# D.T2.2.4 – Individual Final Pilot reports

BUD (PP2) Ride-Sharing IT Platform Pilot - Awareness Campaign

Final Version
12 2019

# Content

# 1. Introduction

Budapest Airport (BUD) is in charge of managing, operating and developing the main international airport of Hungary and has set itself the goal to operate efficiently and profitably on a sustainable basis. BUD is participating in the LAirA EU Interreg project, which is aimed to create an on-line ride-sharing platform for our approx. 900 employees and a related communication campaign, in order to reduce the harmful emissions of employee commuting and transportation at the landside areas of Budapest Airport and the affected area of Budapest city and for raising awareness for ride-sharing and sustainability among BUD employees.

# 2. Specifications of pilot

The pilot project's main goal is to develop low-emission solutions that will improve employees' access to airports. The total number of employees at Budapest Airport (BUD) is about 12,000. The airport sites are very large and there are employees at different entities (employers) and with different roles, who work in various areas at the airports, sometimes far from each other; the car-pooling application aims at helping employees finding colleagues who have the most compatible home-work trip pattern and getting to know each other to share trips.

Oszkar ride-sharing is an innovative service for corporate carpooling and its objective is to allow employees to share their trips from home to the workplace or intra workplace travels.

The **objective of applying the Oszkar application is to encourage employees currently commuting individually by their own cars and going to the same destination to share cars with colleagues, and consequently reduce car traffic**. The overall objective is fostering behavioral change by employees and creating environmental benefits for the Airports' FUA.

Budapest Airport has purchased the usage of the employee ride-sharing iOS/Android phone application by a simple purchase procedure. The service provider selected was Oszkar Telekocsi Kft., the largest ride-sharing service provider in Hungary. The **service provider also supported BUD in implementing a related awareness campaign via company channels**.

The contract between Budapest Airport and the service provider does not include the deployment of the Information Technology tool (phone application), but the services that the software provides for company users and the assistance with the ride-sharing promotion. This is fully consistent with the approach that the LAirA project proposed, and specifically with the fact that the pilot development should consider available market solutions. A new individual design had been prepared for easier identification of the application, which incorporates both Interreg EU Visibility Guide and BUD brand design requirements.

The subject of the service contract with the provider was:
1. the implementation of and access to a ride-sharing mobile application,
2. ensure, that the IT background needed is always ready,
3. provide data for project and user+usage reports
4. **perform the related awareness campaign**

Based on the results of the LAirA airports employee mobility survey in February 2018 (https://www.bud.hu/file/documents/2/2724/20180711_laira_greenairport_munkavallaloi_felmeres.pdf), LAirA project partners have found that most of the airport's employees are commuting daily by car and the most significant reduction of CO2 emissions and of other harmful effects of commuting and transportation in the FUAs could be achieved by reducing the travelled distances and number of cars. Therefore LAirA PPs, including BUD, have decided to create on-line ride-sharing platforms at the participating airports. The task of creating and testing the on-line ride-sharing platform should be implemented according to the guidance

of BUD and by the LAirA Application Form (Activity A.T.2.2., Deliverable D.T.2.2.1. and Output O.T.2.2.). LAirA PPs and the supporting PP AustriaTech (ATE) has also complied a documentation of the Pilot Planning Workshops, which, besides the Application Form, describes the Pilot Plans of the PPs and provides guidelines for the tasks to be implemented in relation with the ride-sharing platform.

**The ride-sharing platform, the awareness raising campaigning and a new company policy for employee ride-sharing are the three main measures/pillars** to urge BUD employees, currently commuting with their own cars individually and often using fleet cars individually to going to the same destination, to share their cars with their colleagues, in order to reduce the number of cars used within and outside of the airport premises and therefore achieve behavioral change and environmental benefits for the airport FUA.

The **ride-sharing platform is aimed** to reduce environmental effects originating from the use of BUD fleet and manager cars, as well as commuting employees. Users will register at an on-line ride-sharing platform which is to share their planned journey's starting points and destinations and organize common travels, in order to reduce the environmental effects of transportation at the airport and its catchment area.

The introduction of the ride-sharing platform should be accompanied by a **specific communication and awareness raising campaign** (described in detail below) for airport employees, which is to be implemented at all participating LAirA airports by creating press releases, newsletter articles and employee related communication materials via social media. The campaign is targeted at all airport employees. Communication tools of BUD are to be applied (company e-mails to all employees, BUD's own weekly on-line newsletter (BUD Heti hírek), Interreg and BUD visibility requirements should be followed.

Besides, a **company policy initiative** should be formed together with the relevant departments of BUD (HR, EHS), in order to create a benefit system and/or company policy related to employee ride-sharing.

At BUD, the employee ride-sharing and the related **awareness campaign** are **aimed at two main BUD user groups**:

1. employees commuting to/from work
2. employees travelling within the airport premises during the workday (locations are far away and intraday meetings are organized at various buildings of the airport)

The IT Application Test and the related Awareness Campaign are to help the user groups to reduce their carbon footprint during airport related travels. Commuting and intra-airport travels are both to be reduced, as both have impacts on the airport FUA.

Budapest Airport has purchased the usage of the employee ride-sharing iOS/Android phone application (2.2.4.) and support for the implementation of a related awareness-raising campaign by a simple purchase procedure. The service provider selected was Oszkar Telekocsi Kft., the largest ride-sharing service provider in Hungary. The service provider has also supported BUD in implementing a related awareness campaign (2.2.3.) via company channels, which is described in this document.

The IT Pilot Test (2.2.4.) was accompanied by an awareness-raising campaign (2.2.3.) for employees.

The **campaign** had two **aims**:

1. popularize the IT platform for employee ride-sharing (2.2.4.)
2. to enhance user participation among Budapest Airport (BUD) employees.

The foundations of the campaign were the preparation and the publication of employee-ride-sharing related communication materials at the relevant stages of the IT Pilot test period:

| Period | Communication tasks |
|---|---|

| 2019.07.15-2019.08.15 | 1 preparation of How-to-ride-share guide megirása<br>1 preparation of article promoting the IT platform<br>2 social media posts |
|---|---|
| 2019.08.15-2019.09.15 | 1 preparation of article promoting the IT platform<br>2 social media posts |
| 2019.09.15-2019.10.15 | 1 preparation of article promoting the IT platform<br>2 social media posts |
| 2019.10.15-2019.11.15 | 1 preparation of article promoting the IT platform<br>2 social media posts |
| 2019.11.15-2019.12.15 | 1 preparation of article promoting the IT platform<br>2 social media posts |

No physical campaign materials (brochures and other printed materials) have not been printed in accordance with the request of the JS.

The prepared articles can be found in Annexes.

**Communication tools used by BUD to implement the campaign:**
- article about the IT Pilot in the weekly company newsletter (Heti hírek) sent to all airport employees (including BUD employees and all other airport stakeholder employees)
- company e-mails to BUD employees (BUD company e-mail system)
- related communication via company INTRANET for BUD employees
- related communication via company e-mails to airport stakeholders (e-mail newsletters to airport stakeholders)
- internal company meetings with BUD departments to inform the departmental leaders
- internal company meetings with HR and Finance to establish the continuation of the IT Platform for 2020 and the support for the related monthly and annual award competitions for employees
- BUD has included the LAirA project results, i.e. the IT Pilot, into its airport environmental and sustainability cooperation program, the Greenairport Program. The members of the program are 37 partner companies active at the airport areas, representing approx. 9000 employees. The program is aimed to find areas of cooperation and implement sustainability related airport developments. 3 meetings are held in every year. Project results, PPTs, information for participation or establishment of similar employee ride-sharing systems had been provided at all Greenairport Meetings since the 1st Stakeholder Meeting in 2018.
- Final Conference and Press release: Employee ride-sharing had a complete section at the Final Conference in December 2019 and the related press release was published at 7 relevant (and popular) information webpages in Hungary.
- Preparation of printed or other physical materials had been excluded, in line with the request of the JS.

Several **articles and social media posts about the IT Pilot and employee ride-sharing** had been created and **distributed through the above mentioned channels / Communication tools**:
- How-to ride-share guide to support employees in registration and why to participate?
- news article about the launch of the IT application
- map + article about the relevant ride-sharing destinations at BUD
- posters about the ride-sharing app. to serve as media catching the attention
- check your tyre pressure and ride-share article

- press release about the Final Conference
- webpage article about the project
- article for the company Intranet
- social media posts for the company employee FB group
- PPT about the employee ride-sharing at BUD

**In line with our awareness-raising campaign plan, we have prepared various communication articles and social media posts to increase the number of registrations and the activity of users.** A "How to Ride-Share Guide" had been created, which served as a basis of articles in our company weekly newsletter and social media groups. We created articles about: launch of the application, map of the available airport addresses, how you can find an advertisement, useful tips for users, number of registered users, why is it environmentally beneficial to use ride-sharing, why to use ride sharing in general, use ride-sharing within the airport besides daily commuting, special ride-sharing meeting points at the airport. **This information and the prepared articles had been published via company channels (newsletters, social media posts, stakeholder meetings, conferences).**

The IT Pilot Test and the related awareness campaign are to contribute to change of the commuting habits of airport employees, in order to reduce CO2 and other transportation related emissions and traffic congestion within the airport region (FUA). The ride-sharing related awareness-raising campaign was specifically aimed to support the deployment and usage of the ride-sharing platform at Budapest Airport for BUD employees.

**BUD has decided to continue the use of IT application service beyond the test period and after the end of the project, financed from its own budget.** In order to support this decision, BUD has also decided to **launch a company-wide monthly and annual award schemes for the top three most active ride-sharing users** (drivers and passengers). The approval of the related and needed company financial and HR decisions (November 2019), a launch date of 15. January and end date of 15. December 2020 for the competition had been decided, as it is an annual award competition. BUD is to see the success of the monthly and annual competitions, the popularity of the IT application among the employees and decide about the IT Pilot continuation after 2020 based on these results. **This includes the IT Platform related company communication to be continued simultaneously with the IT Platform.**

However, due to the COVID-19 pandemic, the launch of the competitions had been postponed. Also due to the pandemic, it seems to be problematic to advertise a travel solution that is aimed to have more persons in a small confined space in the current situation. While the application is still available for BUD employees, BUD is to launch the award competitions after the pandemic.

The **results and prepared materials of the IT Pilot and the Awareness Campaign** could be multiplied and scaled-up by the involvement of airport partners and at other airports as well. The results and the experiences gained are described in the Pilot Reports, as well as airport partners had been informed about the development at the Stakeholder (and other airport) Meetings and at the Final Conference, as well as at other project- and airport partner meetings during the project period.

The target group of the IT Pilot Test were the BUD airport employees. The campaign was also aimed at BUD employees, however Greenairport Partner Company employees (airport partners active at BUD) had also been informed via the partners and BUD communication channels, using the prepared materials.

BUD had informed its business partners and airport tenants (most important stakeholder groups) about the ride-sharing application since the planning phase of the IT Pilot Test (03.2018) and at the relevant other stakeholder and airport related meetings held within and outside of the project. DHL, AVIS and Lufthansa companies have expressed their interest to join the service and have started individual negotiations with the service provider.

The IT Pilot test was presented at the Stakeholder meetings, as well as at the Final Conference of the Project. Besides, it become a topics for future cooperation of airport stakeholders within the airport's own environmental cooperation program (the Greenairport Program).

The communication materials created and distributed on-line during the IT Pilot Test Period are available for airport partners and all possible external stakeholders for external partners to read and also the colleagues of BUD for consultation.

The company ride-sharing is to be one pillar of Budapest Airport's sustainability initiatives and measures for Airport Carbon Accreditation.

# 3. Insights on developments of KPIs

No KPIs had been developed specifically for the Campaign, but a scheduled list of activities to be performed is the foundation of the campaign activities. The table containing the schedule can be found in the previous section of this document.


However the following should be considered:

The 62 registered users make 10% of BUD employees.

The number of advertised travels is approximately 9 per registered user (total number of advertised travels: 574), the number of realized travels is much lower (18). However, this is similar to the rate of matched rides of all Oszkar users (not only BUD employees), but there is certainly a possibility to increase this number.

Management level decisions were made in order to enhance the participation and activity of users by planning BUD-Oszkar Ride-Sharing Annual Award Program. The BUD Award Gala is a company ceremony and gala to hand-over various prizes, make announcements, etc. From 2020, a BUD-Oszkar Award will be handed over to the driver and passenger using ride-sharing the most. Prizes include dedicated parking spot close to the terminal entrance, new tyre set/repair of the car. Besides the Award, every month the top 3 most active driver receive a free car-wash at the airport, the top3 passenger receives a free meal voucher at one of the airport restaurants. This program will be announced early next year. Also BUD is planning to sustain the application until one more year for testing, we expect a high level supporting decision about this.

Additional communication tools had been performed by creating a ride-sharing poster, dedicated ride-sharing meeting points and a free map of the available airport addresses.

Specific address list of airport facilities had been added to the application, which is to ease searching for advertisements and offer rides.

BUD-Oszkar info e-mail address had been set-up to answer user requests (BUD.Oszkar@bud.hu)

IT Pilot experiences were very similar during the pre-, intermediate- and final test periods, in terms of number of registrations and frequency of using the platform. After the launch, a registrations had been starting slowly, but after two weeks we have experienced a rapid rise. However, the number of registrations had only increased by a few since then. BUD sees various reasons behind this, such as the time period for launching and testing the platform is too sort for users to really change behaviour from only registering to actually sit in or to offer travels, as this requires real attitude change and sometimes careful planning of car travels, in order to be able to pick-up passengers or change your route according to passenger requests. This could be enhanced by the company benefit system and an additional development aimed at displaying the available travels on a map-based user interface instead of a list.

Also as the results of the qualitative survey pointed out, the ride-sharing platform is not a solution suitable for all employees, it rather should be viewed as one of the available solutions to reduce your environmental footprint, which you could use if it suits you and your circumstances.

Overall, all of our registered users interviewed emphasized, that ride-sharing is an environmentally conscious way of organizing your travels and by this, it is a great tool to induce behavioural change of the employees, but it should be followed by other steps, also pointed out by the LAirA project, such as the need for an air-rail link, bicycle road extensions and better local public transportation around the airport.

BUD has also induced talks with Airport Partners, such as DHL, AFM (airport facility management) to include them to the ride-sharing platform, in order to scale-up the development.

# 4. Insights on qualitative survey results

Questionnaire had been sent to Oszkar users (56). 34 answers had been received.

Non-users had been interviewed personally, 15 interviews had been made.

- Lack of benefit system for users: most users expect financial benefits, which are quite problematic from the company point of view

- Some mentioned the need for a map based ride-sharing advertisement search option, as it is hard to find out if the certain drivers passes by the passenger's close location if the driver starts from far away.

- Personal fears related to unknown passengers/drivers

| | | |
|---|---|---|
| User experience on accessibility | How did you first learn about our carpooling pilot/program for airport employees? | Weekly BUD Newsletter and company e-mail<br><br>BUD Employee FB Group (only for BUD employees) posts<br><br>Only a few indicated that he/she was notified by a colleague |
| | How likely is it that you would recommend our carpooling pilot/program for airport employees to a colleague or friend? | Most answer indicated "likely" |
| | Is it easy to get familiar with the product and to learn how to use it? | Most of our users (approx. 60%) have been an Oszkar user already. |
| User experience on usability | Why do you use our carpooling platform? | 1. Already used carpooling before/usual habit,<br>2. Environmental reasons,<br><br>not applicable answers were: Financial saving reasons, Comfort, Social Interaction |

| | | |
|---|---|---|
| | How easy is our carpooling platform to use? | Most indicated easy, however the registration procedure takes a long time (lot of data should be filled in, such as car type and yr. of manufacture, etc.) |
| | Which features of our carpooling platform are most important to you? Name them. | Most users indicated that the direct message and actual position functions are useful. |
| | Do you miss any features? If so, please name them. | Driver/passenger ads. start- and arrival points to be put on a graphic map. |
| | Is it fun to use our carpooling platform? | Most indicated yes. |
| Satisfaction level | | |
| | What do you like least/most about our carpooling platform? | No info about travel routes. Such info could help finding suitable ads. |
| Suggestions for improvement | Do you have any suggestions for improving the carpooling platform/pilot/program? If so, please name it. | • more airport addresses to choose from<br>• graphic map to choose ads.<br>• BUD should provide financial benefits for users |
| Questions/claims the HR departments need to deal with | What are claims the HR or any other department collected during the last months of platform operation? Name them. | • GDPR worries of IT department related to BUD users share data through a separate IT system<br>• HR has problems with providing financial benefits to users, therefore motivation is more difficult |
| Handling of the platform from the airport's perspective | Name the experience and impressions the airport has made when implementing and operating the carpooling platform. | • the operation is smooth and effective, the provider answers all requests on time and provides development ideas |

# 5. Learnings

**Learnings and key points** that need attention **to launch and operate** a similar **ride-sharing system and campaigns**:

- Scaling-up the development and involving project stakeholders and external partners into using the application. In case of BUD, there are approx. 12000 employees in total at all companies represented at the airport, with very varied shifts and work hours: in case of a big enough number of the users, this better enables users to find suitable rides.

- The crucial point of the development is how users can find suitable rides with the application: the app. should be able to provide a solution for users to be able to notice if an other users is offering a suitable ride, even if based on the starting or end point of the journey, it seems that the ride is not suitable. For example, the driver starts from an other part of the city than the commuter, therefore it seems that it is not possible to start the travel together, but the app. notifies the user about at which route point it would be possible to join to the driver.

- Communication materials to be prepared should to offer practical solutions and support for employees, in order to overcome the social and behavioural challenges related to ride-sharing.

- There is a critical number of users to have a big enough pool of users, so it is possible to find travels with the application. As environmental benefits are usually not enough to change mass behaviour, there is a definite need for other combined measures to activate users:
    - campaigns + award competition
    - or some form of financial benefits for users
    - Setting up an ambassador system (one employee at each department, providing info about employee ride-sharing)
    - detailed map and address list of airport locations
    - creating one meeting point for each locations, to avoid large number of destinations, resulting in user confusion and hard to notice suitable rides

  There are many other possible measures, but these should be tailored to the company.

- The application and the method how the users can find suitable travels has a crucial importance. If the public transportation user has to make an extra travel to meet the driver, than passengers tend to stick to the system they already started to use for their travel, such as if the passenger has to leave home by car to meet with an other driver, in practice they will less likely adjust their schedules and just continue with two cars separately. Same applies to public transportation.

- Also it is important to note, that users commuting from far away are more likely users of the ride-sharing scheme, as they tend to take care of daily issues during the weekends or one time a week, so for passengers it is easier to organize travels.

- Proportion of the registered users among the total employees is key in being able to find travels/commutes.

- A strong company level employee benefit system is a must to foster participation and activity of the users. This system has to be built on multiple awarding tools: long term competitions, such as annual award, and short term competitions, such as monthly rewards for top users. Users should be surveyed in order to help the company to decide about the appropriate measures.

- Detailed information and personal support (ambassador system) is needed during the launch of the initiative and for some time after.

- Common dilemmas and questions should be openly communicated toward employees: how to find travels / commutes, how to adjust the personal comfort of using a car to travelling with others, can the CEO sit next to an average employee, etc.

- Reliable company communication channels to be utilized frequently and regularly to maintain attention

- Scaling-up the development is key: extension of the system to other partners can have various by increasing the pool of users, commuting times and locations.

- Employee ride-sharing pilot can be the first tool or company measure to change the attitude of employees and create a company culture, but it is not the only tool to be applied for the green mobility of employees.

## 5.1. Success factors

*Describe success factors of your pilot, i.e. what has worked out very well? What has worked out better than expected? Why is your pilot a success?*

- The main concerns related to employee-ride sharing and related campaigns are enhancing the motivation of users, the easy to use interface of the application and providing relevant information for the users at the right time and place. The campaign articles could serve these aims by enabling the users to gain relevant information.

- Employees and registered users are in favour of the idea of ride-sharing and highly supporting it in terms of supporting environmental protection. However the user statistics points out that when it comes to them to change their behaviour and act, they are much less likely to do that.

- The in person communication between the personnel responsible for company ride-sharing and the registered users has a significant role in creating attention and awareness

- Users like the open map and sent new address book locations

- BUD has received positive feedback about the awareness-raising activities (newsletters, social media posts)

- The application had been created and successfully launched, regularly updated

- Additional tasks had been performed to further support ride-sharing (maps, etc.)

- Company benefit system had been created to enhance participation of employees in the ride-sharing platform

*To which extent have you reached your objectives?*

- The application had been prepared and launched, practical measures had been performed (map of locations, address list, BUD-Oszkar info line) and a related company award and 1st stage of employee benefit system had been established. The number of registrations and user activity is below our expectations.

*To what extent have you been able to achieve the expected impact?*

- There were no expected impacts, we wanted to see if this solution can work or not and within what circumstances and conditions. We can point out the basic and must conditions for an employee ride-sharing scheme, such as the benefit system.

*What has changed since the intermediate monitoring report?*

- No significant changes had been experienced since the intermediate period, except the team working on the implementation has received some useful user feedback about how to enhance user participation by an ambassador system and some ride-sharing platform ambassadors are to be pointed out among employee groups by department.

## 5.2. Failure factors

- Employees and registered users are in favour of the idea of ride-sharing and highly supporting it in terms of supporting environmental protection. However the user statistics points out that when it comes to them to change their behaviour and act, they are much less likely to do that.

- Employee benefit system is to be launched next year due to company negotiations with employee unions

- Personal fears of users: low level employee travelling with high level employee, driver has an old car, therefore offers no travels

- Many users are not participating actively due to issues, which could be avoided by careful planning and scheduling to tasks to do. These are also related to personal comfort provided by owning car and using it where and when and how you want. However, users provided very contradictory opinions based on the distance of how far /close they are commuting. Users commuting from far away, are more likely to take passengers or become passengers, as they usually have less personal things to do when they are about the arrive or leave from work, such as users living far away from the airport drop off the children at school earlier and travel directly to work and also less likely to organize small personal travels after work.

- The lack of open and honest communication: relevant and reliable information, a person to turn to with questions have a high importance

- Number of registered users is lower than ideal for a wide selection of travel/commuting ride options. Based on the service provider's experience, approximately 50-60% of the employees should be registered for the necessary pool of commuting options.

*Why weren't you able to achieve your set objectives?*

- More user involvement is needed, this is why we created the benefit system.

*What was hindering during your pilot?*

- Mostly personal fears of users: low level employee travelling with high level employee, driver has an old car, therefore offers no travels

- Attitude change of employees takes time

- Need for better advertising methods for offering and/or searching for rides

*What has changed since the intermediate monitoring report?*

- The LAirA Closing Conference created awareness for employee ride-sharing among BUD employees, BUD Airport Partners and the media.

# 6. KPIs in short

| Quantitative KPIs | | |
|---|---|---|

| Source for KPI | KPI | Measuring Unit | Comments |
|---|---|---|---|
| Operator platform/data | Number of registered users | 15 (mid-September) 56 (mid-October) 58 (mid-November) 62 (09. December 2019) | Number of users registered and having active registration at the time of surveying.<br><br>BUD has approx. 600 employees with company smartphones and e-mail address (pre-condition of registering to the platform). |
| Operator platform/data | Number of active/passive users | active: 10 passive: 52 | Active user: realized a travel as a passenger or a driver, who transported at least one passenger during a travel. Passive user: only registered, but not offering travels / never sat in one yet. |
| Operator platform/data | Number of matched rides to/from the airport | 18 (551 km travelled = 87,2 kg $CO_2$ spared) | $CO_2$ emission reduction only can be accounted if a car driver travels as a passenger via the platform. |
| Calculation by LAirA partner | Vehicle occupancy rate | Persons per vehicle per ride: 2 | Drivers can offer seats in their car according to the legal capabilities of the car or by their own wish, while also complying with the relevant regulations. |

# 7. Conclusion

BUD believes that its participation in the LAirA project was a great opportunity and provided a very useful set of tools and know-how within the employees, the project team and also on management level about climate friendly mobility solutions. The project idea and aims have gained management level attention, which is reflected in the reshaping of company strategies and development planning. The results of the action plans are to be turned into actions, such as the e-mobility and soft-mobility action plan initiatives and various sustainability related measures, as well as the ride-sharing platform, which is to be, according to the plans, voluntarily sustained at least until the end of 2020.

In order to make the ride-sharing platform more successful, based on the experiences of the ride-sharing platform pilot, BUD has planned additional measures. BUD has initiated a company benefit policy (described before). Besides, an ambassador system will be formed from BUD employees, whom will act as leaders and contact points, as well as provide information for others.

While implementing the above changes, the following factors should be evaluated and preventive measures should be planned:

- Proportion of the registered users among the total employees is key in being able to find travels/commutes.

- A strong company level employee benefit system is a must to foster participation and activity of the users.

- Detailed information and personal support (ambassador system) is needed during the launch of the initiative and for some time after.

- Common dilemmas and questions should be openly communicated toward employees: how to find travels / commutes, how to adjust the personal comfort of using a car to travelling with others, can the CEO sit next to an average employee, etc.

- Scaling-up the development is key: extension of the system to other partners can have various by increasing the pool of users, commuting times and locations.

- Employee ride-sharing pilot can be the first tool or company measure to change the attitude of employees and create a company culture, but it is not the only tool to be applied for the green mobility of employees.

As a final conclusion of the project and the pilot (including the campaign), it should be mentioned that both provided an ideal opportunity for gaining useful knowledge about green mobility initiatives and actions for multiple actors and stakeholders: actions plans and results, best practices and the related information proved to be useful at management and decision making levels, while the IT Pilot provided the need to implement real and practical initiatives, that affected all employees. Regarding airport stakeholders and partners within the airport FUA, the created studies, action plans, measures and initiatives could also prove to be useful. These and the implemented pilot initiative has greatly contributed to the overall project aim of finding green mobility solutions for the airport regions.

# ANNEX 1. – IMAGES ABOUT THE MOBILE APP

## BUD-OSZKAR IT APP:DRIVER MODE

# BUD-OSZKAR IT APP: PASSENGER MODE

## ANNEX 2. – POSTER OF THE IT PILOT:

# ANNEX 3. BUD OSZKAR-MEDIA REPORT

(BUD OSZKAR-media-jelentes_fin.pdf is attached to this document)

# ANNEX 4.– FINAL CONFERENCE PRESENTATION ABOUT THE IT PILOT

(Closing Conference PPT is attached to this document)

# ANNEX 5. OT2.2.3. CAMPAIGN FACTSHEET

(Factsheet is attached to this document)

# ANNEX 6. COMPRESSED FILE: CAMPAIGN MATERIALS (MEDIA ARTICLES, SUMMARY, POSTERS FOR ON-LINE DISTRIBUTION)

(Compressed file attached to this document)