



CAR MANAGEMENT

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BOX 6 - CAR MANAGEMENT

It is a general tendency for employees to use their private vehicle for commuting home-work. It provides flexibility and independence. Employees go shopping; take their kids to school or kindergarten, etc. It makes sense to use one's private vehicle.

As a consequence this results in a greater percentage of the home-work trips being undertaken by solo drivers. This contributes to road congestion at peak hours and the potential of being involved in a traffic accident is increased. Such situations are described by drivers as stressful and lonely.

As far as mobility management is concerned private car use is not the best option for improving the mobility situation in a BIZ and, therefore, actions should be implemented in order to promote and encourage a modal shift to other more sustainable means of transport.

The Car Management Box provides a list of mobility actions that aim to discourage employees to travel to work by car. Each mobility action contains a list of key factors for success and possible barriers in the implementation of the action. The Box also contains a list of useful resources and tools available online that can provide further inspiration.

Therefore, if you wish to implement a car management policy in a BIZ, then: look through the different possible actions;

select the most suitable ones for your needs;
consult the local/regional/national authority as they might offer support;
implement the actions and promote them.



6.1 - BIZ Accessible by Car

Action description: An employee or a visitor can reach the BIZ with a car.

Even though the Boxed Solutions are especially designed to promote the reduction of the number of the private vehicles on the road and of single car user journeys, they also pay attention to the accessibility of the BIZ with a private vehicle.

It is important to have clear knowledge of the road system connecting the BIZ to the surrounding area as it will help understand the modal split among the employees and the potential for a shift in behaviour towards other types of travel. In addition, car accessibility is also important in order to guarantee access to the employees and/or clients that do not have alternatives to the use of private cars to reach the BIZ.

On the other hand, BIZ companies accessible by private vehicle have the potential to implement carpooling and carsharing schemes, or to introduce parking management initiatives and thus reduce the traffic flow in their vicinity.

Key factors for success:

- Good knowledge of the BIZ accessibility by road.
- Clear overview of the modal split for home-work trips of employees.

- Potential alternatives.
- Incentives offered for the employees who use their private car for carpooling or switch to other forms of alternative transport.

Possible barriers:


- Great load on the traffic situation.
- Employees are reluctant to shift to carpooling or other forms of alternative travel.
- No services nearby the BIZ, so employees prefer to use private car.

6.2 - Optimisation of Business Trips

Action description: The BIZ establishes a scheme for decreasing the number of business trips carried out (i.e. teleconferences, software, paper-based scheme, orally arranged scheme).

Teleconferencing is becoming more and more popular among companies and is possibly the simplest and most efficient way for decreasing the number of business trips carried out. An initial investment in technology is required, however, the potential for money saving justifies such an expenditure.

In addition, a business trip management system could be implemented to



further minimise the number of trips carried out. For example, two or more trips with the same destination could be organised at the same time using a single car. Such a measure will both save money and add to the BIZ's green image.

Key factors for success:

- Investment in teleconferencing technology.
- Good management of the system.
- Good synergy with the meetings and tasks of the employees.
- Possibility for joint travel.

Possible barriers:

- Investment in software and personnel to operate it may be required.
- Slow reimbursement.
- Bad management of the software system.
- Employees who would not like to conduct joint travel with colleagues visiting the same location.

Good practice:

- Zurich (UK) promoted audio and video conferencing in order to reduce the impact of business travel covering its four corporate centres at Swindon, Portsmouth, Cheltenham and Fareham. The use of audio and video conferencing has proved particularly popular and has helped to significantly reduce the regular trips between the corporate centres. It is estimated the


- annual business mileage has been reduced by over one million miles, with fuel cost savings of £122,000 and an extra 17,000 working hours being created.²
- Royal Bank of Scotland (UK) estimates that it saves more than £70,000 per month on corporate travel through video-conferencing.³

6.3 - More Sensible and Efficient Car Use for Work-Related trips

Action description: The BIZ promotes a more efficient use of cars for work-related trips.

When business trips are commonplace among the companies of a BIZ, it is advisable that action is taken in order to reduce the use of private or company cars for them. For example, advice could be given to employees on the modes of transport available for the business trips. Employees could be forced to use a certain mode of transport for their business trip or be encouraged to do so by incentives.

It is also recommended that the cars used for the business trips are equipped with systems that enable the optimisation of trips, i.e. GPS systems for choosing the best route.



The investment required by this action varies depending on the exact tools the BIZ adopts. Nevertheless, successful implementation will both reduce costs and add to the BIZ's green image.

Key factors for success:

- High car use.
- Regular work-related trips.

Possible barriers:

- Investment needed.
- Slow reimbursement.
- The BIZ car use is optimal.

Good practice:

- The Dutch company ZHEW implemented an integrated system to reduce the use of private and company cars for business trips. A company coordination centre decides what transport mode is to be used by employees for work-related trips. This ensures that the company can control and reduce the costs of business trips and the number of private cars both in work and home-work traffic. ¹

6.4 - More Sensible Car Use for Non-Work-Related Trips

Action description: The BIZ has an internal pool of vehicles made available to the employees for non-work related trips (individual or collective).

The BIZ companies could make their pool of cars available to employees to use for non-work related trips (e.g. leisure activities, shopping, going to the gym etc.) after working hours. In other words the BIZ organises its own carsharing service dedicated to its employees. This action will be very useful to employees that travel or could travel to work with alternative modes of transport, i.e. cycling, walking, public transport, but occasionally need a car.

As in carsharing, it is expected that this measure will discourage employees to buy a car or even encourage them to sell it, if they already own one, and start using alternative modes of transportation, like public transport, biking and walking, and drive less overall.

Another variation is contracting a taxi company and negotiating a price for the transport services.

Key factors for success:

- BIZ easy to access with alternative modes of transport.
- A good management system for organising the use of the pool of cars by employees.

- Inefficient use of the private vehicles and the BIZ vehicles.
- Lack of parking space.
- Promotion and awareness.
- Agreement with services close to the BIZ (e.g. BIZ kindergarten).

Possible barriers:


- Investment in software for managing the fleet is needed
- Alternative modes of transport are of poor quality or nonexistent
- Security and safety issues
- Enough parking space

6.5 - PARK & RIDE

Action description: The BIZ offers park & ride service to employees.

Park & Ride facilities are car parks with connections to public transport and other sustainable modes of transport that allow employees and/or visitors headed to the BIZ to leave their cars and transfer to public transport, bikes or carpooling for the remainder of the journey.

Park & Ride facilities are typically situated at suburban buses and stations,



and provide key connections to other means of transport – bicycles, pedestrian areas, public transport, etc.

It is a good practice to offer a Park & Ride service to the employees in order to encourage sustainable mobility at least for part of the journey and decrease traffic in the vicinity of the BIZ.

Key factors for success:

- Good understanding of the mobility needs of employees.
- Park and ride facilities situated in key locations in relation to the BIZ and the travel route of employees.
- Collaboration with the local authorities and the local transport operator.
- Provide information about the park and ride facilities available.
- The service is supplement by a well-developed transport system and mobility scheme.
- Incentives for employees (i.e. reduced public transport tickets)
- Promotion and raising awareness campaign

Possible barriers:

- Investment for facilities needed
- Other services are not well-developed – no carpooling or carsharing scheme, poor public transport service
- Employees are reluctant to use it

Good practice:


- In Brussels (Belgium), the Christian Workers Movement provides reserved/rented bicycles at the nearby station. The bicycles are placed in a separate room of the station to which access is restricted to employees of this institution. The rental company maintains the bicycles and provides safe locks.¹

6.6 - Parking Fees

Action description: The BIZ applies a parking fee scheme within its premises.

Applying parking fees in the BIZ may appear a controversial measure to implement, but it might prove one of the best ways to promote alternative mobility and resolve car-related problems (e.g. parking chaos) within the BIZ.

It has to be clear that such a measure is most successful when there is lack of parking space both within the BIZ and the surrounding area. In addition, it has to be carefully designed in order to be fair to the employees (including company directors and managers) and avoid any penalisation of those who have no alternative to the use of private cars for reaching the BIZ. For example, employees living in areas well-connected to the BIZ with public



transport, bike, etc. could pay higher parking fees to those coming from poorly served areas.

Moreover, this measure could be accompanied by incentives for employees who switch from the private car to alternative modes of transport, e.g. co-financing of the public transport fare.

It is highly recommended that the revenues from parking fees are destined to improving and promoting alternative mobility, as well as providing incentives to employees.

Key factors for success:

- BIZ is easy to access with alternative modes of transport.
- The parking fees scheme has been carefully designed and does not penalise employees that have no alternatives to the use of private cars for reaching the BIZ.
- Parking fees are reasonable.
- Incentives for those that switch to sustainable mobility.
- Lack of parking space with the BIZ.
- Lack of parking space or no free parking space surrounding the BIZ.

Possible barriers:

- Enough parking space for all – employees and visitors
- Free parking in the surrounding area

Good practice:

- In Zurich (Switzerland), since 1995 all employees of the Cantonal Bank have to pay to use parking spaces (city parking is 50 EUR/ month; outside the centre - 30 EUR/ month). Priority in space allocation is given to those who have more than one hour of travel time from home to work, disabled people or those who often need to use their own car for business trips.¹
- The Liechtensteiner Landesbank implemented a peculiar parking management system - employees who do not receive a permanently allocated parking space can use one for a specified number of times each year. They can decide the days when they want to come to work by car and use the space. During the other days they can come by bus, bike, car pool, etc.¹
- Egg charges staff 75p per day to park at its site on the edge of Derby city centre (UK). The income raised is used to subsidise and fund two bus services. In general, the parking charge is an important source of funding for the company's mobility plan and provides a lever to achieve further modal shift in future.²



6.7 - Parking Management

Action description: The BIZ pays attention to the area made available for parking purposes within its environs and implements a parking management scheme.

BIZ companies have to adopt various policies and actions to make more efficient and “mobility-friendly” use of their parking resource. Parking management can have a number of benefits:

- Help resolve parking related issues in BIZ where there is lack of parking space.
- Encourage a more “fair” use of the parking area among the employees (including managers and directors).
- Reduces land consumption.
- Revenue generation that could be invested in sustainable mobility (action 6.5 Parking Fees).
- Encourage walking within the BIZ by improving “walkability”.
- Supports mobility management in general and helps reduce traffic congestion, pollution emissions, energy consumption, traffic accidents, etc.

Nonetheless, a successful parking management scheme demands that the BIZ companies have a common vision regarding parking policy and agree on the measures to be implemented. Therefore, it is recommended that before any parking management action is implemented the companies of the BIZ understand the mobility needs of their employees, analyse parking-related problems, discuss all possible options and arrive at a common



agreement on the scheme to be implemented.

Engaging employees in a dialogue before the parking management scheme is defined is important for the smooth realisation of the scheme, as well as for avoiding any future resistance from employees.

In addition any BIZ that wishes to implement a parking management scheme should pay attention to the extension of the area destined for parking within its premises. The greater the number of parking spaces available, the more difficult it becomes to implement other parking management measures or to encourage employees to switch from the private car to alternative mode of transport.

Dedicating a smaller area for parking has additional advantages. More specifically, there will be more space available in the BIZ that could be destined for other activities more useful or productive, such as facilities for the employees/visitors, further development of companies, etc.

The measures to be included in the parking management scheme depend on the local situation and, therefore, can greatly vary. The present Box can serve as a source of inspiration as it lists a number of measures.

Key factors for success:

- Clear understanding of the mobility needs of employees.
- Good understanding of the alternatives to the use of private cars in the BIZ.

- Good collaboration among the companies located in the BIZ.
- Clear vision for the mobility of the BIZ in the future.
- Common vision of the companies in relation to parking policy.
- Continuous communication and collaboration with employees.
- Provide alternatives and incentives before limiting the parking area.
- Provide Park & Ride facilities.

Possible barriers:

- Disagreement among the companies of the BIZ.
- No alternative modes of transport to the private car are available.
- Plenty of parking space available outside of the BIZ area which are free of charge.
- Resistance from employees.

Good practice:

- In Graz (Austria), the Steiermärkische Gebietskrankenkasse is located in the city centre in an area of limited parking. It implemented a parking management system for its own parking spaces. The system is a combination of criteria of access (necessity of the car for doing the job, alternative modes, disability) and of payment (36 EUR/month). Salary and status is not a criteria: the Managing Director pays for his parking space even though he needs his car for work.¹
- At the Rijnstate Hospital in Arnhem (The Netherlands) a shortage of parking spaces for 2,700 employees motivated the hospital board to promote alternatives to the private car. The hospital examined possible transport

modes for all employees. Employees receiving car-oriented travel advice could park at a reduced price at the hospital area and only employees working night shifts could park for free.

6.8 - Car Free Areas

Action description: The BIZ has allocated car free areas inside the BIZ.

BIZ Companies that are especially fond of their green image will aspire to implementing a car-free area; and the more ambitious of them will try to make all of their BIZ car-free. This harsh and radical measure may lead to significant resistance on behalf of both the senior management of the BIZ and the employees alike.

This measure is not absolutely positive when it comes to BIZ companies with greater visitor flow. But if the BIZ companies would like to push the choice of green alternatives among their employees, then they should take the chance to implement it.

Key factors for success:

- Great deal of interest on behalf of the senior management and the

- employees in green corporate image.
- Small number of vehicles in the BIZ.
- Good public transport connections, bike network and pedestrian zones around the BIZ.
- The BIZ provides bikes for the movement of employees and visitors within its environ.
- Services (i.e. supermarket, post office, bank) are present nearby the BIZ.
- Park and ride options are available.

Possible barriers:

- No parking or park and ride facilities
- No bike pool available
- No economic interest
- Bad infrastructure – no bike lanes, pedestrian zones and lanes



6.9 - Access Management

Action description: The BIZ prioritises certain types of means of transport, e.g. carpoolers.

Access management is similar to the parking management, but in another aspect, for example access to the parking premises of the BIZ is allowed only to carpoolers. Access management could have a time basis, for example the access to the BIZ premises by car is based on the working hours of the employees; or it could be based on the number of employees travelling in the same car, for example only carpoolers are allowed to access the BIZ premises by car.

Access management moderates the traffic flow; it also saves costs for maintenance of parking and other facilities. It is also a pushing measure, that's why the management should understand that the problem is not the crowded parking itself, but the mobility behaviour of employees.

In order to prevent negative results and attitudes when implementing this measure, initially the mobility management of the BIZ should implement soft measures and give incentives. Then, a more restrictive approach might be undertaken.

Key factors for success:

- Access to the BIZ is controlled.
- Good knowledge on people flow in the BIZ.
- Good brainstorming on the possible restrictive patterns – what target group to address.
- Implementing soft measures and then restrictive measures.
- Adequate alternatives for the home-work trips.
- On-site alternative offered (bike facilities, excellent public transport network, guaranteed ride back home).
- No investment needed.

Possible barriers:

- Resistance on behalf of senior management.
- Resistance on behalf of employees.
- Inadequate measure in respect to visitors.
- Access to the BIZ cannot be controlled.
- Parking space is not a problem.
- Hard impact evaluation.

Good practice:

- The Asda head office in Leeds operates a carpooling scheme in which cars shared by two or more employees have priority access to one of about 75 reserved parking spaces.³

6.10 - Vehicle Restrictions

Action description: The BIZ applies access restriction measures based on the emissions of the incoming vehicles.

A BIZ may introduce restriction measures in respect to the type of the vehicles, i.e. fuel and emissions, age, size, etc. This will significantly reflect on the image of the BIZ, but may also force a negative opinion among employees. Therefore, it is a good idea to first introduce improvements related to the alternative means of transport – bike lanes and facilities, pedestrian zones, special ticket and travel card offers and create incentives for those using these alternatives.

This measure should be considered carefully as it might prove discriminative.

Key factors for success:

- Excellent balance between restrictions and incentives.
- Good knowledge on the major types of vehicles operating in the BIZ.
- Good brainstorming on the possible restrictive patterns – what target group to address.
- Restrictions are enforced gradually.
- Identification of target “restriction” groups is made.
- On-site alternative offered (bike facilities, excellent public transport network, guaranteed ride back home).

- No investment needed.
- Coordination with the policies of Public Authorities.

Possible barriers:

- Resistance on behalf of senior management.
- Resistance on behalf of employees.
- Difficult impact evaluation.



6.11 - BIZ Promotes Clean and Energy Efficient Vehicles

Action description: The BIZ owns energy efficient cars, or cars which run on alternative fuels, or electricity.

In cases, when the BIZ would like to promote itself with a sound social policy, it is a good decision to implement a policy on green vehicles. The best option would be to have a pool of green or electric vehicles, for example, to be used for business purposes. This will save money on fuel costs and will add to the green image of the BIZ.

Key factors for success:

- Good scheme on using the BIZ green vehicles.
- Partnership with companies offering green technologies.
- Promotion campaign.
- High investment in such vehicles.
- Combination with other measures.

Possible barriers:

- Bad management of the vehicles.
- Investment needed.
- Slow reimbursement.

Good practice:

- In Belgium, the Administration of the Brussels Capital Region invests in - replacing gradually all service cars by electrical vehicles. The annual additional cost per vehicle would be only 650 Euro.¹
- Cheshire County Council currently operate a number of LPG fleet vehicles: 3 LPG dual-fuel pool cars, 7 survey vehicles within Engineering Services, 2 Transits and 1 mini van.³



6.12 - Alternative Fuels

Action description: The BIZ has a policy for the use of alternative fuels by employees of the BIZ; or offers incentive to employees who use vehicles run on alternative fuels.

Usually measures related to alternative fuels only are not greatly successful. In most cases, it is difficult or even not technically feasible to convert a vehicle from normal fossil fuels to alternative ones and it requires a considerable initial investment. However, once an employee agrees to change to alternative fuels (e.g. gasoline switch to gas), they will discover it is cost-effective and the recoupment of the initial costs of conversion is quite quick.

Note that investment in energy efficient vehicles is a challenge to the employees' budget, so the BIZ companies could offer incentives to those who have switched to alternative fuels or intend to purchase "greener" vehicles with lower emissions and less fuel consumption. In this case, it is important to consider similar incentives which might be provided at a national or regional level.

Key factors for success:

- Partnership with a provider of alternative fuels, or gas station.
- Incentives to employees for switching to alternative fuels.
- Ongoing incentives for employees who have switched to alternative fuels.
- Partnerships with companies offering electric vehicles.

- Electric charger points installed in the BIZ.

Possible barriers:

- The vehicles cannot switch technically to alternative fuels.
- Considerable investment required from the employees.


Good practice:

- The Banca SAI in Italy reduces the interest rate of loans by up to 50% for company employees that buy LPG cars or cars the use natural gas.
- The Factory for Non-Ferrous Metals (Plovdiv, Bulgaria), is allocating reserved parking spaces for green vehicles and carpoolers.⁵

6.13 - Eco-Driving Course, Energy Efficient Car Use

Action description: The BIZ offers eco-driving style training or gives incentives to drivers who apply it.

Most drivers appreciate the impact of drivers' training or eco-driving courses, because they notice the difference in the maintenance costs before and after the training. It is undoubtedly a good and reasonable investment to provide such training, it can reduce fuel consumption by up to 15% per vehicle. It is



strongly recommended to BIZ companies with large numbers of private vehicles.

The “multiplier effect” of this measure is considerable as the impact is not limited to the home-work trips but it extends to all car journeys undertaken.

Key factors for success:

- It can be applied to all drivers – i.e. private vehicle, van pool, or even freight vehicle.
- The training is accompanied by practice and materials /manuals, books, brochures, etc.
- Great impact on fuel savings.
- It is “driver-friendly” to the vehicle.
- The training creates a good driver culture.
- The company covers the entire or at least part of the training costs.
- Staff motivation.
- Such training may act as team building training.

Possible barriers:

- The service is not available in the corresponding region.
- Investment needed.
- Small number of interested persons.
- The driver does not apply it.

Good practice:

- In Switzerland, many institutions offer special driving courses on how to reduce fuel consumption. They are promoted by a national energy saving action programme. They have theoretical and practical sessions. 200 drivers of the enterprise "Walter Rentsch" have attended the courses. After one year the consumption of fuel of the whole car fleet was reduced by 6% which reduced the cost of gasoline by 46'000 SFR and the accidents decreased by 35%.¹
- In the UK, Sainsburys Supermarkets and Homebase encourage their employees to drive in a responsible manner. All company car drivers have been issued with best practice advice on driving techniques. The key principles are to minimise the use of cars and to drive cars effectively. Therefore, the first question is whether a journey is necessary at all?" When a company car has to be used, drivers are given advice on journey planning and routing, cold starts, speed, driving style and engine use, with the aim to promote safer, less polluting driving. They are also encouraged to travel on foot, bike, to carpool or use public transport. However, when a private car has to be used, the user is encouraged to drive economically, a well-maintained and fuel-efficient car.¹

6.14 - Intelligent Transport Systems

Action description: The BIZ uses intelligent transport systems for its fleet of vehicles; or has integrated it with the private vehicles of its employees.

The intelligent transport system (ITS) is a set of software and hardware technologies that would help the BIZ improve the flow of transport. Its elements might include GPS systems, signs, road facilities, real time information systems or communication networks. For a big BIZ with numerous visitors' and freight traffic, it is essential to have such a system implemented. However, it is an expensive investment which makes it only suitable for big corporations or BIZ with greater geographical coverage and with a close collaboration with local authorities. In most cases, such a system is essential in high density conurbations and authorities are positive towards it – it is used for traffic modeling, for traffic planning, for air quality management and reducing pollution emitters.

For big BIZ areas even an internal ITS is suitable for modeling the traffic; moreover, integrated with parking management or restriction management and combined with incentives for the transport-sensible employees, it may change the transport and mobility image of the BIZ.

Key factors for success:

- Close collaboration with local authorities.

- It will improve the general transport situation, the transport productivity, the travel reliability, etc.
- Problems with traffic congestion solved.
- Less road accidents, traffic safety increased, “lighter” traffic flows.
- Increased transport efficiency, better air quality and reduced fuel consumption.


Possible barriers:

- Investment in software and personnel who can operate it.
- Slow reimbursement.
- Good management and, possibly, additional experts required.
- ITS is non-existent in the wider area in which the BIZ is located.
- Local authorities unwilling to collaborate.

6.15 - Route Planning

Action description: The BIZ has established a route planning service or is in possession of such software.

A service offered by the BIZ companies can be route planning. It can be made available to both work-related trips and the employees travelling to work by



car. In addition, the system can be applied on large scale maps, where employees and visitors can see the possible and reasonable routes to the BIZ.

Key factors for success:

- Employees interested in saving time and money by using the quickest way to reach the BIZ.
- Reduction of the fuel consumption.
- Appealing image of the service.
- Promoting the service with focus on its benefits.

Possible barriers:

- Resources (software, staff, etc) needed.
- Employees are not interested in changing their traditional route.

Good Practices

- Each year the Factory for non-ferrous metals near Plovdiv (Bulgaria) conducts a research among the employees for their travel behaviour and determines the necessity of introducing vanpooling and plans the new routes for the BIZ collective transport.⁴

6.16 - Traffic / Mobility Information

Action description: The BIZ offers to the employees a service/software that provides information on real time traffic and the possible solution to traffic jams.

Real time traffic and mobility information for the employees of the BIZ can be provided through the web site of the BIZ and the BIZ companies, through regular e-mails, or even suggesting to the employees to listen to a certain radio program that broadcasts weather forecast, traffic information, accidents, public transport delays, etc. Partnerships with the local authorities and other relevant stakeholders are essential.

Key factors for success:

- Real time information.
- Frequent traffic jams in the area.
- Collaboration with the local authorities, local transport operator, other relevant stakeholders.
- Promotion of the service.

Possible barriers:

- Investment needed.
- Not sufficient promotion carried out.
- Employees slowly adopt the habit of following certain information channels.

USEFUL RESOURCES AND TOOLS

TOOLBOX <http://www.mobilitymanagement.be/english/measures/meas9.htm>

This is a search facility to help companies develop their own mobility plan, and to help them promote effectively the use of public transport, collective company transport, car-pooling, walking and cycling for home-work journeys.

The tool is available in five languages: English, German, Italian, French and Dutch

ELTIS <http://www.eltis.org/>

Eltis facilitates the exchange of information, knowledge and experiences in the field of urban mobility in Europe. Its site includes a “Case Studies” section which presents successful examples of sustainable mobility, including parking management.

UK DEPARTMENT FOR TRANSPORT

<http://webarchive.nationalarchives.gov.uk/20110130183933/http://www.dft.gov.uk/pgr/sustainable/travelplans/work/essentialguide.pdf>

“The Essential Guide to Travel Planning” of the UK Department for Transport contains useful information car parking management

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<http://www.mobilitymanagement.be/english/index.htm>

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⁴Mobility Management for Business and Industrial Zones (MoMa.BIZ)
<http://moma.biz>



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