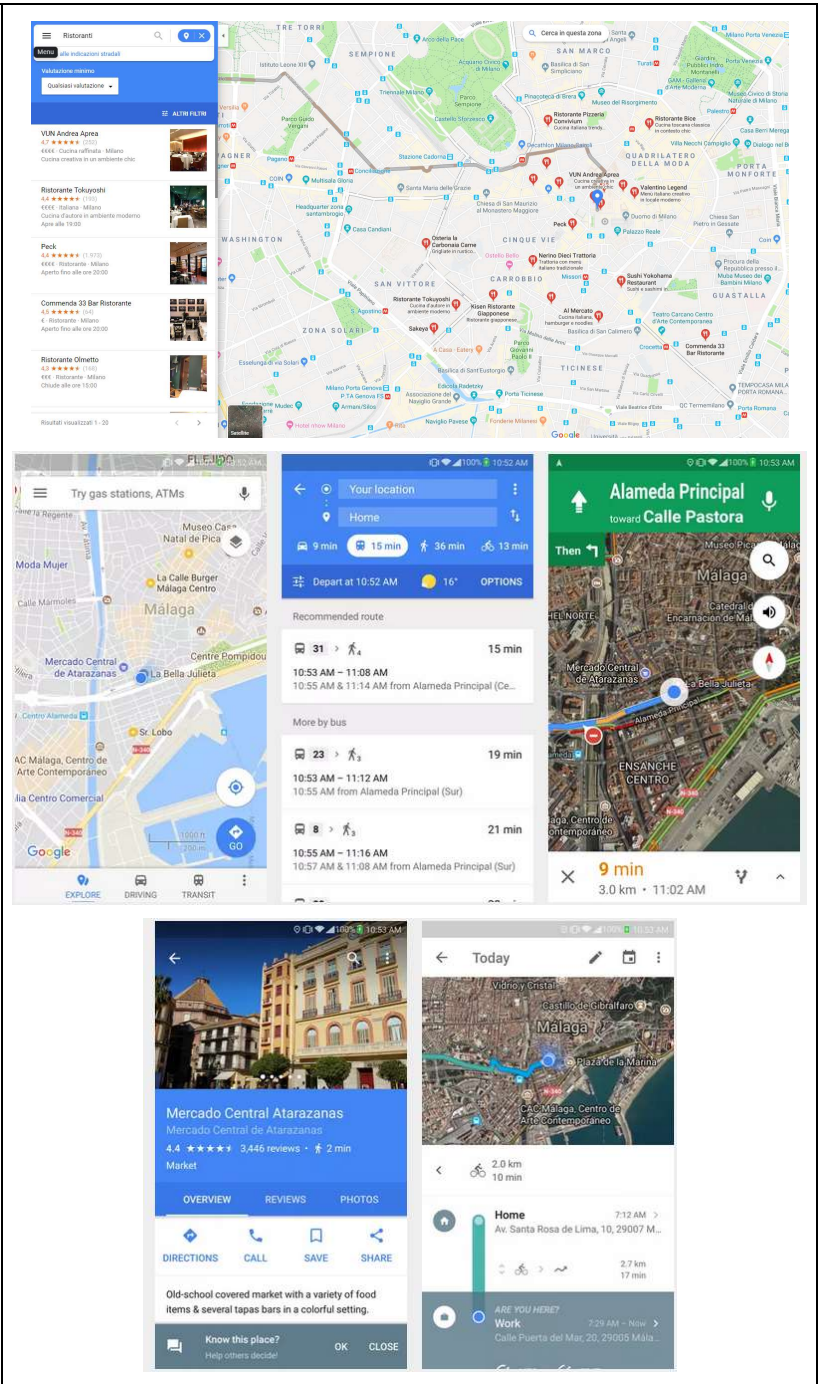
D 5.2.2 Step Up Business Model

		Every company has the possibility of inserting a presentation card in which to insert opening times, services offered, photos of the venue or store. This is very important especially for hotels and restaurants where Google is now on a par with Tripadvisor in terms of number of reviews (especially on new restaurant points).
CONNECTED APPS		The platform is not connected directly to external APPs to Google, but being Google itself a search engine it is possible to search for what the user is looking for and eventually to download other APPs necessary to the user.
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		<p>Sitting on your sofa, with your PC or smartphone connected to the internet, you can enjoy a walk in the points of interest of the most beautiful cities in the world: from Central Park, to the Moulin Rouge and the nightlife of the Ramblas.</p> <p>The platform provides information on all the main points of interest: monuments, art galleries, theatres, museums, churches, but it is also possible to view local places, sometimes not indicated in the guides but highlighted, for example, by others tourists, thanks to reviews written over time.</p>
LANGUAGE		International
MORE INFO		The platform developed by Google is an experience aimed at highlighting the aspects that interest you most in each search.

D 5.2.2 Step Up Business Model

	<p>By monitoring real-time traffic information, Google Maps helps you find the best route to reach your destination.</p> <p>Google maps is also a navigator used by some car manufacturers and inserted by default in almost all Android smartphones.</p> <p>The user does not have to worry about missing an exit. The navigator with step-by-step directions and lane guidance are always available. Google Maps re-elaborates the route based on traffic, allowing you to avoid traffic jams and not slow down the journey or delay the expected arrival time. With Street View and Interior Maps, you can take a look at the destination before you arrive. Using the Satellite and Street View to return to the places where you have already been or to discover those where you have always wanted to go.</p> <p>Google announced that its mobile application Google Maps has a new function: a speedometer that will show the speed in real time in order to improve driving and respect mobility regulations.</p> <p>The speed will be shown as one more part of the information and will notify when the speed limit of the tracks is exceeded. It can be enabled from the navigation settings and still does not work with Android Auto. At the moment, the Google Maps speedometer is available for devices from the United States, Belgium, the United Kingdom and Brazil. However, it is estimated that it will not take long to spread to other markets.</p>
<p>SOME PHOTOS OF THE SITE/APP</p>	


D 5.2.2 Step Up Business Model



D 5.2.2 Step Up Business Model

PLATFORM NAME		Helbiz
LINK		https://helbiz.com/
COUNTRY OF CREATION		New York
DOWNLOAD	Free	The APP download is free
	For a fee	<p>Price from 1 € + 0,15 €/min</p> <p>If you want to start a new business, they will provide you with everything you need to run a seamless and smooth sharing operation from the latest generation of IOT scooters, to suite of tools and services for managing your fleet efficiently all while benefitting from the 24/7 support of Helbiz.</p> <p>Some more details on the franchising activity:</p> <ul style="list-style-type: none"> – HARDWARE: Once you sign up to be a Helbiz partner, we will provide you with the entire fleet at cost, automatically connected via 4G, via integrated sim cards with worldwide data connection allowing you to be operational within days. – SOFTWARE: We provide you with all the software you need to run your operation, from the backend platform to monitor your entire fleet and all its metrics with advanced analytics to a mobile app automatically notifying you of where to put out scooters, as well as which scooters to pickup with optimized routes. – USERS, SUPPORT AND MARKETING: Run the business without headaches with Helbiz handling all administration, logistics and support, allowing you focus on the core business. Our experienced team will provide you with a rapidly growing user base as well as a dedicated marketing team at your disposal to ensure well-crafted mobility solution for your city. – PRICING: In exchange for all the benefits provided, Helbiz will take a small service fee for each successful rental.

D 5.2.2 Step Up Business Model

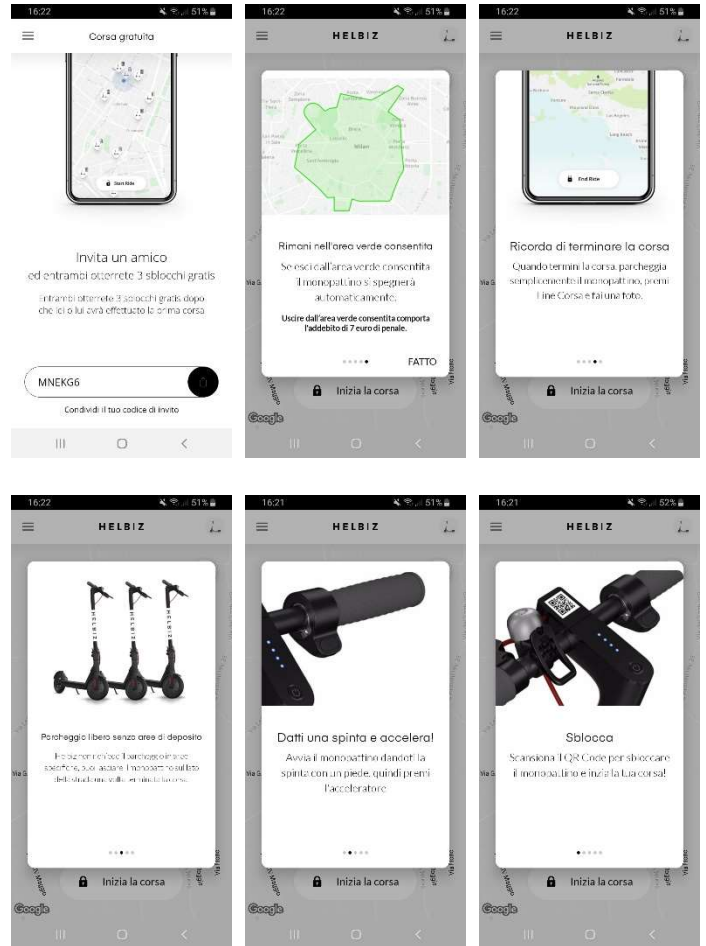
BOOKING	Blockchain	 HBZ coin (HBZ) €0,000383 EUR (-1,15%) 0,00000004 BTC (-1,28%) 0,00000186 ETH (-0,12%)
	Payment security	--
	Alternative payments	credit or debit card
SHARE MOBILITY	Change vehicles with rentals	The APP offers the possibility to use only the scooters made available by the company and no other means of transport.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	before accessing the APP, the user is declared to be 18 years old. Within the APP the last routes taken by the user are saved.
CONNECTED APPS		--
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site gives only information on the APP and on the company and its values and mission
	Totem	--
ENVIRONMENTAL RATING		<p>The site very much sponsors the will of the company to safeguard the environment. Their mission is to create the infrastructure to become an integral part of every community, creating greener and more liveable cities with less congestion, noise and pollution, reaching their destination faster and cheaper. Every user, every trip, every scooter participates actively in making our cities more liveable, helping to reduce traffic and pollution, thus helping to improve air quality.</p> <p>GREEN ENERGY: Silent, emission-free and 100% electric. Helbiz electric scooters are helping to reduce global pollution and improve air quality in cities, one scooter at a time.</p>

D 5.2.2 Step Up Business Model

	<p>CARBON FOOTPRINT: First of all, our land. Every kilometre with Helbiz - including loading and management operations - emits 63 times less CO2 when compared to machines. And this is only the beginning.</p> <p>SOCIAL SUSCEPTIBILITY: The staff of Helbiz is highly qualified and professional. They are proud of their team and their abilities.</p>
REBATE LINKED TO THE USE OF THE APP	if you invite a friend (thanks to an alphanumeric code) and this makes a run, the next time you use the APP you will get three free releases (three trips) for both.
POINT OF INTEREST	--
LANGUAGE	<p>Site: English, Italian, Spanish</p> <p>APP: English, Italian, Spanish, French.</p>
MORE INFO	<p>Headquartered in New York and founded in 2016 by entrepreneur Salvatore Palella, Helbiz is a transport company with the mission to solve the problem of transporting first and last miles of high traffic urban areas around the world. The company has a strategic footprint in growing markets with offices in New York, Milan, Madrid, Belgrade and Singapore, with additional operational teams around the world. The innovative Helbiz helicopter and the HelbizGO electric scooter service, is fully operational in Italy and Spain, with pilot programs underway in Portugal, France, Greece, Singapore and Georgia, and was built for the sharing economy and for a healthier planet. Perfect for small trips, HelbizGO electric scooters are cheap and easy to use and offer users a convenient way to reduce carbon dioxide emissions. The Helbiz app is available through the Apple App Store and Google Play Store.</p> <p>Helbiz allow independent operators around the globe to operate their own fleets of electric scooters with ease and without upfront financial commitment.</p>

D 5.2.2 Step Up Business Model

SOME PHOTOS OF THE SITE/APP



D 5.2.2 Step Up Business Model

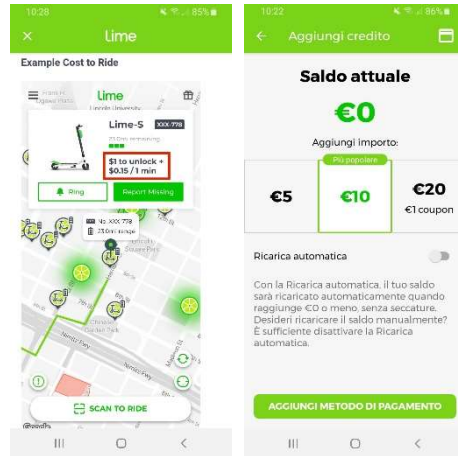
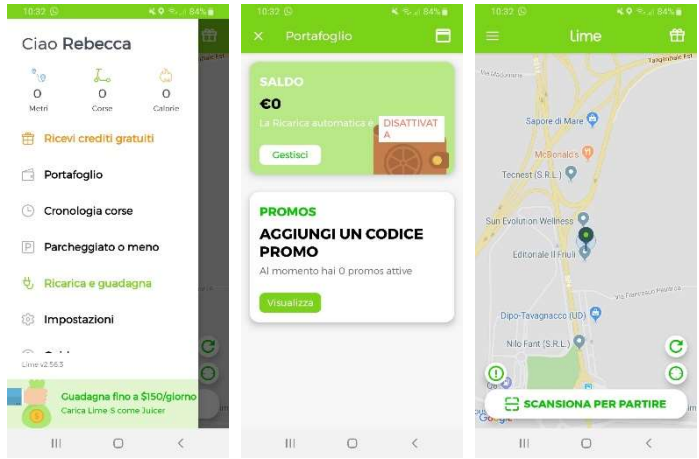
PLATFORM NAME		Li.me
LINK		https://www.li.me/
COUNTRY OF CREATION		Italy
DOWNLOAD	Free	The APP download is free
	For a fee	There are three types of top-ups: € 5, € 10, € 20. An automatic top-up can be set up by debit or credit card. Lime charges a fixed rate to unlock a vehicle and then per minute as your ride. Rates and promotions may vary by city, day of the week and the time of the day. Parking in clearly marked No Parking areas may incur a monetary fine.
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	credit or debit card
SHARE MOBILITY	Change vehicles with rentals	Through the equitable distribution of shared scooters, bikes and transit vehicles, they aim to reduce dependence on personal automobiles for short distance transportation and leave future generations with a cleaner, healthier planet.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	Users can create a Lime account using their phone number or Facebook account. After the creation of account the APP will send you a sms or email.
CONNECTED APPS		In the APP the collaboration with UBER is mentioned, but it is not clear how synergy is created.
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site gives only information on the APP and on the company and its values and mission.

D 5.2.2 Step Up Business Model

	Totem	--
ENVIRONMENTAL RATING		<p>Their drive to lead micro-mobility into the future puts Lime on the cutting edge of clean, accessible urban transportation. Lime charges their entire fleet with 100% renewable energy, and we neutralize the emissions of our operations vehicle fleet by supporting carbon offset projects. They've partnered with groups like NativeEnergy in the US and Planète OUI in France to ensure that their results are meaningful and measurable. Lime is investing in new renewable energy products so that they're not simply relying on the capacity of existing renewables, but actively working to expand them.</p>
REBATE LINKED TO THE USE OF THE APP		<p>The € 20 subscription also offers a coupon as a gift. You can also earn for loading scooters, up to \$ 150 a day.</p>
POINT OF INTEREST		--
LANGUAGE		English, Chinese, German, Spanish, French, Turkish, Swedish
MORE INFO		<p>Lime is founded on a simple idea that all communities deserve access to smart, affordable mobility.</p> <p>Lime connects riders to the people and places that matter most, bringing cities together and empowering better urban living.</p> <p>Our diverse workforce is committed to delivering a safe, sustainable micro-mobility experience in every city we serve.</p> <p>They hire locally and partner with neighbourhood organizations to cultivate community growth and improve urban living.</p>

D 5.2.2 Step Up Business Model

SOME PHOTOS OF THE SITE/APP



D 5.2.2 Step Up Business Model

PLATFORM NAME		Moovit
LINK		https://moovitapp.com/
COUNTRY OF CREATION		Germany
DOWNLOAD	Free	The APP download is free
	For a fee	--
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	<p>Moovit helps cities regain control of urban mobility by providing a sustainable and integrated mobility platform, necessary for the development of smart cities. Moovit's MaaS platform allows cities to monitor all new forms of mobility in a structured way and acquire valuable information from data analysis, offering passengers an award-winning mobility app that works on all smartphones.</p> <ul style="list-style-type: none"> – UNIQUE PLATFORM: Integration of a multimodal route calculation for any departure time, first and last mile solutions, data analysis, single payment portal, route optimization and more. – APP: An easy-to-use customer-oriented platform that offers door-to-door, reliable and customized mobility solutions for your passengers. Moovit's award-winning platform has been named among the best transport apps by Google Play Store and Apple's App Store. – ANALYTICS: Complete data collection system that provides municipalities and public transport operators with the necessary tools to analyse and make decisions on transport planning and optimization.

D 5.2.2 Step Up Business Model

		The platform provides information on the nearest bus, train and ship stations.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	<p>On the platform it is possible to save home and work addresses in order to optimize the movements. The APP also memorizes the last trips made in order to easily reselect them.</p> <p>The APP allows users to be an active part of the platform. By registering to the community it is possible to use one's own experience to perfect any information, and above all to add lines, stops, ...</p>
CONNECTED APPS		Based on the city settings, and the presence of specific APPs for that area, it is also possible to book a taxi (by clicking on the appropriate link proposed on the platform you are directed to the site or to the APP of reference) or cycle paths are indicated .
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		The APP does not provide particular suggestions for places of interest or visits. However, the points of interest are reported with different icons with respect to those of the streets or squares (in order to make them identifiable).
LANGUAGE		International

D 5.2.2 Step Up Business Model

MORE INFO

All information on local public transport always updated within a single app. Used by more than 520,000,000 users.




Moovit also offers its platform to implement a real-time location service for public transport or means made available by transport companies.

MOOVIT TIMEPRO

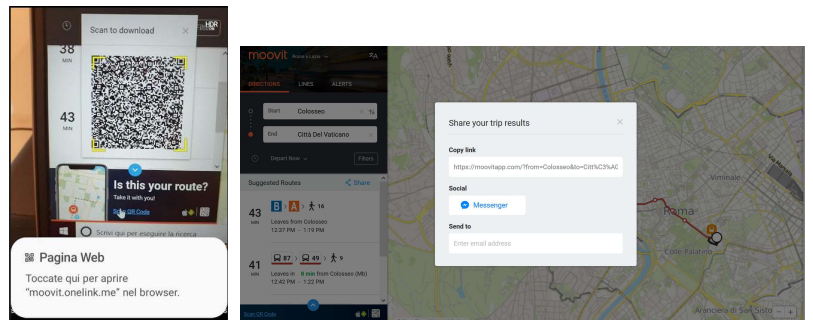
Provide real-time transit data to city riders, with ease.

Light and easy-to-integrate cloud-based system that monitors, displays and analyzes the real-time location of city buses.

TimePro facilitates the distribution of real-time bus arrival information to riders via any website, mobile application, or station departure boards that are connected to Moovit's API.

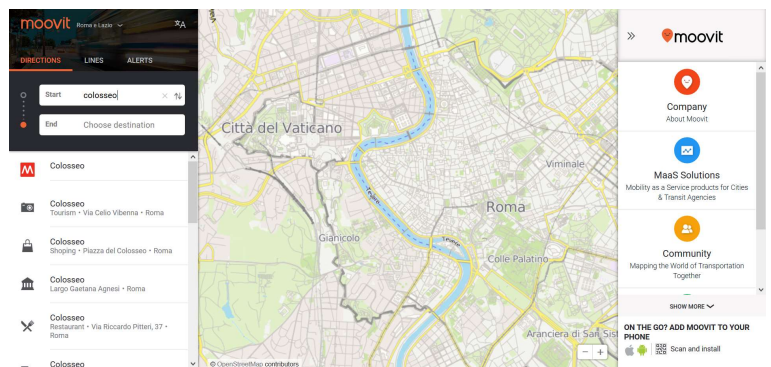
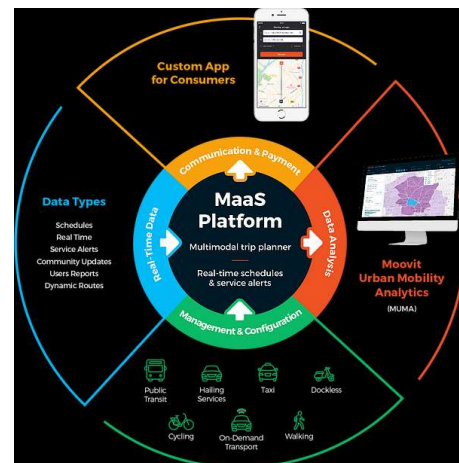
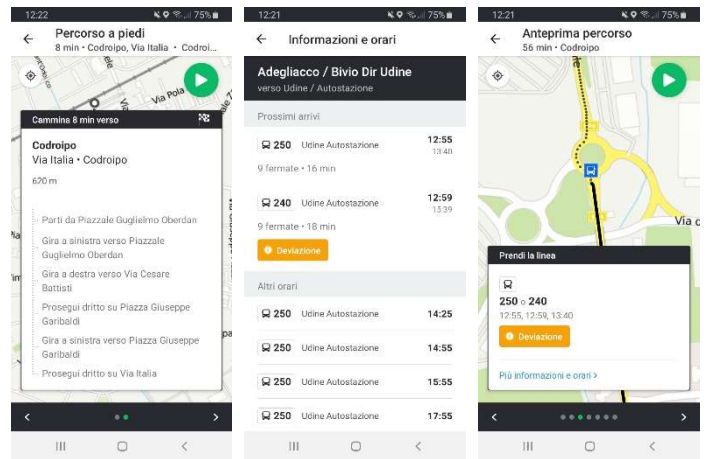


Once selected the path can also be shared with a friend via e-mail or messenger and the qrcode of the route can be scanned with the phone (if the search is made with the PC)



D 5.2.2 Step Up Business Model

SOME PHOTOS OF THE SITE/APP



D 5.2.2 Step Up Business Model

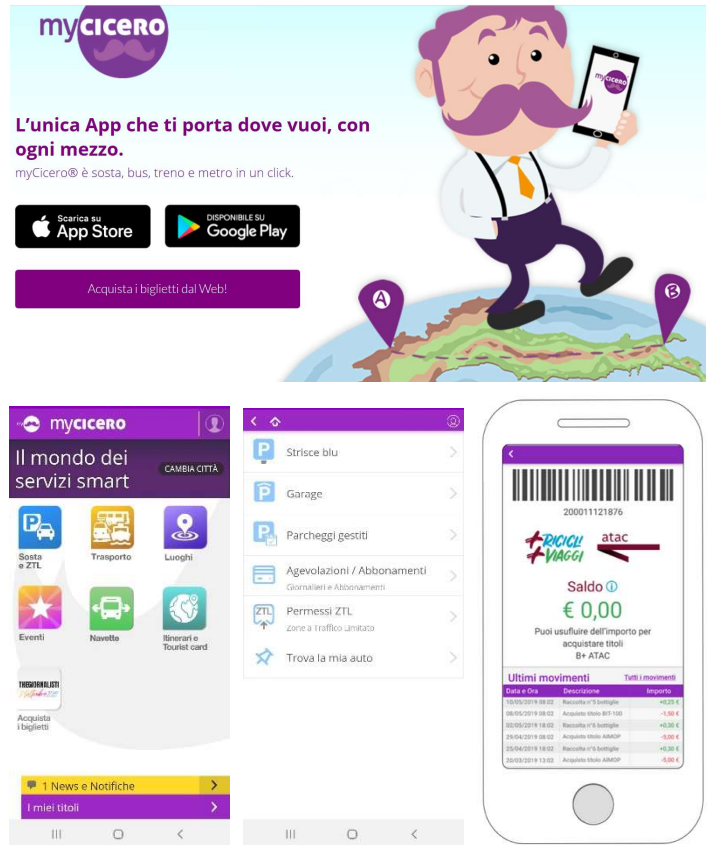
PLATFORM NAME		MyCicero
LINK		https://www.mycicero.it/
COUNTRY OF CREATION		Italy
DOWNLOAD	Free	Downloading and using the APP is completely free.
	For a fee	Through the APP the user can pay for parking, buy tickets and season tickets for public transport, ...
BOOKING	Blockchain	--
	Payment security	PayPal (only for amounts of at least € 50)
	Alternative payments	Masterpass; Credit card; Pay with PostePay; Sisal Pay; Satispay
SHARE MOBILITY	Change vehicles with rentals	The User can plan his trip with integrated solutions between train, bus and metro. The APP provides solutions only with the use of public transport and is not able to act as a navigator if you want to travel by car.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveller identikit	The APP asks for the email and the telephone number being registered but does not ask for further distinctive information.
CONNECTED APPS		<p>THE STRENGTH OF INTEGRATION - With MyCicero® the user has everything in hand: a single app for many services</p> <ul style="list-style-type: none"> - National connections integrated with local travel solutions. - Only one identifier for all services in the area. - Top up your MyCicero credit and use it for every payment. - Share your travel routes with your friends.
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site gives only information on the APP and on the company and its values and mission.

D 5.2.2 Step Up Business Model

	Totem	--
ENVIRONMENTAL RATING		<p>With MyCicero, recycling is useful for the environment and convenient for the user. The portal promotes the slogan "Help us make the world cleaner!" Recycle your plastic bottles and you can accumulate credit to buy ATAC tickets and passes. "</p> <p>What you need to do: go to the MyCicero APP and click on the dedicated button "+ Recycle + Travel" or go to your profile, in the Transport section, and click on ATAC Rome + Recycle + Travel.</p> <p>The bar code identifies the user, who will have to have it scanned by the optical reader of the machines to collect the bottles found in the stations of San Giovanni, Cipro and Piramide. Only PET bottles are available, in sizes from 0.5 to 2 litres, and you will receive the ecobonus. You can then purchase travel tickets using the accumulated bonus. For each bottle that the user inserts, he will receive € 0.05.</p>
REBATE LINKED TO THE USE OF THE APP		If a user adheres to the "+ Recycle + Travel" initiative he can earn € 0.05 / bottle.
POINT OF INTEREST		MyCicero provides news on nearby events and also has a section dedicated to food and wine tours, bike routes, classic tours and also promotions for concerts in the Rome area and in the surrounding areas.
LANGUAGE		Italian, English, German, Polish, Turkish
MORE INFO		<p>Thanks to the use of the APP the user can:</p> <p>Save on the price of parking, paying only the actual minutes you stop; Plan your trip with integrated solutions between train, bus and metro; Skip the queues for the purchase of tickets and public transport passes; Check the internal trip verifying the punctuality, the next stops and the arrival times; Easily reload your "APP credit" to use it as payment for all the services offered.</p>

D 5.2.2 Step Up Business Model

SOME PHOTOS OF THE SITE/APP



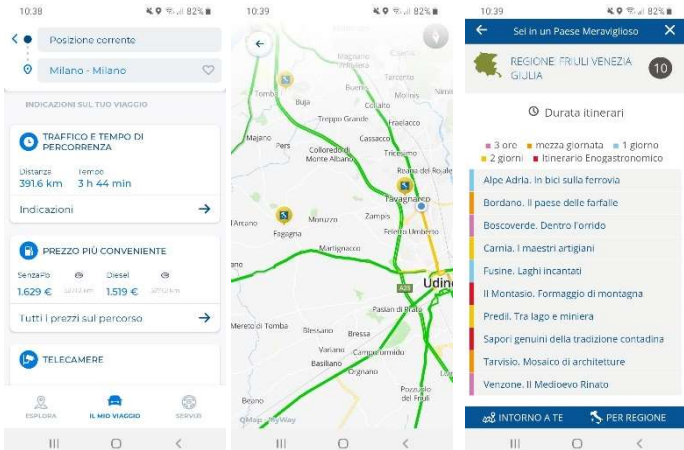
D 5.2.2 Step Up Business Model

PLATFORM NAME		MyWay
LINK		https://www.autostrade.it
COUNTRY OF CREATION		Greece/Spain/Germany
DOWNLOAD	Free	Downloading and using the APP is completely free.
	For a fee	--
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	--
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	In the APP it is possible to set the home address, work address and another address of your choice or to set the paths that the user usually carries out, in order to view the traffic status and avoid arriving late to destination (or depart prepared on the long lines waiting for those who get behind the wheel)
CONNECTED APPS		--
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	the site only provides information relating to the APP but has no active function that can be used by the user.
	Totem	My Way allows, in fact, to travel informed thanks to the 2 million Infoblu sensors active on about 100,000 km of roads and highways. The application was developed with the aim of offering Autostrade per l'Italia customers a useful tool for planning their journeys on motorways and on the main high-traffic roads, in a simple and intuitive way.

D 5.2.2 Step Up Business Model

ENVIRONMENTAL RATING	--
REBATE LINKED TO THE USE OF THE APP	--
POINT OF INTEREST	It is possible to consult, both on a map and in the appropriate section, all the stages of Sei's tourism experience in a wonderful country, the Autostrade per l'Italia initiative that aims to promote tourism that promotes local development
LANGUAGE	Italian
MORE INFO	<p>Thanks to the App, customers can get information on:</p> <ul style="list-style-type: none"> – TRAFFIC (speed, accidents, queues, etc.). The APP provides traffic information both along a requested route and around itself. The APP also allows you to save the route you have just taken and to activate the "Traffic Alerts" on the saved routes: push notifications, set according to the day and time of interest, which alert the customer if the route they are about to take is present traffic events. – MY WAY CONNECTIONS. Customers can always keep up to date on traffic conditions, even through the last My Way connection aired on Sky TG 24 (Sky channel 100 and 500 and 27 digital terrestrial) and on Sky Meteo (Sky channel 501). – TUTOR. While traveling, the app warns you when entering a section covered by a tutor and informs about the average speed between two portals. It is also possible to consult all the Tutor sections present on the motorway network. – CAMERAS. It is possible to view the images from over 1,000 cameras on the motorway network and from the parking spaces reserved for heavy vehicles in 30 Service Areas and to save those that are of most interest among the «Favourites». – SERVICE AREAS WITH THE BEST FUEL PRICE. The APP reports all the service areas that are encountered along the journey: just one click to access a comparison page of the fuel prices of the 4 subsequent service areas, with the indication of the most convenient price.

D 5.2.2 Step Up Business Model

	<p>–SERVICES IN THE SERVICE AREA. It is possible to view all the services available in the Service Areas of the Autostrade per l'Italia network (WI-FI, Bar, Restaurant, Punto Blu, Fido Park, Nursery, etc.)</p> <p>–SOS SECTION: it is possible to call the Mechanical and Health assistance, or the viability call centre of Autostrade per l'Italia.</p>
<p>SOME PHOTOS OF THE SITE/APP</p>	

D 5.2.2 Step Up Business Model

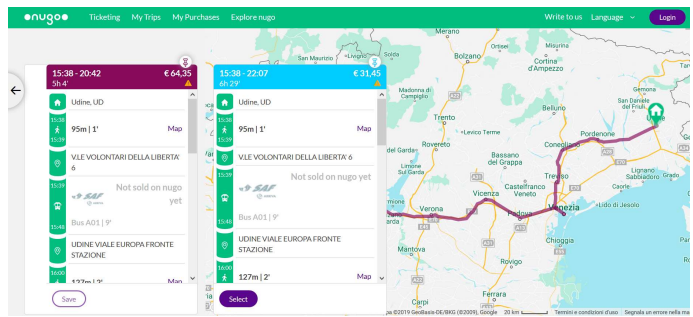
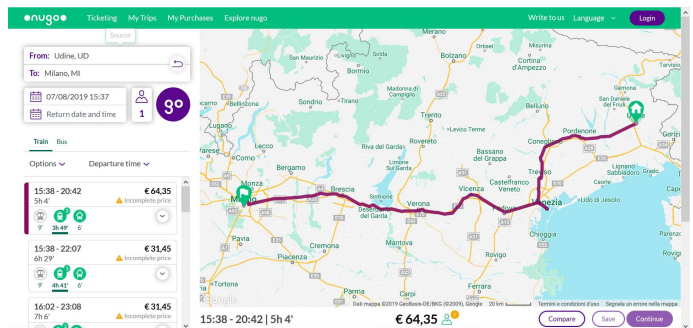
PLATFORM NAME		Nugo
LINK		https://www.nugo.com/nugoweb/
COUNTRY OF CREATION		Italy
DOWNLOAD	Free	Downloading and using the APP is completely free.
	For a fee	Through the APP the user can pay for parking, buy tickets and season tickets for public transport, ...
BOOKING	Blockchain	--
	Payment security	PayPal
	Alternative payments	Satispay, Amazon Pay, Credit/Debit or prepaid card, Fast payment with a registered credit card, Online bank transfer
SHARE MOBILITY	Change vehicles with rentals	With nugo you can book and buy: trains, buses, car and bike sharing, taxis and much more. The platform helps you build the best route in the shortest possible time, combining trains, buses and much more but above all to buy tickets for your trip in just one click.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	The more you use the app, the more it will know you, offering you travel solutions that are increasingly in line with your preferences. To register you must enter your name, surname, email and a password. It is not possible to register via social network.
CONNECTED APPS		The platform aims to be the largest transport showcase at national level, already boasting over 200 partners.
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--

D 5.2.2 Step Up Business Model

<p>REBATE LINKED TO THE USE OF THE APP</p>	<p>the platform is directly connected to the APP “Share’n go”.</p> <p>NUGO has many partners listed on its website, , for which it sells tickets or some services: companies that offer bus service, railway services, services related to bike rental, agencies that offer city tours, car rental services, ...</p>
<p>POINT OF INTEREST</p>	<p>In addition to helping you organize your travels, nugo also suggests you different possibilities of entertainment in your destination, for a complete and unique travel experience.</p> <p>In the APP, in the NUGO MAGAZINE section, there are also travel tips with destinations and descriptions of the major attractions or places to visit.</p>
<p>LANGUAGE</p>	<p>English, Italian, Spanish, German, French</p>
<p>MORE INFO</p>	<p>Planning long trips or short trips is quick and easy. With nugo it is sufficient to indicate the address of departure and the destination to choose the "door to door" itinerary that best meets your mobility needs between all the possible solutions and combinations of means of transport and tariffs.</p> <p>Once you have identified your trip, with one click you are ready to go and all the necessary tickets and reservations are available. Make your mobility experience unique.</p> <p>Nugo is a start-up born from the experience of a large international industrial group.</p> <p>The platform also offers the possibility to select multiple solutions and "put them near" to compare: prices, changes between means of transport, duration of the journey, distance to be travelled.</p>

D 5.2.2 Step Up Business Model

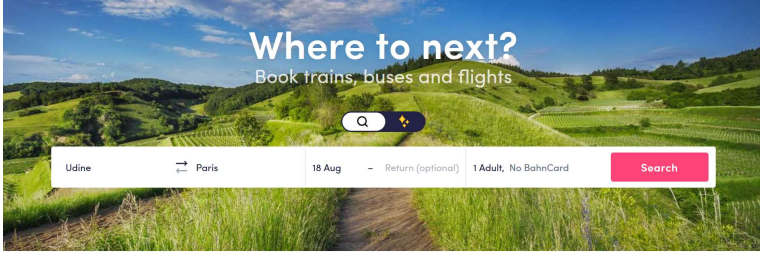

SOME PHOTOS OF THE SITE/APP



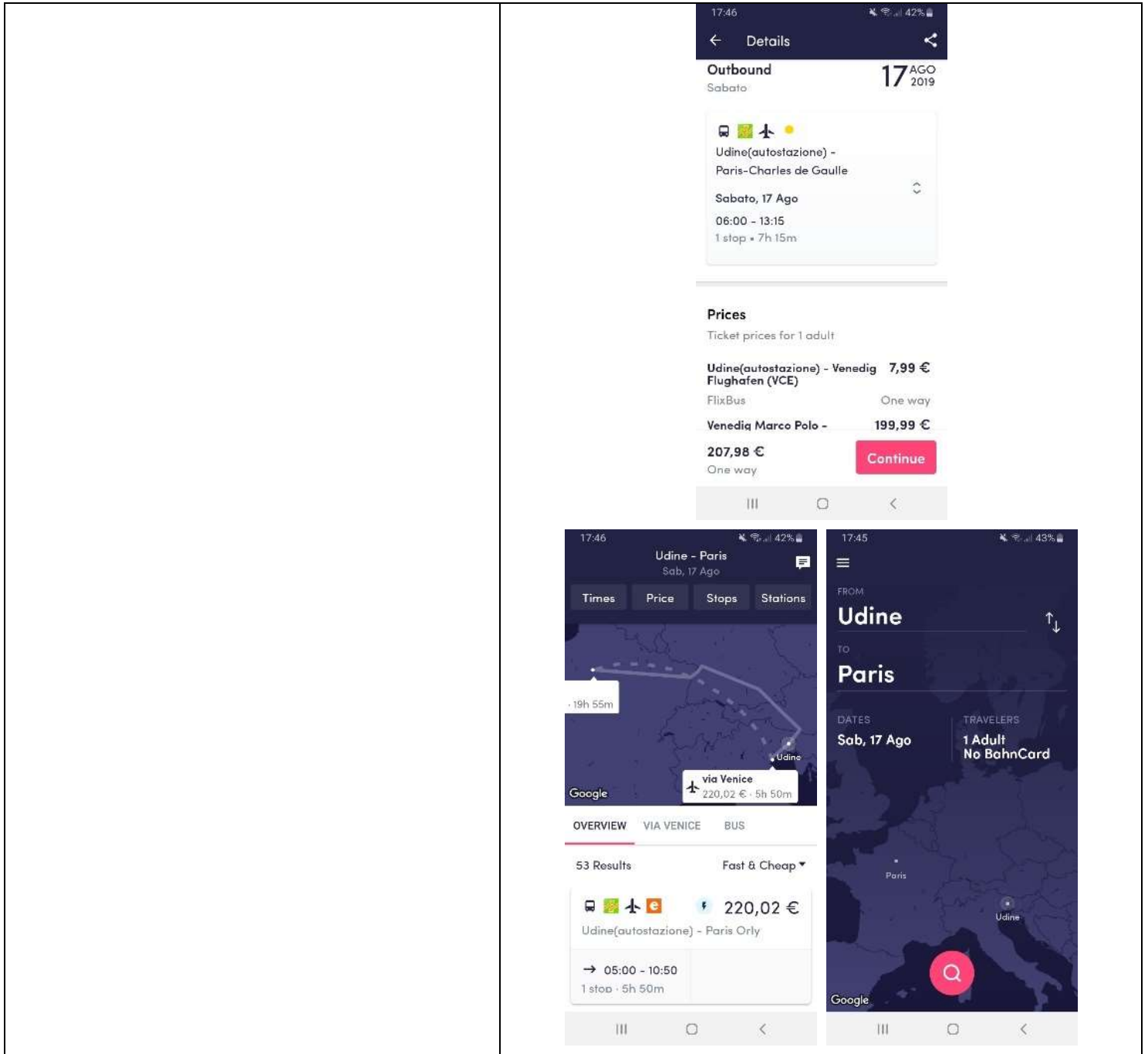
D 5.2.2 Step Up Business Model

PLATFORM NAME		Quixxit
LINK		https://www.qixxit.com/en/
COUNTRY OF CREATION		Germany
DOWNLOAD	Free	APP download is free.
	For a fee	--
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	the APP provides indications on the combined use of the main means of transport: train, bus, metro, ...
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	per registrarsi alla piattaforma è necessario fornire una mail e creare una password, non è possibile registrarsi tramite social network.
CONNECTED APPS		The APP seeks the best integrated mobility solutions. Once the solution has been chosen it redirects to external platforms (e.g. Flixbus, EasyJet, SkyScanner...)
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		--

D 5.2.2 Step Up Business Model

LANGUAGE	English, German
MORE INFO	<p>At Qixxit, they are natural born travellers. Their team members come from 18 different nations, have visited an average of 19 countries and plan to see the rest of the world. But even though traveling runs through our veins, the planning of trips was never as easy as we wanted it to be. Until we started Qixxit.</p> <p>Their journey began with one idea in mind: To give travellers the time for dreaming back. To free them from the hour long research and manual comparison of buses, trains and flights, from the calculation of travel times and the stress of planning. Cause they believe: You should spend more time planning your adventure in Argentina or your romantic getaway to Rome than booking your trip. The portal also has the "surprise me" mode in which, by setting the starting location, the date and a predefined budget you can see all the reachable destinations. (accessible only from site and not from APP)</p> <p>Checking different websites, calculating travel times and comparing prices by hand is history. One click is enough to plan your trip. More options make traveling better. And cheaper, too. Benefit from smarter routes and offers, that you can't find anywhere else on the web, i.e. from Lufthansa.</p>
SOME PHOTOS OF THE SITE/APP	 

D 5.2.2 Step Up Business Model



The image displays three screenshots of a mobile application interface for travel planning, showing a route from Udine to Paris.

Top Screenshot: Details

- Time: 17:46, Battery: 42%
- Route: Udine (autostazione) - Paris-Charles de Gaulle
- Date: Sabato, 17 Ago 2019
- Time: 06:00 - 13:15
- Duration: 1 stop • 7h 15m

Middle Screenshot: Prices

- Section: Prices
- Text: Ticket prices for 1 adult
- Route: Udine (autostazione) - Venedig Flughafen (VCE) - 7,99 €
- Operator: FlixBus
- Option: One way
- Route: Venedig Marco Polo - 207,98 €
- Option: One way
- Button: Continue

Bottom Left Screenshot: Overview

- Route: Udine - Paris, Sab, 17 Ago
- Options: Times, Price, Stops, Stations
- Map: Shows route via Venice (220,02 € - 5h 50m)
- Duration: 19h 55m
- Buttons: OVERVIEW, VIA VENICE, BUS
- Results: 53 Results, Fast & Cheap
- Price: 220,02 €
- Route: Udine (autostazione) - Paris Only
- Time: 05:00 - 10:50
- Duration: 1 stop • 5h 50m

Bottom Right Screenshot: Search

- Time: 17:45, Battery: 43%
- FROM: Udine
- TO: Paris
- DATES: Sab, 17 Ago
- TRAVELERS: 1 Adult, No BahnCard
- Map: Shows route between Udine and Paris

D 5.2.2 Step Up Business Model

PLATFORM NAME		Rail pass
LINK		https://www.japan-rail-pass.it/
COUNTRY OF CREATION		Japan
DOWNLOAD	Free	APP download is free.
	For a fee	Additional paid services include: POKET WIFI (to stay connected wherever you are), SIM CARD (to access the internet easily and directly from your phone), Suica Card (To use public transport), PASMO CARD (card ideal prepaid for your train, bus and metro journeys), KYOTO AND TOKYO AIRPORT TRANSFER (by limousine bus between airports), JPR ASSITANCE (unlimited access to telephone assistance in Japan, for any questions, advice or reversion relating to the trip).
BOOKING	Blockchain	--
	Payment security	On their www.japan-rail-pass.com website, you can pay for your order online in our secure zone by credit card. In order to complete the payment, you will be asked to enter your credit card number, its expiry date and the CVV number (card security code) that can be found on the back of your card. The symbols mean that you are making a secure transaction. In the secured zone of the website www.japan-rail-pass.com starting with https:// ("s" is for secure), the information is encrypted before being transferred. We use a SSL encrypted connection that ensures maximum security. Your bank details are directly transmitted to the bank and will not be kept by us.
	Alternative payments	Visa, Mastercard and bank transfer
SHARE MOBILITY	Change vehicles with rentals	The APP offers, for a fee, the connection tickets between buses and trains
ACCOMODATION	Offers for sleeping	--

D 5.2.2 Step Up Business Model

CUSTOMIZED ACCOUNT	Traveler identikit	<p>To use the Japan Rail Pass it is necessary to: be a non-Japanese national; enter Japan with the status 'Temporary Visitor' which is an authorisation for people visiting Japan for tourism and staying for less than 90 days; be visiting for a touristic stay.</p> <p>The following people are not eligible to use the Japan Rail Pass: People who are Japanese nationals (subject to exceptions until March 31, 2017); People who are visiting for non-tourism purposes (working holiday, military, diplomatic, cultural, research, work,..).</p> <p>Please note that some visas obtained for special activities other than tourism, even of short duration, do not meet eligibility criteria.</p>
CONNECTED APPS		--
ACCESS POINT	APP	It is possible to download the APP but once you try to log in there is an "error" that does not allow its use.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		<p>Japan is the land of the train, with one of the most developed railway networks in the world, if not the best... The culture of rail travel has therefore developed and is very different from everything we know in Europe and in the United States.</p> <p>In order to make the best of this unique experience, discover all the tips put together by our team, for you get the most out of your trip!</p>
LANGUAGE		Italian, French, English, Spanish, German, Dutch, Portuguese
MORE INFO		<p>The JR Pass is an ideal travel formula for 7, 14 or 21 days, more advantageous to discover Japan by train. Ordinary or Green, the pass allows you to benefit from a child rate (6 - 11 years).</p> <p>Economical and easy to use, the Japan Rail Pass is much less</p>

D 5.2.2 Step Up Business Model

expensive than the separate purchase of train tickets. And from Japan Experience, the Japan Rail Pass is even cheaper than in other agencies! Maximize the saleability of your JR Pass: visit Japan freely for 7 days for the price of a return journey Tokyo - Kyoto!

The "Green Pass" allows you to travel in "Green Car", the equivalent of our 1st class, in all Shinkansen, and on some fast lines. Although little used by foreign travellers, the Japan Rail Pass Green is an even better deal than the ordinary Japan Rail Pass. Access to the Green Car gives you more space, and entitles you to an "oshibori" (warm towel) and to a drink. This pass may be preferable if you plan to cross Japan by train during holiday periods in this country (April, August and November).

SOME PHOTOS OF THE SITE/APP



D 5.2.2 Step Up Business Model

PLATFORM NAME		SBB services (Publibike/QuicK bike)
LINK		https://www.sbb.ch/it/home.html
COUNTRY OF CREATION		Switzerland
DOWNLOAD	Free	APP download is free.
	For a fee	Through the portal it is possible to buy tickets for vehicles and also for entrances to places of interest (museums, exhibitions, ...)
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	<p>INVOICE: Monthly invoice (excludes GA travelcards/Half Fare travelcards, e-vouchers, international journeys and seating and bicycle space reservations).</p> <ul style="list-style-type: none"> – CREDIT CARDS: Mastercard, Visa, American Express Switzerland, Diners Club, MyOne. – DEBIT CARDS: PostFinance Card, Reka Card. – Debit cards from other providers are not accepted. – PREPAID CARDS: Mastercard, Visa. – Prepaid cards from other providers are not accepted. – OTHER PAYMENT METHODS: E-voucher, TWINT <p>If you wish to pay with a PostFinance Card, you must identify yourself with the PostFinance card reader when registering. After a one-time registration process with the reader in the secure PostFinance environment, no further verification is required for payments, and tickets purchased using the SBB Mobile app will be paid for with the registered PostFinance Card. For security reasons, PostFinance has set a limit of CHF 500 per month. If the limit is exceeded, you must identify yourself with the card reader each time you buy a ticket.</p>
SHARE MOBILITY	Change vehicles with rentals	I am a strong railway company, a reliable mobility service provider and an interesting development partner. As a strong railway company, capable of carrying a large number of goods and

D 5.2.2 Step Up Business Model

		<p>passengers, we remain the backbone of Swiss public transport. They focus on the strengths of the railway and its large transport capacity.</p> <p>As a provider of reliable mobility services, they ensure that their customers can plan and book their journeys from door to door via a single operator. As an interesting development partner they transform the stations and surrounding areas into mobility hubs, thus offering intelligent mobility solutions. The APP has a standard search section for timetables / vehicles and a dedicated section for people with disabilities.</p> <p>Their sophisticated mobility concept is an ideal combination of travel by bicycle, by train and by car. For example: drive to the station by bicycle or car, then use a staffed cycle park or our P+Rail offer and switch to a taxi at your destination station, or better still, use a car from Mobility, our car sharing partner.</p>
ACCOMODATION	Offers for sleeping	<p>Through the portal you can see the hotels divided by area or the apartments to rent for your holidays in Switzerland. For this search from the portal you connect to another platform: "STC Switzerland Travel Center"</p>
CUSTOMIZED ACCOUNT	Traveler identikit	<p>On the APP you can enter traveler profiles. In detail: name, surname, date of birth, type of subscription (half price, general second or first class, community passes).</p>
CONNECTED APPS		<p>The APP connects to an external platform for hotel and apartment bookings.</p>
ACCESS POINT	APP	<p>The APP is perfectly usable in all the functions provided by the business model.</p>
	Web site	<p>The site is perfectly usable in all the functions provided by the business model.</p>
	Totem	<p>--</p>
ENVIRONMENTAL RATING		<p>SBB will switch to a traction current produced entirely from renewable energy. In its own traction current mix, SBB has a 90</p>

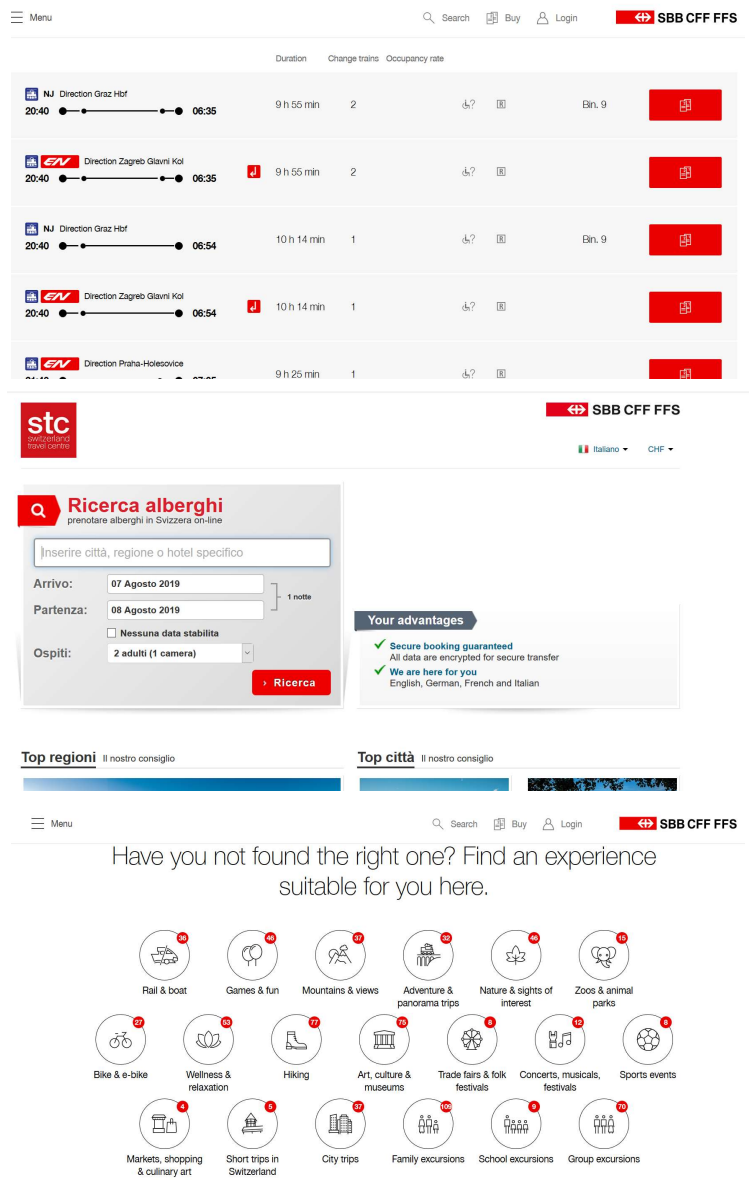
D 5.2.2 Step Up Business Model

	<p>percent share of hydroelectric power - mostly produced in its own power plants. This allows them to stand out in Europe as an ecological railroad model. The SBB have decided to switch to a traction current entirely produced using renewable energy by 2025, and in this way support the 2050 energy strategy of the Confederation.</p>
REBATE LINKED TO THE USE OF THE APP	--
POINT OF INTEREST	<p>Mountains, museums, water fun, zoos or wandering around a city: benefit from discounted day trips with SBB and RailAway. The portal provides information on the Swiss regions. The portal also makes a distinction between the different activities that can be found in the Swiss state in order to give the user inspiration for his journey. through the portal you can view the museums, historical centres, ... of the country; for each location there is a special page from which you can book or buy access tickets (where provided).</p>
LANGUAGE	English, German, French, Italian
MORE INFO	<p>Every day the portal brings over 1.25 million travellers and 205 000 tons of goods to their destination. However, they define themselves as much more than just a railway: 32,300 passionate employees make them the backbone of public transport and collaborate with us in our vision of the mobility of the future. SBB is the backbone of the Swiss public transport system, the daily railway operation is their basic activity. For over 100 years, SBB has been transporting goods and people, making an important contribution to the quality of life and competitiveness of Switzerland: a success story that they want to continue writing even today, in times of profound transformation for the whole economy, society and also the mobility sector. In this way they will be able to continue to assume their responsibilities towards public transport and Switzerland. The train is the ideal means of transport within Switzerland. Travelling by train is inexpensive, environmentally friendly and good for the company image. You and your employees can travel straight to the city centre, congestion-free and without searching for a parking space.</p>

D 5.2.2 Step Up Business Model

Did you know? When you travel by train, you can make productive use of almost all your journey time. While we take you to your destination reliably and in comfort, you can enjoy peace and quiet to work, talk with colleagues, prepare for a meeting, or just relax.

SOME PHOTOS OF THE SITE/APP



The screenshot displays the SBB CFF FFS website interface. At the top, there is a navigation bar with 'Menu', 'Search', 'Buy', 'Login', and the SBB CFF FFS logo. Below this, a table of train schedules is shown with columns for 'Duration', 'Change trains', and 'Occupancy rate'. The table lists several train options with their respective departure and arrival times, durations, and occupancy rates.

Below the train schedule, there is a section for 'stc' (Switzerland Travel Centre) with a search bar and a 'Ricerca alberghi' (Hotel search) section. The hotel search section includes a search bar, arrival and departure dates (07 Agosto 2019 and 08 Agosto 2019), and the number of guests (2 adulti (1 camera)). A 'Ricerca' button is visible.

Below the hotel search, there are sections for 'Top regioni' and 'Top città' with 'Il nostro consiglio' (Our recommendation) text. At the bottom, there is a promotional message: 'Have you not found the right one? Find an experience suitable for you here.' followed by a grid of 18 circular icons representing various activities and experiences such as 'Rail & boat', 'Games & fun', 'Mountains & views', 'Adventure & panorama trips', 'Nature & sights of interest', 'Zoos & animal parks', 'Bike & e-bike', 'Wellness & relaxation', 'Hiking', 'Art, culture & museums', 'Trade fairs & folk festivals', 'Concerts, musicals, festivals', 'Sports events', 'Markets, shopping & culinary art', 'Short trips in Switzerland', 'City trips', 'Family excursions', 'School excursions', and 'Group excursions'.

D 5.2.2 Step Up Business Model

PLATFORM NAME		Share n'go															
LINK		https://site.sharengo.it/															
COUNTRY OF CREATION		Italy															
DOWNLOAD	Free	APP download is free.															
	For a fee	<p>The use of cars through APP is subject to payment. Promotions:</p> <ul style="list-style-type: none"> – Women Night Voucher: It is a special package for all women who want to go out at night and go home safely. Buy it whenever you want and use it at the first night ride from 1 to 6 in the morning. Expires in one month. € 3 for 30 minutes + € 0.10 / min for the following minutes. – Birthday: Sharengo gives you 30 minutes for free, to be used within a week. – Welcome Package: Purchase only upon registration. Expiration 3 months. 5 € 21 min + 0.24 € / min for the following minutes. – Fast Ride: Ideal for the occasional user who does 2 to 3 rentals per month. Expiration 3 months. 24 € 100 min + 0.24 € / min for the following minutes. – Smart: Perfect for those who run from 8 to 10 times in a month. Expiration 3 months. 46 € 200 min + 0.23 € / min for the following minutes. – Best Rider: For the usual runner who uses the Sharengo 15 to 20 times a month we have reserved the cheapest rate. Expiration 3 months. 99 € 450 min + 0.22 € / min for the following minutes. <table border="1"> <thead> <tr> <th colspan="2">Tariffe standard</th> </tr> </thead> <tbody> <tr> <td>Tariffa base</td> <td>0,28€/min</td> </tr> <tr> <td>Tariffa oraria</td> <td>12€/h.</td> </tr> <tr> <td>Tariffa giornaliera</td> <td>50€/giorno</td> </tr> <tr> <td>Tariffa speciale Areoporto Firenze Peretola <small>(per ogni inizio/fine noleggio in aeroporto)</small></td> <td>5€</td> </tr> <tr> <td>Prenotazione (per 20 min.)</td> <td>Gratis</td> </tr> <tr> <td>L'auto in sosta paga la stessa tariffa della corsa</td> <td>Massimo 0,28€/min - minimo 0.22€/min</td> </tr> <tr> <td>Con Sharengo non si pagano chilometri extra</td> <td>Il chilometraggio per singola corsa è illimitato.</td> </tr> </tbody> </table>	Tariffe standard		Tariffa base	0,28€/min	Tariffa oraria	12€/h.	Tariffa giornaliera	50€/giorno	Tariffa speciale Areoporto Firenze Peretola <small>(per ogni inizio/fine noleggio in aeroporto)</small>	5€	Prenotazione (per 20 min.)	Gratis	L'auto in sosta paga la stessa tariffa della corsa	Massimo 0,28€/min - minimo 0.22€/min	Con Sharengo non si pagano chilometri extra
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D 5.2.2 Step Up Business Model

BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	Credit Cards
SHARE MOBILITY	Change vehicles with rentals	The APP allows the use only of electric cars of the platform. Other means of transport or integrated mobility are not recommended.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	To register for the APP it is necessary to have at your disposal: identity card, social security number, driving license and credit card.
CONNECTED APPS		--
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	On the site you can only find information on prices, services offered, consumption, energy saving and pollution abatement. It is not possible to use the site for features related to the business model. On the site it is possible to proceed with the registration and registration to the "Share and go" portal.
	Totem	--
ENVIRONMENTAL RATING		<p>A thermal (non-electric) city car produces harmful pollutants – producing an average of 15 grams of CO2 per kilometre – and costs around €3000-€3500 in insurance, taxes, maintenance and fuel alone. With electric car sharing, your city and your wallet can both benefit, especially if combined it with other forms of public transport in the city, part of the inter-mobility grid. The electric car is good for our soul... and our health. It frees the city from harmful greenhouse gasses and deafening noise pollution, making it more liveable.</p> <p>Thanks to Sharengo users, every day 6.11 tons of polluting emissions are saved, meaning less traffic congestion and noise pollution in the cities where our service is operating. This is why Sharengo rewards those who change their habits and choose sustainable mobility.</p>

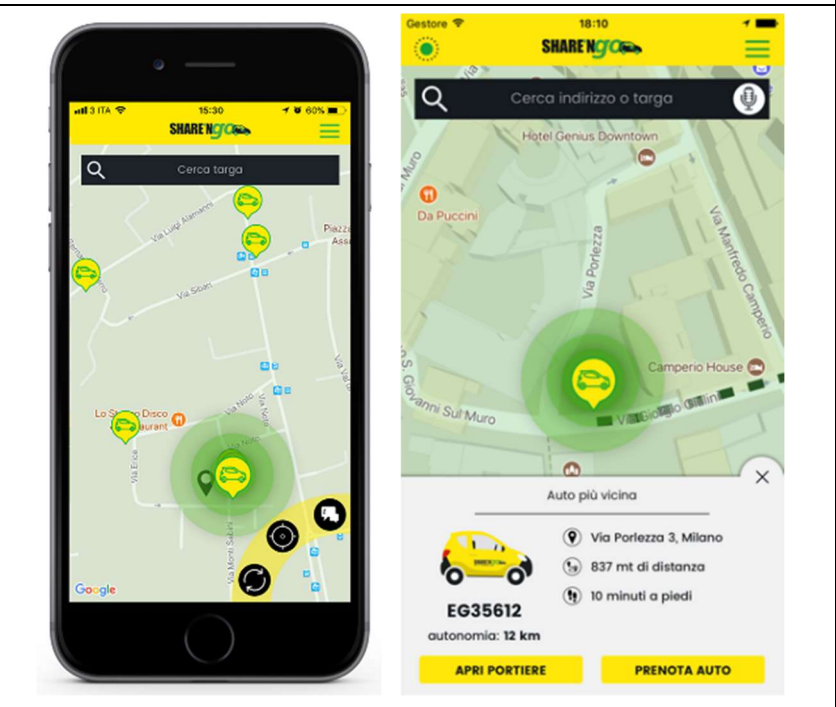
D 5.2.2 Step Up Business Model

	<p>From the first minute of your run you earn Oxygen Points: 1 minute run is equal to 1 Oxygen Point, till a maximum of 210 per day. In your personal Reserved Area you 'll find how many Oxygen Points you've accumulated each month and in total. As soon as you reach 1400 Points, you can go to the Promo and Packages section of your Reserved Area and convert them into 25 minutes free ride which expires within 7 days.</p>
REBATE LINKED TO THE USE OF THE APP	The App offers different types of subscriptions based on the user's needs.
POINT OF INTEREST	--
LANGUAGE	<p>Site: Italian, English</p> <p>The personal area is in Italian, English, Slovak, Dutch</p>
MORE INFO	<p>Makers, this is what the platform creator are, people who shape a new world of mobility where cars are no longer privately owned and car sharing is a pleasurable daily habit. There is no room for carbon emissions, traffic congestion and noise pollution. It's a silent revolution. The Sharengo electric cars are all you need for the city and more. It's a fast and convenient mode of transport, connected to the city through the onboard computer and navigation system which recommends routes, but also offers advice on nearby offers and smart stops. Sharengo is close to you. It takes you speedily and silently to whichever urban location you need to reach, at a price so low and a driving experience so pleasurable, that using a private car becomes redundant.</p> <p>An eight year-long passion for technological advancement has allowed Share'ngo to bring a fleet of 1500 ZD cars to your door. These cars are a common good, please treat them with care. We are constantly working to improve the cars and the service. Prepare yourselves to see ever surprising aesthetic and functional changes, like the integration of an onboard environmental data-gathering system used to inform local authorities of noise, air and traffic pollution. Adapting the car to host independent Wi-Fi</p>

D 5.2.2 Step Up Business Model

routers also hosts a wealth of opportunities for the future. We imagine a Europe scattered with Sharen’go cars parked at railway stations, supermarkets, underground stops and bike sharing posts, anywhere that makes public transport less polluting and more interconnected. With this ambition in mind, we will soon be offering the ZD cars for personal use and for small group sharing programmes whether among colleagues, neighbours, family or friends. Non-polluting electric car sharing: Only electric cars, no emissions and noiseless; Available day and night near you. And they recharge them, they think about them; you can reserve cars with your smartphone, at the end of the ride you can leave them wherever you want within the operating area; Go downtown without limits: in Area C in Milan, in ZTL in Florence, in Modena and in Rome also in the Trident; Free parking spaces in public stands and in those reserved for residents; You only pay when you use them and everything is included.

SOME PHOTOS OF THE SITE/APP



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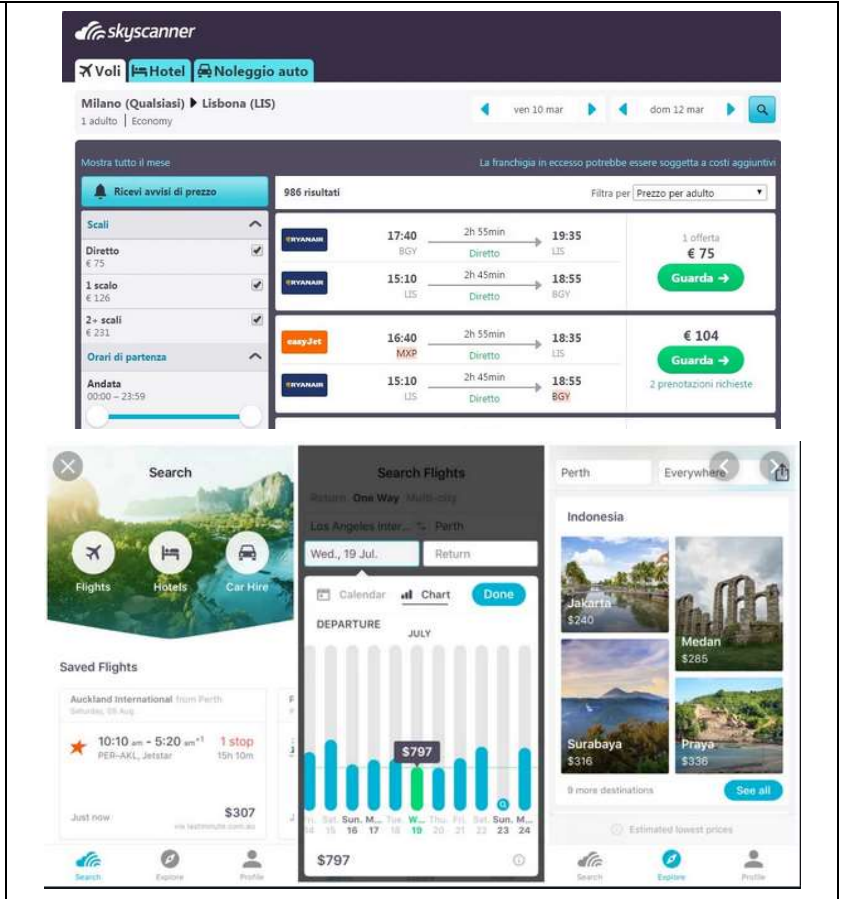
PLATFORM NAME		Skyscanner
LINK		https://www.skyscanner.it
COUNTRY OF CREATION		International
DOWNLOAD	Free	APP download is free.
	For a fee	--
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	The portal searches for aerial solutions and provides the search service for rental cars but does not offer information on travel by land between cities or integrated mobility.
ACCOMODATION	Offers for sleeping	The portal does not directly sell offers to sleep but redirects to external sites for booking.
CUSTOMIZED ACCOUNT	Traveler identikit	<p>It is possible to subscribe to the portal via e-mail, Google portal or Facebook. The user, once the searches have been carried out, can set up alerts in the event that the price of the viewed offers changes.</p> <p>By logging in, all your searches will be automatically saved and synchronized on all your devices - smartphones, computers, or tablets. So, for example, you can start looking for inspiration for the next trip using the app on your smartphone and then resume the same search from the PC, without losing any information.</p> <p>Furthermore, you can share searches with your friends and travel companions via WhatsApp, sms, email or social media.</p>
CONNECTED APPS		Skyscanner does not cost anything: you can search for flights, hotels and car rentals, for any destination and travel date, as many times as you want, without having to pay anything. And when you have found the option that's right for you, you can select it without fear of incurring extra costs: Skyscanner transfers you to the website of

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		the airline or online travel agency you have chosen, where you can complete the booking and you will not be no cost charged. The Skyscanner service is completely free!
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		<p>On the news site and on Skyscanner's social media channels - Facebook, Twitter, Instagram and YouTube - you can find lots of ideas to choose your next destination, along with tips and tricks to better organize your trip.</p> <p>The site suggests travel ideas but does not provide information on places of interest / culture for the proposed destinations.</p>
LANGUAGE		International
MORE INFO		<p>Skyscanner is a travel search engine that allows you to compare all the flight, hotel and car rental offers available on one site to find the one most convenient for you. Using the Skyscanner website and app, you can compare for example the prices of flights of all airlines - both low cost and national - and online travel agencies, and use the filters and search features of Skyscanner to quickly find the perfect flight for you, but also the cheapest hotel and car rental offers.</p> <p>Skyscanner shows you all the offers available for a certain combination of flights, specifying the supplier: the same flight, in fact, can be offered by the airline and by some online travel agencies at different prices. So you have the widest possible choice for your trip!</p>

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SOME PHOTOS OF THE SITE/APP



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PLATFORM NAME		Uber
LINK		https://www.uber.com/it/it/
COUNTRY OF CREATION		International
DOWNLOAD	Free	APP download is free.
	For a fee	Plan your next trip with the price estimator. Know before you go, so there's no math and no surprises. Spend less and get more with Uber Cash, a simple way to pay across all of our products. To find out if this payment method is available in your region, check the Payments section of your app.
BOOKING	Blockchain	--
	Payment security	PayPal
	Alternative payments	Credit or debit card UBER CASH: The more you top up, the more you save. Get a 5% discount when you add 100 USD, 3% when you add 50 USD and 2% when you add 25 USD. Uber Cash helps you plan and pay for Uber service purchases in advance. In this way, payments will always be a simple and quick experience. No expiration date. Funds purchased never expire. You can use them for food orders, trips to and from the airport, rental bikes and much more.
SHARE MOBILITY	Change vehicles with rentals	With Uber you can see the vehicles associated with the APP and choose the one that best suits your needs and budget.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	It is possible to register for the App with your mobile number and email and some personal data and a password. It can also be accessed via social networks. Within the user profile it is possible to create a "business" option where "work runs" are recorded. Once the job run has been selected, the APP will automatically send the receipt to the electronic business

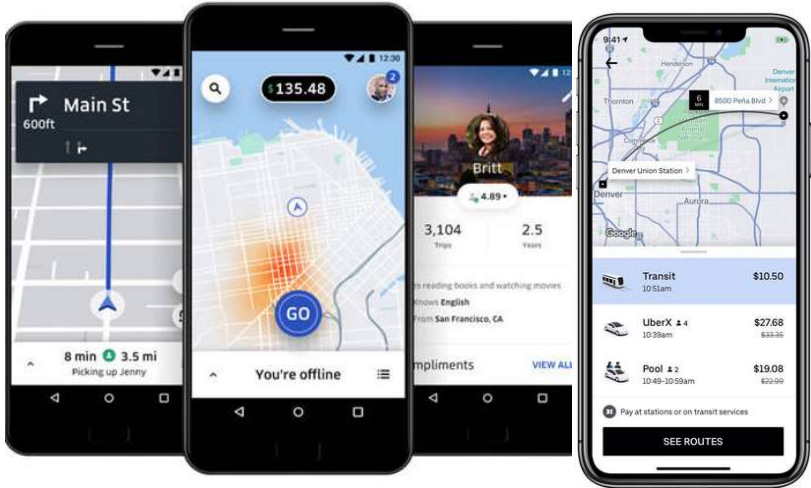
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		<p>mailbox and a different payment can be set up from the one used for non-business trips. business mode also creates weekly or monthly travel reports.</p> <p>It is possible to do this reasoning even for a team of people with also an option to limit the budget for people within the team.</p> <p>Designing a safer ride: Selection and control of drivers All potential Uber partner drivers must complete a careful selection process, including verification of identity and other relevant documents, to establish their eligibility to offer rides via the app.</p> <p>Functionality for your safety: During each race you can touch a button to access security tools and get help at any time.</p> <p>A community open to all: Thanks to our commitment and joint work with urban planning and security experts we contribute to achieving safe travel for all.</p> <p>The app has built-in security features. So you can go home after an evening out, share your position with your loved ones and ask for help if something unexpected happens.</p> <div data-bbox="730 1220 1492 1496" style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p>Safer journeys for everyone</p> <p>Our commitment to safety goes beyond the app. We partner with leading organizations to help make roads safer and our cities stronger.</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;">  <p>Listening to a Safety Advisory Board</p> <p>Uber develops new processes and features with the help of leading experts from the fields of safety and security, women's safety, civil rights, and road safety.</p> </div> <div style="width: 30%;">  <p>Partnering with public safety officials</p> <p>Uber has an investigative team of former law enforcement professionals who offer immediate assistance to public safety officials in active cases.</p> </div> <div style="width: 30%;">  <p>Supporting disaster-relief efforts</p> <p>Our team works with government officials and organizations like the Red Cross to support relief efforts on the ground.</p> </div> </div> </div>
<p>CONNECTED APPS</p>		<p>Uber has a sub-category called "UBER Eats" with which it affiliates itself with restaurants to make home deliveries.</p> <p>Uber Eats has a real impact on catering activities. If the dishes are present in the app, new customers will have the opportunity to discover them and the usual ones to eat them more often. Several restaurants have increased sales, reduced promotion costs and hired new employees to deal with orders generated with Uber Eats.</p>

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		Uber Eats is a quick way to get food to its customers. With hundreds of couriers available, you can deliver your dishes in about 15 minutes, preserving their quality and freshness. You can also track orders along the way from the restaurant to the destination.
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		The more you top up UBER cash and the more you save in terms of credit percentages that make you the platform.
POINT OF INTEREST		--
LANGUAGE		International
MORE INFO		<p>On-demand transportation technology is their core service, and the app that connects driver-partners and riders is what makes it all possible. Here's how it works, step by step:</p> <p style="text-align: center;">STEP 1: A rider opens the app</p> <p>The rider enters their destination into the Where to? box on the top of the screen; taps each ride option to see the wait time, car sizes, and price; then confirms their pickup location and taps Request.</p> <p style="text-align: center;">STEP 2: The rider is matched with a driver</p> <p>A nearby driver sees and chooses to accept the rider's trip request. The rider is automatically notified when the driver's vehicle is about a minute away.</p> <p style="text-align: center;">STEP 3: The driver picks up the rider</p>

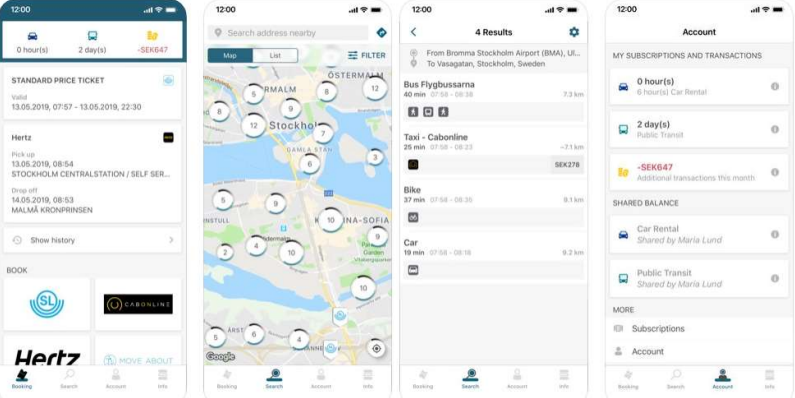
D 5.2.2 Step Up Business Model

	<p>The driver and the rider verify each other's names and the destination. Then the driver starts the ride.</p> <p>STEP 4: The driver takes the rider to the destination The app gives the driver the option to access turn-by-turn directions, so the driver can focus on getting there and the rider can focus on enjoying a comfortable ride.</p> <p>STEP 5: The driver and rider leave ratings and reviews At the end of each trip, drivers and riders can rate each other from 1 to 5 stars. Riders can also give the driver compliments. In cities where tipping is available, they can also add a little extra to show their gratitude.</p>
<p>SOME PHOTOS OF THE SITE/APP</p>	

D 5.2.2 Step Up Business Model

PLATFORM NAME		UbiGo
LINK		https://ubigo.me/
COUNTRY OF CREATION		Sweden
DOWNLOAD	Free	APP download is free.
	For a fee	In the App you pay a subscription depending on the service you want to get for you and your family. You will pay only for what you use. You can keep your costs under control by choosing the way you travel. The user can change your package to suit the needs of your household. Avoid all the fixed costs, repairs and service associated with car ownership.
BOOKING	Blockchain	--
	Payment security	UbiGo partners with a number of well-known, specially selected companies and organizations in the mobility sector. Support available 24/7. No fixed subscription period. Change or cancel your service at any time. Save what you don't use. Joining UbiGo is risk-free
	Alternative payments	Credit card
SHARE MOBILITY	Change vehicles with rentals	--
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	The user to register must enter the mail and a password
CONNECTED APPS		The App connects to the portals of the suppliers identified in the platform for car rental.
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is perfectly usable in all the functions provided by the business model.

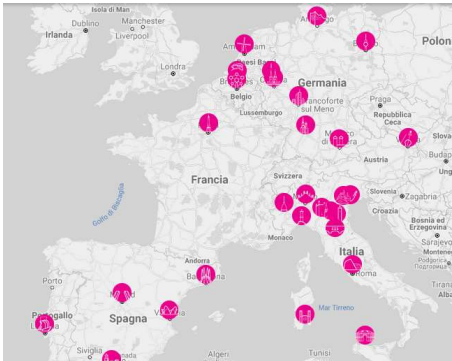
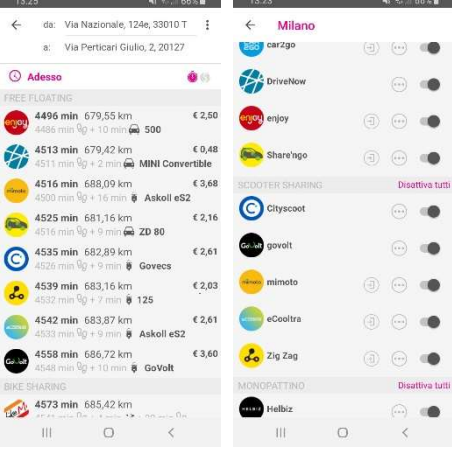
D 5.2.2 Step Up Business Model

	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		Several subscriptions and no fixed costs are available in order to save the user and associate him with the best offer.
POINT OF INTEREST		--
LANGUAGE		English, Dutch
MORE INFO		<p>Give everyone in your household access to car-sharing, rental cars, taxis, bikes, or public transport. All in one app with a simple pricing system, no fixed charges, and no fixed subscription period.</p> <p>More effective and convenient than owning your own car and better for you, the city, and the environment.</p> <p>UbiGo is a pioneer in what is now called Mobility as a Service (MaaS) and that has become a hot, or even hyped, trend in many countries. We are part of the new mobility paradigm – how people get around in large cities and how organisation solve their travels. They contribute in making citizens, cities and the environment healthier.</p>
SOME PHOTOS OF THE SITE/APP		

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PLATFORM NAME		Urbi
LINK		https://www.urbi.co/
COUNTRY OF CREATION		Italy / Europe
DOWNLOAD	Free	APP download is free.
	For a fee	
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	The APP gives information for the use of cars, bicycles, rental scooters, to call a taxi, ... it is possible from the APP to connect to other platforms to take advantage of the different services, comparing time, distance and cost.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	it is possible to register with the app by entering the email but it is not mandatory. The app stores the trips made and the mobility solution chosen previously: at the end of the month it is possible to have a detailed report.
CONNECTED APPS		<p>It is not necessary to register with URBI to use the app. If you want to use car / scooter / bike sharing services within URBI, you must register in advance for each one. In some cities we ask you to verify your phone number which we will use to identify your account. Verification is required for certain features such as purchasing services or participating in promotions.</p> <p>The connected APPs: DRIVENOW, ENJOY, SHARE'NGO, ZIG ZAG (Roma, Milano), MIMOTO (Milano), BLUETORINO (Torino), ECOOLTRA (Roma, Milano, Lisbona, Madrid, Barcellona), ADDUMACAR (Firenze)</p>
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.

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	Web site Totem	<p>The site has the sole function of showing information and responding to customers' greater requests but is not operational.</p> <p>--</p>
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		--
LANGUAGE		Italian, English, Spanish, French
MORE INFO		With URBI you can compare, see, book all the various shared mobility services in your city
SOME PHOTOS OF THE SITE/APP		 

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PLATFORM NAME		Waze
LINK		https://www.waze.com/it/
COUNTRY OF CREATION		International
DOWNLOAD	Free	APP download is free.
	For a fee	--
BOOKING	Blockchain	--
	Payment security	--
	Alternative payments	--
SHARE MOBILITY	Change vehicles with rentals	--
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	--
CONNECTED APPS		--
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site only provides information on the App and the services that can be consulted in it but is not operational.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		--
POINT OF INTEREST		--
LANGUAGE		Italian
MORE INFO		Waze is an APP that provides driving directions (a navigator) where the user is always aware of traffic and traffic conditions in real time,

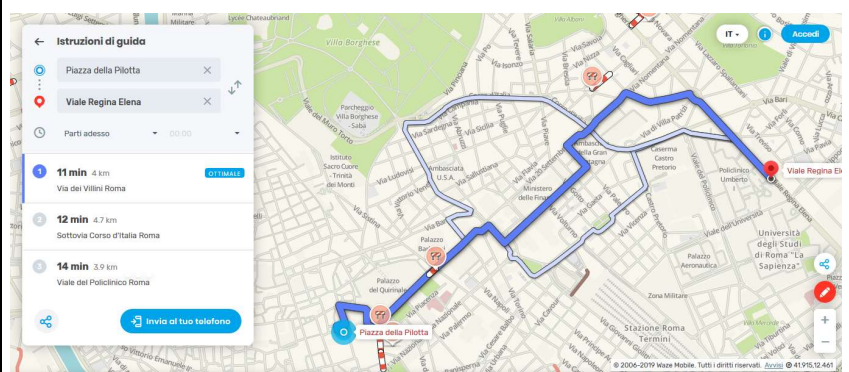
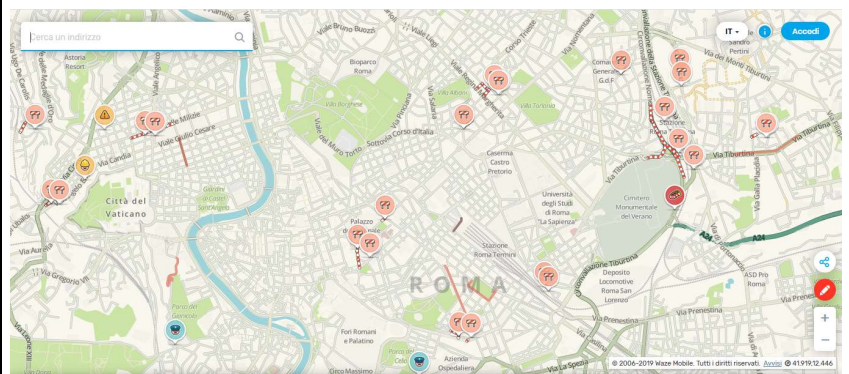
D 5.2.2 Step Up Business Model

can avoid queues thanks to the routes that are calculated based on the conditions of traffic in that precise moment, send notifications to the user about accidents, dangers and police on the street.

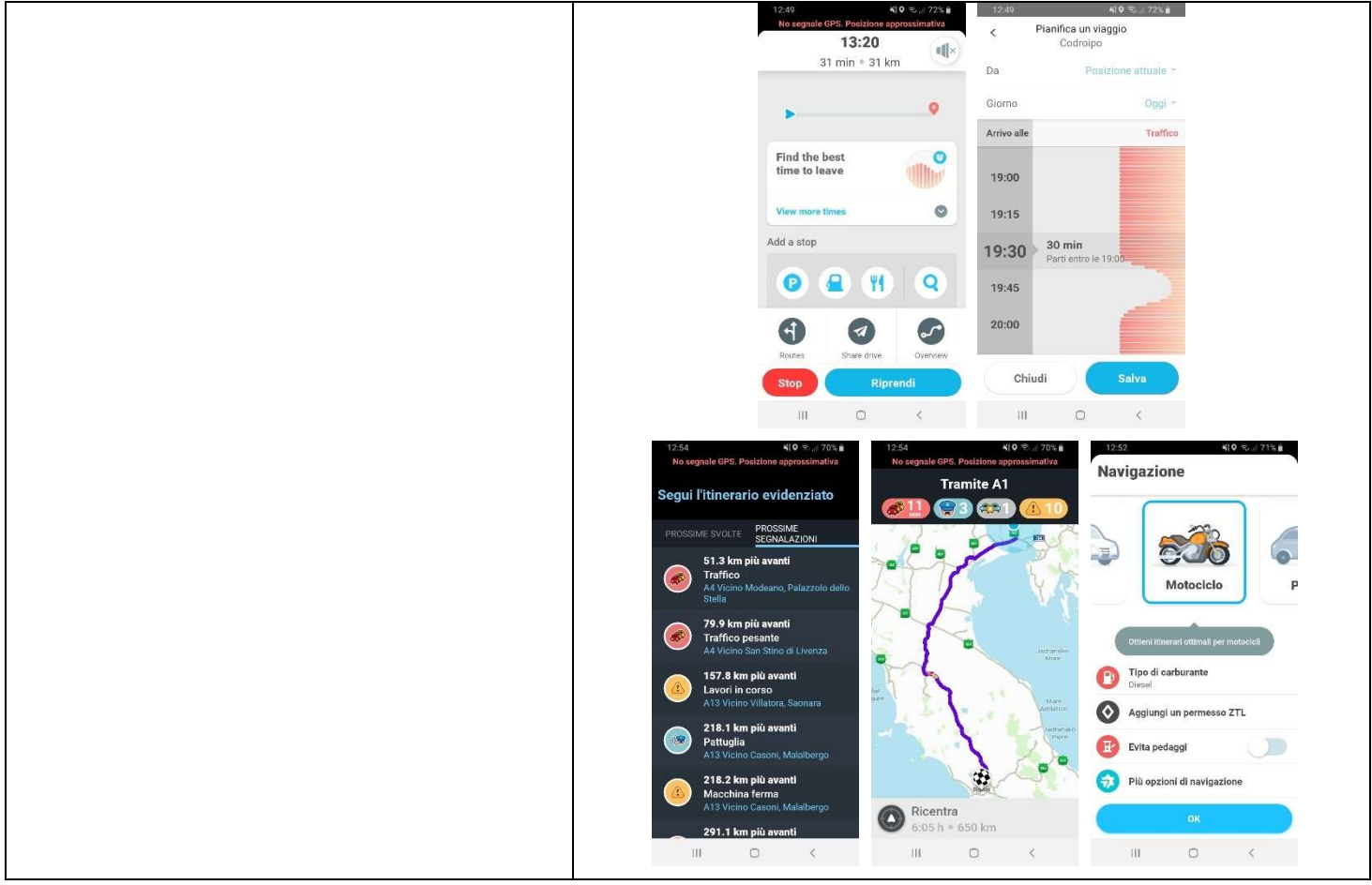
The APP, in addition to giving indications, also indicates the average travel time of that stretch of road and the average traffic per hour, to allow the user to better plan his departure. The APP does not include the closest parking areas for your car, the areas where you can refuel.

It is possible to set the vehicle with which you travel (private car, motorcycle or taxi) and the APP will show the optimal route for that vehicle. Among the options you can also set the type of fuel, if you want to avoid tolls and if you have special permits for limited traffic zones (ZTL).

SOME PHOTOS OF THE SITE/APP



D 5.2.2 Step Up Business Model



D 5.2.2 Step Up Business Model

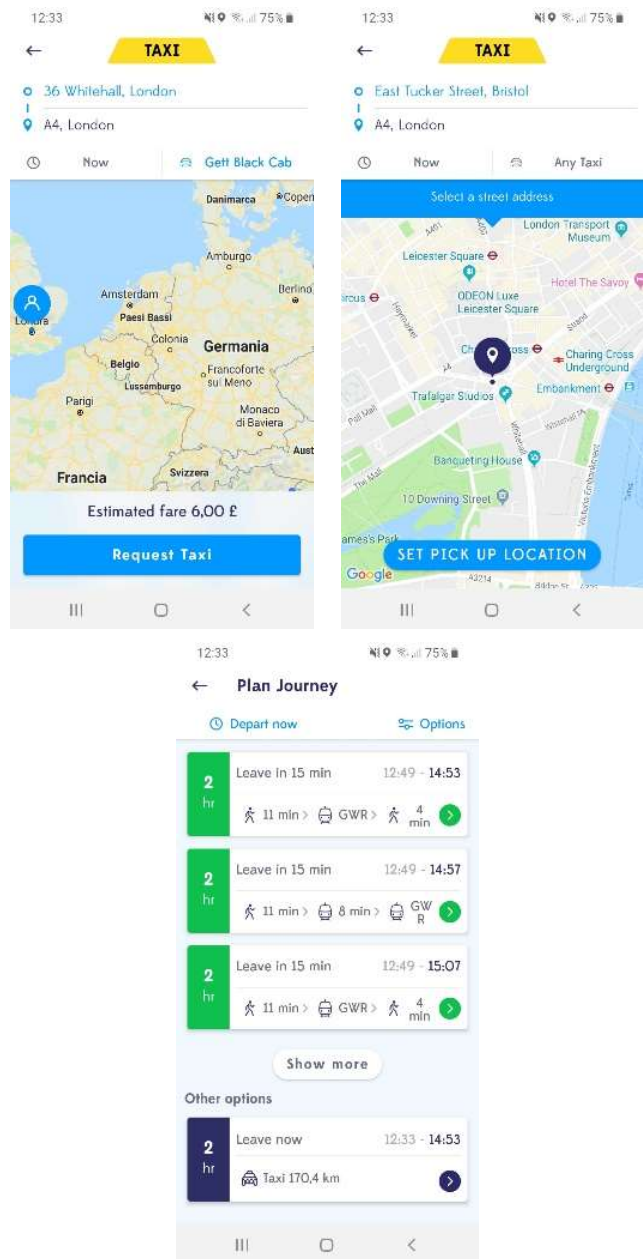
PLATFORM NAME		Whim		
LINK		https://whimapp.com/		
COUNTRY OF CREATION		Finland		
DOWNLOAD	Free	APP download is free.		
	For a fee	Public transport	Whim Urban 30 €59,7 / 30 days	Whim Weekend €249 / 30 days
		City bike	Unlimited	Unlimited
		Taxi (5km)	€10	-15%
		Rental car	€49/day	Weekends
		Public transport	Whim Unlimited €499 / month	Whim to Go Pay as you go
City bike	Unlimited HSL single tickets	Pay as you go		
Taxi (5km)	Unlimited	Not included		
Rental car	Unlimited	Pay as you go		
BOOKING	Blockchain	--		
	Payment security	--		
	Alternative payments	Credit Card		

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SHARE MOBILITY	Change vehicles with rentals	Public transport, taxis, bikes, cars, and other options
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	During registration, the APP asks you to enter only your first name, last name, date of birth and email. On the APP you can connect your calendar to see upcoming events in case you need transportation
CONNECTED APPS		The APP is connected to other service platforms that offer car rentals, taxi services, ...
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is not operational, on its own the possibility of having information relating to the APP, its use, the payment methods and the costs of renting the means of transport.
	Totem	--
ENVIRONMENTAL RATING		The slogan of the platform is: "Eco trips, not ego trips - Planet-friendly choices that still give you freedom."
REBATE LINKED TO THE USE OF THE APP		You can choose the subscription that best suits your needs.
POINT OF INTEREST		--
LANGUAGE		English, Suomi, Chinese
MORE INFO		<p>Whim, a MaaS solution, gives its users all city transport services in one step, letting them journey where and when they want with public transport, taxis, bikes, cars, and other options, all under a single subscription.</p> <p>The platform can be used in some regions of Finland, the United Kingdom, Belgium and the Netherlands. In each state the platform hooks up to local APPs / platforms for public transport and rental vehicles.</p>

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SOME PHOTOS OF THE SITE/APP



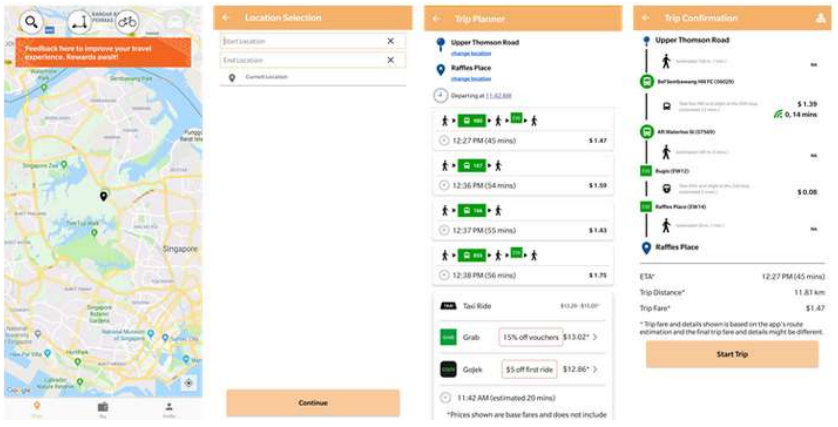
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PLATFORM NAME		Zipster
LINK		https://zipster.io/
COUNTRY OF CREATION		Singapore
DOWNLOAD	Free	APP download is free.
	For a fee	<p>Zipster E-wallet: It is an electronic-wallet that reflects your Bonus Credits and charges incurred based on your usage within your Zipster Account. If the value reflected is in green, you are using pre-payment. If the value reflected is in red, you are using post-payment. These outstanding charges will be cleared using the registered credit/ debit card. Click on "Pay" tab on the function bar located at the bottom of your screen to view your Zipster E-Wallet.</p> <p>The Zipster Card is a special EZ-Link card. When it is used to tap in/out at MRT gantries or bus readers, the Zipster E-wallet (linked to that particular Zipster card) will always be charged. On the gantry/reader, users would see "Pass Usage" instead of any monetary value. The card was programmed to work this way.</p> <p>If a top-up is made at the GTM, the value added is stored in a separate wallet within the card. This value can only be spent at shops or convenience stalls that accept EZ-Link payment.</p> <p>Kindly note that public transport charges are not immediate. Normally, users will be charged 2 to 3 days later from the day users' tap in/out. For example, if User X takes the bus on Monday, User X will only be charged for that particular bus trip on Wednesday or Thursday.</p>
BOOKING	Blockchain	--
	Payment security	If the User suspects an overcharge, he can reach out to them by sending an email or click "Help us Improve" located in the Profile page. In the User feedback, kindly attach a screenshot of the trip summary. The APP officers will look into the case and assist to

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		resolve the issue if the overcharge is confirmed. If necessary, platform officers may ask for clarification via email(s) or phone call.
	Alternative payments	Cash Credit (from Bonus in APP), Credit Card
SHARE MOBILITY	Change vehicles with rentals	la piattaforma è connessa ad altre piattaforme per il noleggio di bici (Mobike, Anywheel), scooter (Neuron), taxi.
ACCOMODATION	Offers for sleeping	--
CUSTOMIZED ACCOUNT	Traveler identikit	--
CONNECTED APPS		Mobike, Anywheel, Neuron, Grab Singapore, GOJEK Singapore
ACCESS POINT	APP	The APP is perfectly usable in all the functions provided by the business model.
	Web site	The site is not operational, on its own the possibility of having information relating to the APP, its use, the payment methods and the costs of renting the means of transport.
	Totem	--
ENVIRONMENTAL RATING		--
REBATE LINKED TO THE USE OF THE APP		<p>there are promotions and active vouchers that can be purchased either before leaving for the trip or during it.</p> <p>The Bonus Credits are earned from rewards and it will be added to a User's Zipster E-wallet. It can be used to pay for trip fares and purchase "add-ons" items offered on Zipster. Bonus Credits which are not utilised in any calendar month may be rolled over to the following calendar month, up to a cap of \$50.00. Bonus Credits are non-refundable and have no expiration date. They will be forfeited once the Zipster account is deactivated.</p>
POINT OF INTEREST		--
LANGUAGE		English

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<p>MORE INFO</p>	<p>MRT and bus arrival timings are available for viewing once you click on the MRT station and bus stop icons. The App suggests the nearby bicycles and e-scooters too, so you can choose them. Do you know your first-last-mile trip can be easily made using e-scooters? The App give use the possibility to use the APP Neuron: so you have to click on the e-scooter icon on the top of the screen to view available e-scooters nearby; Walk to a nearby e-scooter; Click to confirm taking the e-scooter trip; Scan the QR code on the e-scooter and zip off! The platform also allows the use of two additional connected applications, which require you to rent a bike to get around the city.</p>
<p>SOME PHOTOS OF THE SITE/APP</p>	 <p>The screenshots show the app's workflow: 1. Location Selection: A map of Singapore with input fields for start and end locations. 2. Trip Planning: A list of transport options with estimated arrival times and fares. 3. Trip Confirmation: A summary of the chosen route, including distance, time, and fare, with a 'Start Trip' button.</p>

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1.3. Conclusions

As can be seen from the tables below, all the applications can be downloaded **free of charge**; on the other hand, 60% of them, expect paid services divided between:

- Subscriptions for the use of means of transport,
- Payment of tickets for the use of public transport,
- Overnight stays in facilities registered with the App.

As for the types of **payment**, the most used are:

- Credit / debit card
- PayPal

A very small percentage (8%) has also integrated a **Blockchain system**.

In detail the applications that use this payment method are:

- **Helbitz** - *peer-to-peer* car sharing service, managed between private individuals, without intermediaries: you access the application on your phone, define the rental period, choose a car from those are available by other users and set off on a journey. Payment will be made automatically through a digital purse. The Blockchain, the protocol made famous by Bitcoins and other cryptocurrencies that exploits the chains of blocks of data distributed on the network, is precisely to *supervise all the processes, both payment and bureaucratic*. Specifically, Helbiz relies on an open platform (*Helbiz Mobility System*) based on the Blockchain Ethereum and powered by a native token, the *Helbiz Coin*. Being based on a open platform, in fact, the system allows the integration of real smart contracts for digital identification, payment management but also the purchase of insurance and, possibly, navigation data, such as mileage, the damage history and the data provided by the GPS. All in full respect of privacy;
- **Google Maps** - The app is connected to some games that allow you to earn Bitcoins.

With reference to payments, 44% of applications have a “**discount systems**” in place to encourage users to use the platforms. Discounts are offered in different forms:

- Purchase of packages based on the needs of the customer who can then evaluate based on how much the best solution will think to use the platform;
- Discounts that are activated automatically after a certain number of reservations;
- Discounts linked to the invitation of friends within the application and the purchase of a subscription by new users

Regarding the concept of "Share Mobility" 80% promotes the use of shared means of transport with other users. The methods of use can be divided into the following categories:

- Advice for the use of a single type of means of transport made available directly by the creators of the App (*for example: Bird Riders*)
- Advice for using multiple means of transport made available by third-party organizations that sell their service on the App (*for example: City Mapper*)
- Generation of the fastest route and list of the various means of public or private (*bike or on foot*) means of transport that can be used by the user (*for example: Moovit*).

It's interesting to note that only 16% of the analysed applications offer the possibility of **booking an overnight** stay and 75% of these rely on third-party applications to provide this service because their core business is solely sales ticket for public transport (*for example: Skyscanner offers the possibility to search for an overnight stay and in addition compares on its platform the best prices found on web for a hotel, apartment, ... but for the reservation sends the user on the chosen platform*).

As far as the **traveller's identikit** is concerned, the analysed Apps are very lacking for this aspect.

Although the table shows that 80% of the Apps offer a customized account, in reality, none of them ask specific questions about the user to catalogue his preferences. The Apps, in most cases, are limited to asking:

- personal data (*many times to guarantee that the vehicles are used by adults*)
- residence / domicile
- email

The app that classifies the customer in the best way is *BlaBlaCar*, in the App there are two portals:

- one for those *who transport*
- one for those *who are transported*

The user *who transports* can insert the "limit" characteristics to which the passengers must adhere, on the contrary *the transported users* leave a review on the transporter in order to provide information to the subsequent users.

Moving on to the **usability analysis** it was noted that:

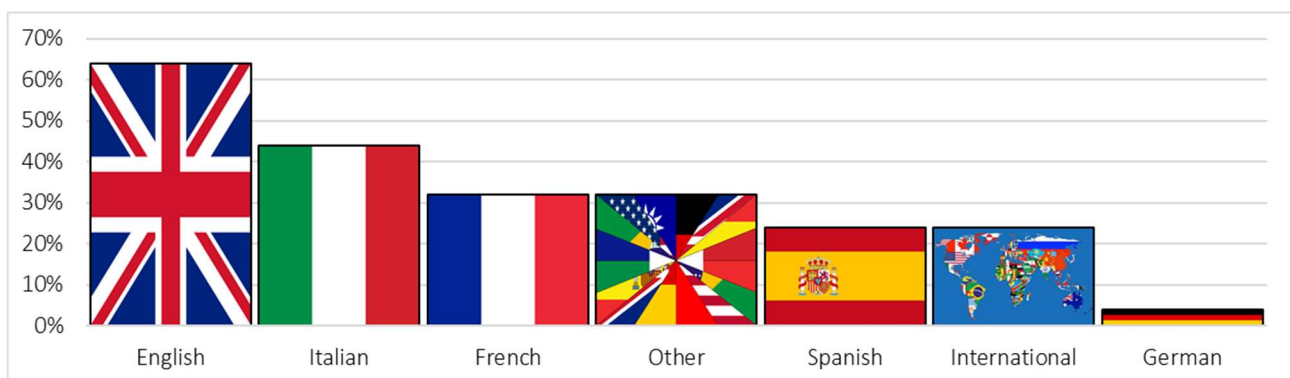
- 100% of the platforms can be used by APP,
- only 56% can be used from a website,
- only 1 Application among those analysed (4%) is equipped with Totems to alert its users and from which useful information can be obtained regarding traffic.

A topic very close to users who use a "shared mobility" system, in addition to saving for not having their own car, scooter, bicycle, ... is that relating to air pollution. Only 44% of the platforms considered make explicit references to the environment.

These applications typically have an extensive description on their website about how using environmentally friendly transport vehicles can improve everyone's life. The Apps that most emphasize these aspects are those that promote electric vehicles (*such as scooters, cars, ...*) or "human engines" (*such as bicycles*).

36% of the platforms also offer a "tourist" service to their users, suggesting tourist routes or **points of interest** (*such as: museums, art galleries, monuments, ...*).

Finally, the last aspect analysed concerns the **languages** in which it is possible to download the applications. Below is the list of the most used languages: 64% English; 44% Italian; 32% French; 32% Other; 24% Spanish; 24% International; 4% German.



Platform Name	Country	Download		Booking		Share mobility	Accomodation	Customized account - Travel Identikit	Connected Apps
		Free	For a fee	Blockchain	Alternative payments				
Bayerninfo.de	Germany	X				X			
Bird Rides	USA, Europe	X	X		X	X			X
BlaBlaCar	International	X			X			X	
Booking	International	X	X		X	X	X	X	X
Citymapper	UK (London), Germany (Berlin)	X				X		X	X
DB mobility services	Germany	X	X			X		X	X
Direct Ferries	Italy	X	X		X			X	
GoogleMaps	International	X		X		X	X	X	X
Helbiz	New York	X	X	X	X	X		X	
Li.me	Italy	X	X		X	X		X	X
Moovit	Germany	X				X		X	X
MyCicero	Italy	X	X		X	X		X	X
MyWay	Greece, Spain, Germany	X						X	
Nugo	Italy	X	X		X	X		X	X
Quixxit	Germany	X				X		X	X
Rail pass	Japan	X	X		X	X		X	
SBB services	Switzerland	X	X		X	X	X	X	X
Share n'go	Italy	X	X		X	X		X	
Skyscanner	International	X				X	X	X	X
Uber	International	X	X		X	X		X	X
UbiGo	Sweden	X	X		X				X
Urbi	Italy / Europe	X				X		X	X
Waze	International	X							
Whim	Finland	X	X		X	X		X	X
Zipster	Singapore	X	X		X	X			X

Platform Name	Access Point			Environmental Rating	Rebate linked to the use of the app	Point of interest	Language						
	APP	Web site	Totem				English	German	French	Italian	Spanish	Other	International
Bayerninfo.de	X	X			X	X	X	X					
Bird Rides	X			X	X	X	X	X	X		X	X	
BlaBlaCar	X	X											X
Booking	X	X											X
Citymapper	X	X		X	X	X	X	X	X	X	X	X	
DB mobility services	X			X	X	X	X	X					
Direct Ferries	X	X								X			
GoogleMaps	X	X											X
Helbiz	X			X	X		X		X	X	X		
Li.me	X			X	X	X	X	X	X		X	X	
Moovit	X	X											X
MyCicero	X			X	X	X	X	X		X		X	
MyWay	X		X							X			
Nugo	X	X			X	X	X	X	X	X	X		
Quixxit	X	X			X	X	X	X					
Rail pass	X	X			X	X	X	X	X	X	X	X	
SBB services	X	X		X	X	X	X	X	X	X	X		
Share n'go	X			X	X		X			X		X	
Skyscanner	X	X											X
Uber	X	X											X
UbiGo	X	X			X		X					X	
Urbi	X				X		X		X	X			
Waze	X									X			
Whim	X			X	X		X					X	

Zipster	X				X		X						
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2 STEP-UP Business Model

2.1. STEP-UP Business Model Canvas

To implement the STEP-UP business model, it is important clearly identify the needs of customer segments and combine innovative value propositions with them.

Moreover, we need to consider the strategic role of key partners like National and Transnational Public Authorities and Policy Makers, that's are really interested to overall value proposition about the promotion of multi-modal and the "trans-frontal" mobility, the sustainable transport, the security of travellers.

It is also necessary to develop coherently the channels to reach the customers and the type of relationship that is appropriate to establish with them, think of the best opportunities for gains and quantify the cost of the key activities and resources.

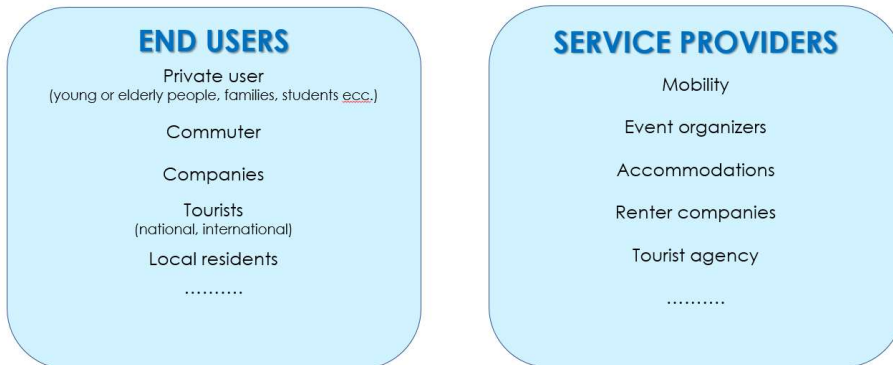
One of the most widespread tools for analyzing the business model is the Business Model Canvas, the following figure shows the **BMC applied to the STEP-UP project and its possible evolutions**.

STEP-UP Business Model Canvas

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS		COSTUMER SEGMENTS
<ul style="list-style-type: none"> - National and Transnational Public Authorities and Policy Makers - Mobility and accommodation providers - Event and entertainment service agency - Tourist operators 	<ul style="list-style-type: none"> - Platform Efficiency - ADV and web marketing - Contract negotiations - Continuous implementation of new services providers - Resource and develop of ITS 	<ul style="list-style-type: none"> - Web platform that integrate End Users and Service Providers - New way of thinking for traveling - Tailor made mobility solutions based on end user individual needs - Way to promote: <ul style="list-style-type: none"> • multi-modal mobility • Sustainable transport • Security - BIG DATA and SMALL DATA are strategic assets <p><i>What is the most relevant information?</i></p> <p><i>What's specific users need?</i></p> <p><i>What advantages can be created?</i></p> <p><i>Are there any ancillary services we can offer?</i></p>	<ul style="list-style-type: none"> - Automatic platform system - Help Desk - Costumer care office - CRM system and strategy 	<ul style="list-style-type: none"> - Multi-sided market End Users: Private user; Commuter; Companies; Tourist; ... - Service providers Mobility; Event organizers; Accommodation; Renter companies; Tourist agency; ... - B2B, B2C, B2B2C <p><i>Who are the end users?</i></p> <p><i>And the intermediate users?</i></p> <p><i>Who can take advantage of the platform?</i></p> <p><i>What are their needs?</i></p> <p><i>What are their problems?</i></p> <p><i>For those who can represent an opportunity?</i></p>
	KEY RESOURCES		CHANNELS	
	<ul style="list-style-type: none"> - Web Platform - Qualified Human resource - ITS competence - Brand 		<ul style="list-style-type: none"> - Web site or APP - Mail marketing - Info point - Sales managements - Communication and advertising plan 	
COST STRUCTURE		REVENUE STREAMS		
<ul style="list-style-type: none"> - Platform management and development - Human resources - ADV and Web Marketing 		<ul style="list-style-type: none"> - Sell on commissions - Service advertisement - Fixed contracts with end users and service providers - Consulting services and BIG DATA-SMALL DATA market 		

2.1.1 Customer segments

The STEP-UP multi-side market is divided into two main customer segments:



End Users

In STEP-UP project all end-users are considered. Young, citizens, tourists, commuters, elderly. No discrimination about age or nationality or job or economic conditions. It's a fair system.

Some pilot sites focus on particular categories, others point to a more general target.

For example Zadar focus on aviation hikers and bike sharing; Emilia Romagna Region focus on many tourist interested in beaches but also historical villages; County of Split-Dalmatia² and Šibenik focus on tourists but also on the needs of residents, with particular interest in electric vehicles and bus lines etc. Marche Region and Municipality of Lecce have focused on the efficiency of ICT solutions and on the best possible multimodality offer, so probably their target of end user is oriented to the use of technology and wants the best transport solutions.

² To learn more about customer segmentation and value proposition of County of Dalmatia-Split, see the document "5.2 Business Models. The characteristics of end users and service providers in the County of Split-Dalmatia "

There are different kind of challenges and one is specific for end-user: social challenge. Use of unique selling point apps/web with all services needed (avoiding current fragmentation); interoperability among products (e.g. park & ride, train + bus + v-sharing, etc.); support to new types of contracts (post-paid, pay per use, etc.). this last point is an important element to consider for the evolution of STEP-UP platform

What makes the end user feel bad?

- Loss of trust in the transport/mobility offer
- The quality of the solution not well perceived
- To not access to the relevant and updated mobility data;
- System reliability

How does the end user measure success and failure?

- Personal satisfaction
- travel solutions compliant with the request of the user
- number of trip solutions calculated
- waiting time between transport modes
- reliability of the data about transports, timetable, etc.

Service Providers

Who are they?

Private or Public company, local or multinational group...

- Small big Service Providers:
 - PTO,
 - Parking & Bike sharing Operator,
 - Event Planner...

- Authorities:
 - Local,
 - Regional,
 - National,
 - International

What positive social consequences does they desire?

Increase or improve accessibility to the transport network to all users, be part of the society, equity, no issues about gender/nationality/age/etc. Create a user friendly and green environment.

How are current solutions underperforming for them?

High fragmentation of information and digital solutions; no single access point where find relevant information for persona needs and trips; language issue

How does your customer measure success and failure?

Number of access in the platform (via web or via app), feedback

What risks does your customer fear?

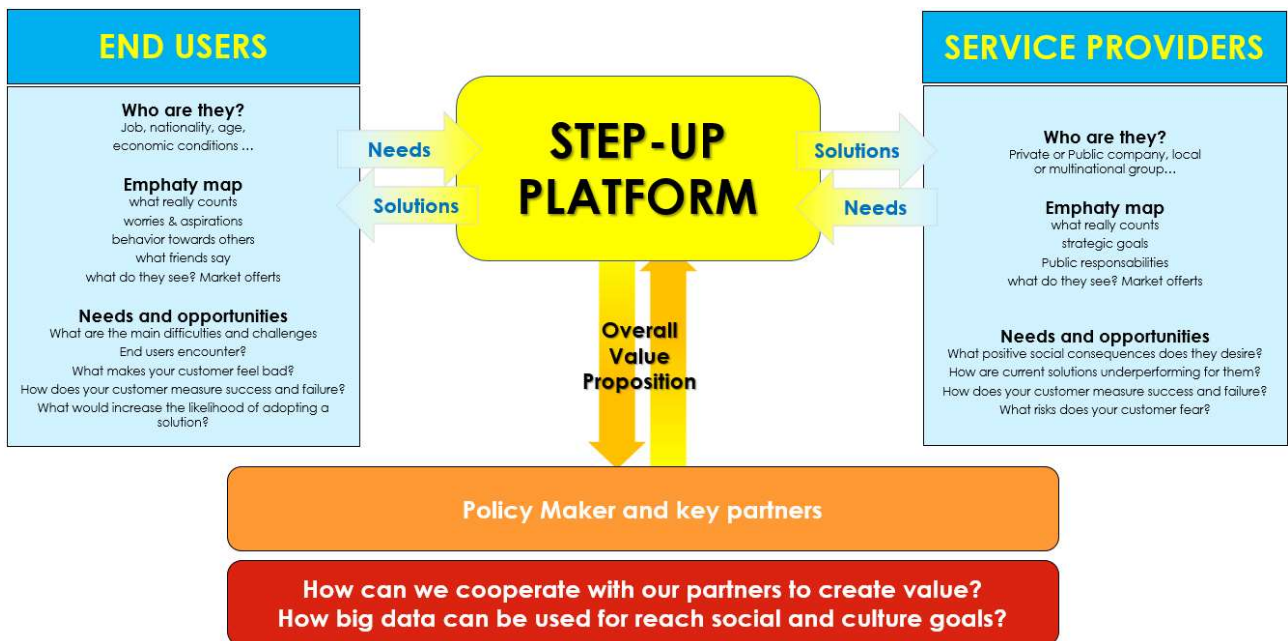
How to maintain a high level of service offered to the end-users; high performance, reliability, availability, accessibility also for vulnerable users, how to disseminate and communicate the offer, solutions, products for a well understanding.

2.1.2 Value Proposition

We need to **facilitating interactions between the different groups** (End Users Service Providers), and the key will be

- offer to end users a **tailor-made mobility solution** based on their individual needs
- guarantee to the service providers **greater business opportunities and new integrate advantages**

We must first identify all the relevant costumer segments through different criteria and analyse how they behave, what they think , what are their needs and their wishes.



A personal “STEP-UP account” for the End users

The End User could create an own **STEP-UP Profile** through a **personal account**, providing information about himself and his travel preferences, then using the platform he will specify his travel necessities from time to time based on each travel request.

STEP-UP platform potential services:

- provide different travel solutions
- classify the different travel solutions based on the preferences indicated in the personal profile
- report events and points of interest coherent with the personal profile
- create an history of previous End Users travel choices and points of interest visited rating of travel choices based on environmental impact
- allow to pay and book for travel and IOP choices (not in this project but certainly in the
- many other solutions based on specific end user needs

It is fundamental to make **account creation fast, easy to do and intuitive.**

The mapping of the info about End Users and their choices will allow STEP-UP to acquire an important number of **SMALL and BIG DATA**, which can be used for:

- **marketing studies** to improve the service of the platform
- provide important information to Public Policy Makers and National and International Authorities about the **impact of European transmobility from a social, economic and environmental point of view.**



2.1.3 Channels

The main channels to reach end users are represented by the **website** and the **APP**, the Zara Airport is testing the use of **totems** (info points).

If we create an account for the end users, we may consider using the **APP or mail marketing** to proactively communicate with them and develop new business opportunities.

The relationship with service providers should instead be managed directly by **commercial and sales managers**, which will have the task of formulating agreements and promoting the potential of STEP-UP platform.

It will necessary to invest in an **integrated communication and advertising plan** to promote the platform.

2.1.4 Customer relationship

STEP-UP Platform is an **automatic system** and the end user will use the platform in complete autonomy. For any problems a **help desk** could be made available.

However, it will be important to set up a **customer care office**, which will develop marketing strategies and keep in touch with end users through a **CRM system** and **data analysis**.

2.1.5 Revenue Streams

In this moment STEP-UP does not allow to manage the reservation and the payment, this is a limit that must be overcome because from the analysis of the competitors it has clearly emerged that the Maas World is evolving in that direction.

With a possible evolution of STEP-UP project, the revenue will come the turnover deriving from **commissions on transactions carried out**, recognized by **end users** and eventually also by **service providers** (depending on specific agreements concluded).

In this kind of business model other earnings could derive from **publishing fee from web** and **consulting service about transport systems**, taking advantage of the **experience in R & D** and the **huge availability of big data**.

2.1.6 Key Resources

The sustainability of the STEP-UP business model depends primarily on the development of an efficient **web platform** updated with the best offers. But it will be essential to find **qualified human resources**, with specific ICT, marketing and commercial skills.

2.1.7 Key Activities

APP and **web platform** must always be efficient, fast, updated and steadily implemented with new services.

The communication plan will include many initiatives in **ADV and marketing**, so that STEP-UP can be well recognized by potential end users. It will also be essential to develop **constant agreements with service providers**, in order to improve the offer to end users and guarantee continuous implementation of new transport modes, joining other potential actors (new territories will improve the whole system and the area covered by STEP-UP will enlarge).

It will also be essential to invest in **research and development**, analysing big data and the mobile technologies.

2.1.8 Key partners

National and Transnational Public Authorities and all the Policy Makers are **strategic partners** for the development of STEP-UP, as they can facilitate data acquisition and cooperation with service providers.

They have also a great interest in having **information and advice** about the impact of European transmobility from a social, economic and environmental point of view.

In general, we can also moreover we can also think that some big service providers or tourist operators can have specific interests to become **STEP-UP partners** and therefore actively contribute to the development of the project.

2.1.9 Cost Structure

Key activities and resources (platform, human resources, ADV and Marketing activities, ...), generate the main costs but any agreements with specific partners may also have a cost component.

The cost structure and the revenue budget must then be included in an **economic-financial plan**, to verify the sustainability of the entire project.

2.2 Conclusions

From a global perspective, demand for travel and transport is steadily increasing. Urban areas in particular are already facing capacity bottlenecks in terms of infrastructural and financial resources together with increasing transport emissions causing air quality problems, all of which necessitate improved planning and innovative mobility solutions in order to overcome those bottlenecks and provide a more efficient transport system. As infrastructural measures mostly entail high investment costs to be covered by the public sector,

planning measures delivering more efficient and sustainable resource utilization are of high relevance including digital networks, new ICT technologies, shared mobility, and new types of mobility offers.

The MaaS concept covers several topics that have been extensively discussed in the transportation sector during last decades. These are the integration, interconnectivity and optimization of the transport services, smart and seamless mobility, and sustainability. It also includes concepts that have recently emerged via the Internet of Things and the sharing economy.

In this context Mobility-as-a-Service (MaaS) is a very effective answer to meet the needs of a new type of traveler and provide innovative solutions tailored to travel. It is a model that promotes multi-modal mobility, sustainable transport and security.

From the analysis of the current MaaS Business Models it has clearly emerged that there are many competitors and there is a strong proliferation of MaaS web applications, some of them are very performing and others are still evolving.

In order to allow the STEP-UP project to overcome the competitors and lead the market, it will be essential to constantly analyse the two customer segments we have identified (end users and service providers) and find effective value proposals that can facilitate interaction between them.

This result will be achieved if on the one hand STEP-UP Business Model will offer to the end users tailor-made mobility solutions based on their individual needs and on the other hand the system will guarantee to service providers greater business opportunities and new integrated advantages.

It will also be necessary to constantly invest in research and development, studying new technologies and improving the efficiency of the platform, which must always be enriched with new services.

The strong transnational collaboration (Italy-Croatia) between public and private subjects is a great strength of the STEP-UP project. The collaboration between public authorities and policy makers greatly facilitates the diffusion and development of a MaaS Business Model, which becomes an integral part of the strategies of policy makers to offer services to citizens and to reduce pollution, traffic and transport critical issues.

To spread these MaaS models making them increasingly attractive to users, it is essential to build a provider ecosystem involving various actors and types of proposals and it is also essential to guarantee mobile

payment solutions that make the use of services immediate and easy. Indeed, the current analysis of MaaS business model shows that there are many competitors which already offer this payment solution and also direct booking. This is a weak point in the STEP-UP project because the current platform does not allow to pay or book services directly, but it must certainly represent a strategic goal to be achieved in the future to go to the market.

Consumers are on a journey to a future in which ownership of a means of transport – primarily the motor car – will likely decline as people move to a model in which private, public and shared transport resources work in harmony. This trend towards an ‘on-demand’ economy is growing in every area of life, and the vision for Mobility-as-a-Service (MaaS) is a community in which every mode of transport connects and is fulfilled through operational digitalisation and open payment architectures.

In this way, people will gain access to transport methods and networks that are complementary and joined-up, optimising the availability and capacity of buses, trains and ferries, taxis rides, shared and autonomous vehicles and community-based car and cycle schemes.

The future develop of STEP-UP project will really enable end user to have access to a MaaS technologically advanced platform, using Big Data to shape demand-led and price-responsive services to influence behaviours, help public/private operators to integrate their services more efficiently and provide real-time information to consumers to help them navigate urban spaces in the most cost-effective, easy and environmentally-beneficial way.