EXPLORING THE ACTIONS ABLE TO INFLUENCE NEW MOBILITY PATTERNS

ITF ROUNDTABLE
JUNE 10th, 2022
Laurent Tridemy - Michelin
REMOTE WORKING, A “WHITE COLLAR” GAME CHANGER AND HERE TO STAY

In the tertiary sector, widespread telework will remain a permanent feature of the future working environment.

Massive adoption of remote working has significant implications for employers. Companies need to strike the right balance between remote and physical presence.

This is likely to have a profound impact on urban economies and transportation.
THE HYBRID WORKPLACE IS HERE, BUT NOT YET MASTERED

We are likely on the brink of a disruption as great as shift to remote work: the move to hybrid work.

⇒ hybrid organization models are likely to be massively leveraged.

Flexible work has created new job opportunities for some, offered more family time, and provided options for whether or when to commute.

Over 70% of workers want flexible remote work options to continue, while over 65% are craving more in-person time with their teams.
THE CHALLENGE OF COMMUTING BEHAVIOR CHANGE ADOPTION

Public transit and new-mobility options can be faster, cheaper, more convenient, and address the urgent challenges of traffic congestion, pollution, safety, and unequal access to mobility in cities worldwide.

But people in cities are still reluctant to leave their personal vehicles behind.
TRAVEL BEHAVIOR IS NOT ONLY RATIONAL

When choosing a way to travel from one location to another, people don’t always opt for the logical solution. That’s true even when they are presented with evidence of efficiency and even when they are offered perks like reduced pricing.

**Personal feelings and biases influence their decisions.**
CHANGING COMMUTERS’ BEHAVIORS REQUIRES TO EXPLORE THE BEHAVIOR CHANGE ADOPTION PROCESS
MICHELIN PROSPECTIVE BEHAVIOR CHANGE ADOPTION MODEL
(Inspired by Geels, ADEME, Kantar, Kotter & ADKAR models)

- **Early adopters**
- **Visionary/first converted**
- **Startups, niche innovations**
- **Tech development Offering rampup**
- **Citizens**
- **Private sector**
- **Public consultations**
- **Subsidies?**
- **Institutional**
- **Infrastructure/offering is AVAILABLE, CONVENIENT and AFFORDABLE**
- **New offering becomes new norm**
- **Old offering begins to ramp down**
- **BEHAVIOR CHANGE IS ENACTED**
- **PLAYING FIELD**
- **NEED FOR CHANGE IS EXPRESSED (event, societal need/urgency, etc.)**
- **PRIVATE SECTOR**
- **SOCIAL, CULTURAL, EDUCATIONAL...**
- **PLAYING FIELD**
- **INSTITUTIONAL**
- **PRIVATE SECTOR**
- **SOCIAL, CULTURAL, EDUCATIONAL...**
- **TIME**
- **Affordability**
- **Understanding**
- **Readiness**
- **Sustainement**
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IS THERE A NEED FOR CHANGE NOW (REACTION) OR BY ANTICIPATION?

• Is there an innovation opportunity?
• Is there a market need?
• Is there a VISION?

NEED FOR CHANGE

• Is there pressure (societal, climatic) that requires changing current regulatory framework?
• Can new solutions emerge in the state of the current regulations?

AWARENESS

• Is there a first level of deployment?
• Is the private sector ramping up towards scaling up the solution?
• Is the existing socio-technical regime being disrupted?

• How visible/communicated is the problem or a potential solution?
• Is a solution embodied?
• Do I have (trustful) relays in my close social circles that contribute to my awareness?

UNDERSTANDING

• Are regulations adequate to frame the implementation of new types of solutions?
• Are public subsidies made available to help develop/ scale up the solution?

• Have communications scaled up? (media, education, my networks?..)
• How is the upcoming change/solution perceived?

ACCEPTANCE

• Is there an innovation landscape/are new, disruptive players spurring on the change?
• What is the typology of the change advocates?

• How is the offering market-ready?
• Does the economic & regulatory framework enable going to scale?
• Is the solution attractive (user friendly/affordable)? => Are consumers WILLING/READY to adopt?

READINESS

• Is the existing socio-technical regime stable?
• Is there a VISION?

• Is the offering market-ready?
• Does the economic & regulatory framework enable going to scale?
• Is the solution attractive (user friendly/affordable)?

SUSTAINMENT

• Is the required environment ready for scale up (infrastructure, regulatory)?
• Is the offering economically scalable?
• Do the offering fulfill the needs of different customer segments?

• Are regulations to ensure the sustainability of new solutions in place?
• Is the agenda to phase out old solutions in place?

• Are regulations to ensure the sustainability of new solutions in place?
• Is the offering found its mkt “cruising speed”?
• Are the former set of solutions being phased out/entirely replaced?

• Are deployment partners onboard and ready?
• Are measures to onboard citizens being implemented (incentives/constraints?)
• Are measures to onboard citizens being implemented (incentives/constraints?)

• Is the new solution broadly adopted?
• Have the practices changed?
• Is the solution the new norm?
BEHAVIORAL BARRIERS TO THE USE OF PUBLIC OR ALTERNATIVE TRANSPORT

Social norms:

- **Car pride**: car ownership is reinforced not just by functional but also by “symbolic-affective” motives.

- **Social Disruption and Friction**: new approaches to mobility create not just technological disruption but also social disruption. Shared new-mobility options are not clearly perceived either as public spaces or as private spaces.

Cognitive biases:

- **Status Quo Bias**: people find comfort in keeping things as they are.

- **Halo Effect**: car drivers tend to focus only on the benefits of car ownership and use.

- **Ambiguity Effect**: car drivers prefer known risks (congestion…) to unknown risks.

- **Fear of the Unknown**: for many, new mobility modes are unknown entities to be approached with caution.
WHAT CAN PUBLIC AUTHORITIES AND MOBILITY OPERATORS DO AGAINST THESE NORMS AND BIASES?

Turning norms and biases into advantages to revise social norms through informational campaigns and other policy levers using nudge theory.

• Communicate clearly and constantly to minimize the ambiguity effect and fear of the unknown.

• Promote and personalize: use branding and marketing to help individuals connect with the new offerings on an emotional and symbolic level, and market themselves not only as convenient but also as green, high-tech, innovative, social, and equitable.

• Guide consumers’ mobility choices: leverage the status quo bias by establishing a new default.

• Engage via emulation: develop new social expectations towards the use of mobility alternatives through the use of informational and educational campaigns, in order to change behavior-related decision making.
WHAT CAN EMPLOYERS DO?

• Michelin France new telework agreement

• Michelin France Mobility Plan
NEW TELEWORK AGREEMENT

Principles:

• **Team at the heart of the telework system:** decision to organize telework is a team topic that will henceforth define the tasks requiring face-to-face work and the number of telework days and their positioning.

• **Support employee engagement and improve work-life balance.**

• **Integration of job’s needs evolution** to contribute to the Group’s attractiveness.

• **Integration of environmental issues** by contributing to the reduction of the carbon footprint via reduction of the number of commuting journeys.

Impacts:

• Make the teams accountable.

• Financial support to improve the remote working environment for employees working remotely.

• New telework arrangements.

• Study the feasibility of telework in certain production occupations.
### 3 NEW TELEWORK ARRANGEMENTS DEFINED

<table>
<thead>
<tr>
<th>Formula</th>
<th>Principles &amp; Objectives</th>
<th>Organization</th>
<th>Financial support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occasional telework</td>
<td>extended and more flexible</td>
<td>No daily quotas</td>
<td>Financial support for acquisition of furniture and/or computer equipment</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Amount: 50% of expenses incurred with a maximum of 250 euros.</td>
</tr>
<tr>
<td>Regular telework</td>
<td>team decision, keeping social cohesion</td>
<td>1 to 3 days / week</td>
<td></td>
</tr>
<tr>
<td>Adapted telework</td>
<td>for specific positions and attractiveness requirements</td>
<td>Up to 100%</td>
<td></td>
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MICHELIN FRANCE EMPLOYER MOBILITY PLAN

- **The Employer Mobility Plan (PDME)** is a set of measures that aims to optimize and increase the efficiency of travel related to the activity of the company, in particular those of its staff, to reduce emissions of greenhouse gases and air pollutants and reduce congestion in infrastructure and transportation.

- The PDME is **mandatory for each sites > 50 employees** since the 2019 French LOM (Mobility Orientation Legislation).

- **The 3 main Michelin PDME objectives:**
  - Climate change mitigation
  - Improvement of company competitiveness and employees purchasing power
  - Health benefits
EMPLOYEES COMMUTING SITUATION AT MICHELIN CFE

- Solo ICE car remain by far the largest commuting mode
- Room for improvement by switching to various possible alternative modes

(Survey conducted among the 9,815 CFE Michelin employees end 2021)
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AN ECOSYSTEMIC APPROACH REQUIRED

- Sustainable mobility
  Michelin CFE

- 2 wheels associations
- Co-driving organizations
- Public transport organizations
- Health entities
- Charging stations operators
- Financial support & incentives actors
- SRI network companies
- WBCSD commuting working group
- Institutional partners
- Mobility Governance
- Fleet management manager
- Sites management teams
- Sites mobility correspondents

Institutional partners
SUSTAINABLE MOBILITY
INTERNAL COMMUNICATION
THE MOBILITY PLAN
Reduce environmental footprint due to employees' travels

Reduction of solo driving
... or drive differently

DAVENPORT EV:
- Service vehicles
- Car-sharing vehicles

Charging stations for employees

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Some other initiatives...

- Agreement with local public transport operator (SMTC) for a 15% discount on tickets fares for employees and 50% of remaining supported by Michelin
- Bicycles & 2 wheels secured lines, parking and bike users' facilities
- Shared shuttles from rail stations to sites, in partnership with local authorities and mobility operators
Why to change?
Which MOTIVATIONS?

- My health
- My purchasing power
- My sustainable commitment for the planet
The governance at Clermont Ferrand level

The « sustainable mobility » subject sponsor is the tertiary sites Director

**Steering commity:**
- Directors of the 5 CFE sites
- CFE HR Director
- Sustainable Development & Mobility service
- Public Affairs

**Project team:**
- Mobility referents from the 5 sites
- Sites Communication Managers
- Sites Real Estate managers

**Mobility Governance with local mobility actors:**
- Clermont Auvergne Métropole CAM
- City of Clermont-Ferrand
- SMTC-AC (public transport operator)

**Organization on each site:**
- Direction team
- Technical teams / fleet manager
- Ambassadors network
- Health, safety and working conditions committee, ...
Mobility on the field!

Sites referents

Combaude
Martine Naureils

Gravanches
Benjamin Guyot

Cataroux
Pierre Beaugeon

Ladoux
Annabelle Boinconnet

Carmes
Alain Chabanon

All employees

Sustainable Mobility Ambassadors

Animator
# Communication tools

<table>
<thead>
<tr>
<th>Tools</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intranet portals</td>
<td>Permanent</td>
</tr>
<tr>
<td>Yammer networks</td>
<td>Weekly</td>
</tr>
<tr>
<td>Newsletters</td>
<td>Weekly</td>
</tr>
<tr>
<td>Internal TV networks</td>
<td>From time to time</td>
</tr>
<tr>
<td>Digital or physical Mobility kiosks</td>
<td>Monthly</td>
</tr>
<tr>
<td>Annual events</td>
<td>Annually</td>
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THANK YOU!

QUESTIONS?